

Senate Armed Services Committee
Advance Policy Questions for Sean O’Keefe
Nominee to be Deputy Under Secretary of Defense for Personnel and Readiness

Duties and Qualifications

Please describe your background, experience, and expertise that qualify you for the position of the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)), including with respect to military and civilian personnel policy, military readiness, military health organizations and services, and reserve component matters.

I believe I am well-qualified to serve as the Deputy Under Secretary of Defense (Personnel and Readiness). My entire career has been devoted to defending the United States, with a particular focus on improving the laws and policies related to recruiting, retention, health and quality-of-life for military and defense civilian personnel.

For the last eight years, I have served as a Professional Staff Member on the Republican Staff of the Senate Armed Services Committee (SASC). Since 2022, I have been the Republican Staff Lead for the Subcommittee on Personnel, which has jurisdiction over military and defense civilian personnel policy, the military health system, as well as general oversight of the Office Under Secretary of Defense (Personnel and Readiness). I have had a key role in drafting eight National Defense Authorization Acts, which included major reforms to the laws governing military and defense civilian personnel and the military health system.

Prior to my appointment to the SASC staff, I worked as a Senior Policy Analyst at the Bipartisan Policy Center. In this role, I served as the lead staff support for a task force that made dozens of recommendations to improve defense personnel management. I researched, presented, and wrote about the history and evolution of the American all-volunteer military force, the military health system, and the personnel-related components of the defense budget.

Following graduation from the U.S. Air Force Academy, I served as an active-duty Air Force financial management officer for six years. I was stationed in Europe, the United States, and completed a deployment to Afghanistan. These experiences provided a first-hand appreciation of the men and women who serve the United States in a military or civilian capacity.

Conflicts of Interest

Federal ethics laws, to include 18 U.S.C. §208, prohibit government employees from participating in matters where they, or certain family members or organizations with which they have certain relationships, have a financial interest.

Do you agree, without qualification, if confirmed, to disclose any potential conflicts of interest, including investments, business ties, family relationships, or other connections that could be perceived as influencing your decision making?

Yes.

Do you agree, without qualification, if confirmed, that if a conflict of interest arises, you will recuse yourself from participating in any decisions regarding that specific matter?

Yes.

Do you commit, without qualification, if confirmed, to decide matters on the merits, and exclusively in the public interest, without regard to private gain or personal benefit?

Yes.

Major Challenges and Priorities

What do you consider to be the most significant challenges you would face if confirmed as the USD(P&R), and how would you address each of those challenges?

The Department of Defense is in the midst of shifting its focus to the needs of large-scale combat operations. This focus should be the main consideration as the Department confronts various challenges. Within the USD(P&R) portfolio, the major challenges I see are related to military recruiting and retention, defense civilian talent management, and stabilizing the military health system.

I believe this is the moment for the Department of Defense to adopt a more agile personnel management system that can quickly adapt to emerging military manpower requirements. As that relates to recruiting, I believe USD(P&R) must increase investment in new technology to expedite the review of medical records for prospective recruits. I would also prioritize modernizing the Joint Advertising, Market Research, and Studies (JAMRS) office, which is the cornerstone of all military recruiting efforts. Military recruiters should know that the leads provided by JAMRS are high-quality and reliable.

For military retention, it is time for the military to embrace the personnel management authorities provided by the John S. McCain National Defense Authorization Act for FY2019. These provisions would shift military promotions away from a primarily time-based model to one that is based on defined military requirements and individual performance. If confirmed, I would ensure the Military Departments have a full understanding of the utility and potential benefits of these authorities.

Defense civilians are a critical aspect of the total DOD workforce. That will remain the case in the future. Defense civilian employees deserve a personnel management system

that reflects their importance to the mission. This system should be able to hire quickly, offer a competitive compensation package, and establish a performance-based system of accountability. If confirmed, I would ensure the Department of Defense take a prudent and coherent approach to implementing the various reforms included in recent National Defense Authorization Acts. This includes widespread use of direct-hire authority, increased utilization of “highly qualified expert” authorities, and expanded use of various special pay authorities and demonstration programs. USD(P&R) should be the critical enabler for every component of the Department of Defense as it relates to civilian employment.

As this committee heard recently, military healthcare is in a precarious position. If left unaddressed, I fear the military will suffer greatly should they be called to fight and win a major war. If confirmed, I will ensure that if troops are placed in harm’s way, they receive the best medical care possible should they be wounded or injured. This means providing the military health system with the resources, staffing, and authorities necessary to realize the promise of the reforms required by law.

To the extent that the functions of the Office of the USD(P&R) overlap with those of other Department of Defense (DOD) Components, what would be your approach, if confirmed, to consolidating and reducing unnecessary duplication?

I believe strongly that the office of USD(P&R) should be an enabler for the various DOD components. This means collaborating with the other components to help solve their problems. Personnel policies are not an end-in-itself. The various policies under the USD(P&R) portfolio must be in support of particular outcomes for the military and civilian workforce of the Department of Defense. If confirmed, my approach will reflect my experience as a staff member on the Senate Armed Services Committee. I have worked alongside members and staff to provide them with personnel policy options in support of their desired manpower or healthcare outcome.

What is your view of the scope and importance of the USD(P&R)’s oversight duties and powers with respect to the Military Services?

USD(P&R) should assist the Secretary of Defense in managing the total force, including regular and reserve military forces, civilian employees, and their families. Additionally, the USD(P&R) can be a useful integrator of “best practices” and lessons learned as the Military Departments work through their unique manpower and personnel-related challenges.

USD(P&R) also serves as the senior civilian leadership of the Military Health System, which necessarily involves close collaboration and oversight of the Military Department Surgeons General and other military medical providers.

If confirmed, I look forward to working closely with the Military Departments to assist them in their title 10 responsibilities to organize, train, and equip their forces.

Civilian Control of the Military

If confirmed, how would you adhere to and further the fundamental principle of civilian control of the armed forces?

As a senior civilian appointee within the Department of Defense, I would personally demonstrate civilian control of the armed forces in my daily interactions with the military personnel I interact with on a daily basis. Given my extensive experience with the policies under the USD(P&R), I believe I would bring a unique and valuable perspective to any personnel-related discussion, which would serve to elevate the value of civilians in the Department of Defense.

If confirmed, specifically how would you ensure your inclusion in the discussion, debate, and resolution of U.S. defense and national security issues?

I believe my extensive experience with the policies overseen by the USD(P&R) will enable me to be a trusted and valuable member of any group that is discussing, debating, or attempting resolve a defense personnel, readiness, or healthcare related issue. Over the last 10-years, I have also developed strong relationships with many of the senior military and career civilian staff in the USD(P&R) organization and the other personnel organizations in the Military Departments. These relationships are crucial to advancing thoughtful and innovative ideas in the Department of Defense.

Personnel Policy Implementation

If confirmed, what specific personnel policies and processes would you implement or change to improve the efficiency and effectiveness of human resources management—both military and civilian—across the Department?

For military personnel, I believe the USD(P&R) should be an advocate for the various officer management flexibilities included in recent National Defense Authorization Acts (NDAA), but most especially the FY19 NDAA. The provisions in the FY19 legislation would allow officers to be promoted based primarily on their performance and military requirements, while de-emphasizing tenure.

For civilian personnel, again recent NDAAs provide numerous authorities that should be utilized to build a more efficient and effective workforce. For example, direct hire authorities should be utilized as extensively as possible. I would also encourage the Military Departments to utilize the Highly Qualified Expert authority more broadly than they are today. Lastly, I would advocate for building a management culture in the Department of Defense that prioritizes the time and value of civilian mentoring, development, and accountability. The Department needs better managers to achieve improved performance.

What is your understanding of your responsibility, if confirmed, to inform and consult with this Committee and other appropriate committees of Congress, on the implementation of personnel policies directed by law?

I believe the Congressional Defense Committees and the House and Senate Armed Services Committee in particular, should be seen as trusted partners when the Department of Defense implements new personnel-related policies. Often the fastest and most effective way to solve a particular problem is when the Department of Defense and the Congress work together. If confirmed, I commit to collaborating with the members and staff of this Committee frequently to address issues as they arise.

What is your understanding of the period of time within which the Department must implement personnel or health policies directed by law?

It is my understanding that unless otherwise noted in the text of a particular provision, new legislation takes effect immediately upon enactment. If confirmed, I will work diligently to ensure that any personnel or military health policy directed by law is issued swiftly.

The Deferred Resignation Program offer from the Office of Personnel Management made a statement that “Employees will be subject to enhanced standards of suitability and conduct as we move forward,” but no further guidance has been issued on what that means.

What is your understanding of the current definition of “suitability” being used by DOD, the process for those suitability determinations, and how that might change?

I am not aware of the process DOD is currently using or intends to use to determine whether an employee is deemed suitable for continued employment. If confirmed, I will look in to the current process and determine what changes might be necessary to improve the effectiveness and efficiency of the civilian workforce.

Overall Readiness of the Armed Forces

How would you assess the overall readiness of the armed forces, specifically their readiness to execute the National Defense Strategy and associated operational plans?

In general, my assessment is that the U.S. Armed Forces are the most ready and capable military in the world. I have not had an opportunity to review various operational plans or the Interim National Defense Strategic Guidance, so I am unable to provide a more detailed appraisal of overall military readiness at this time.

If confirmed, what specific actions would you take to improve personnel readiness, including with regard to the health of the force?

Perhaps the best way to improve personnel readiness is to provide the resources and staffing necessary for the direct care component of the military health system. Over the last 10 years, thousands of military medical personnel positions have been cut or removed from military treatment facilities. This hinders healthcare access and acutely affects military personnel, who are generally required to receive their care at military clinics and hospitals. If confirmed, I will be a staunch advocate for increasing the number of military and civilian medical providers, which is a costly, but necessary investment in the readiness of the total force.

Measuring Readiness

What is your assessment of how effectively the Department of Defense and the armed forces measure and track readiness?

I understand that the Department has taken steps to more effectively track and measure readiness through a Strategic Readiness Framework and associated assessments and tools, looking at how it builds and maintains preparedness across threats and time horizons. If confirmed, I intend to evaluate this framework to ensure it is providing valuable data to the Secretary of Defense and other senior leaders in the DOD.

If confirmed, what changes would you implement to ensure the Office of the Under Secretary of Defense for Personnel and Readiness more directly and effectively tracks readiness across the force?

At this point, I am not prepared to recommend any changes to the readiness reporting policies and procedures used within the Office of the Under Secretary of Defense for Personnel and Readiness (P&R), but if confirmed I would look forward to collaborating with the military departments and the Joint Staff to ensure P&R is providing value in this area.

Non-Deployable Service members

In your view, should service members who are non-deployable for more than 12 consecutive months be subject either to separation from the service or referral to the Disability Evaluation System, as is current Department policy?

Yes. In general, the ability to deploy is the main justification to have a military member instead of a civilian doing a certain job. Every military member should expect to be required to deploy. The Department should make every effort to provide reasonable medical care necessary to restore servicemembers to a fully deployable status. But in some cases, medical conditions are a permanent impediment to deployment. Those servicemembers should be referred to the disability evaluation system.

Under what circumstances do you believe the retention of a service member who has been non-deployable for more than 12 months would be “in the best interest of the service”?

A decision to retain a servicemember who is determined to be non-deployable for an extended period must be done on an individual basis and carefully weigh the members' unique skills against the risk of their limited availability. I would hesitate to commit to any specifics in the abstract as these decisions should be made on a case-by-base basis.

What are your ideas for addressing the challenges of medical non-deployability in the reserve components?

I have heard anecdotal stories of challenges related to the Periodic Health Assessment, which is required annually for members of the reserve components. If confirmed, I would investigate this issue to determine if there is a more effective and efficient way to measure and improve reserve component medical readiness.

Collaboration between the Departments of Defense and Veterans Affairs

In your view, how effective has the Department of Defense, Department of Veterans Affairs, and Department of Labor collaboration been to date, and what would you do to enhance it?

In general, I believe collaboration between these three agencies is quite good. There seems to be a shared commitment to ensuring that separating service members are as prepared as possible for their re-entry into the civilian community.

If confirmed, how would you improve the seamless transition of each service member as they move from service member to veteran status?

I believe the Military Departments underutilize the Individual Ready Reserve (IRR) as a means to stay in contact with recently separated military personnel. Almost every separating service member is required to affiliate with the IRR. This presents a useful method to ensure these veterans are well-supported by the Department of Veterans Affairs and are successful in launching their civilian careers. It could also be an opportunity to recruit a service member into a participating reserve status or even to re-enlist on active duty.

The National Defense Authorization Act for Fiscal Year 2019 significantly reformed the Transition Assistance Program (TAP) to provide a more individualized and tailored experience for servicemembers. The program is no longer one-size fits all. Since these changes have been implemented, what is your view of the effectiveness of TAP, and how might it be improved?

TAP is more successful than its critics give it credit for. The veteran unemployment rate is consistently lower than the non-veteran rate. That is especially true for the younger veteran cohort. Additionally, data suggest veterans have higher lifetime earnings, higher home ownership rates, and are better educated than their non-veteran peers.

There is an emerging issue in the TAP program related to the timing of the program. Current law requires the Military Departments to offer TAP at least 12 months before a service member separates from active duty. This is often a critical period for re-enlistment decisions. I fear that this 12-month TAP requirement may be counterproductive as the military continues to value retaining high-quality service members.

In your view, how can TAP be improved to provide better support to members of the reserve components?

TAP for reservists should significantly differ from the program offered to the regular component. In theory reservists already have a civilian career, so much of the course content related to non-military employment should probably be curtailed. If confirmed, I would work with the Reserve Forces Policy Board to determine what TAP programming is most useful to members of the reserve components.

If confirmed, what goals would you establish in your role as the co-chair of the Joint Executive Committee?

Certainly, one of the goals of the Joint Executive Committee should be the realization of a common electronic health record between the Department of Defense and the Department of Veterans Affairs. If confirmed, this would be one of my priorities. I also believe there is significant potential for expanded and more formal partnerships between the Military Health System and the Veterans Health Administration.

Sexual Assault Prevention and Response

In your view, how adequate and effective are the policies, programs, and training that DOD and the Military Services have put in place to prevent and respond to sexual assault?

In my judgement, many of the current policies, programs, and training are proving themselves to be generally effective. It would be premature to judge the effectiveness of the most recent initiatives, but if confirmed I would rely on quantitative and qualitative assessments of sexual assault prevalence to determine whether policies and programs are effective.

If confirmed, specifically what would you do to increase DOD-wide focus on the *prevention* of sexual assaults?

It is my understanding that DOD data suggest that there are certain environments, units, or circumstances where sexual assault is more likely to occur. Most of the prevention-related training that I have seen has been developed to be widely applicable. In my judgement, the Department of Defense should develop prevention techniques that are more tailored to these specific higher-risk environments.

What is your assessment of the potential impact, if any, of proposals to remove from military commander's case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

I believe it is still too early to determine whether the modifications to the military justice system enacted in recent National Defense Authorization Acts are achieving their intended results. If confirmed, this will be an area that I would monitor in coordination with the Military Departments.

What is your assessment of the Department's implementation of protections against retaliation—most notably social ostracism and reputation damage—for reporting sexual assault?

It is my understanding that the recently reissued Department of Defense Instruction 6495.02, Volume 3 establishes a detailed policy that provides various options to protect individuals from retaliation for reporting a sexual assault.

In your view, do military and civilian leaders in the Department have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual assault and retaliation? If not, what additional training, authorities, or resources do you believe are needed, and why?

In my judgement, the Department currently has the necessary training, authority, and resources to hold commanders and supervisors accountable for the prevention of and response to sexual assault and retaliation. If confirmed, I expect this will be an area that will continue to evolve as the Department becomes more experienced with the newly created Offices of Special Trial Counsel. As part of that evolution, I commit to keeping this committee well-informed of the Department's progress and making requests for additional authorities as necessary.

Sexual Harassment in the Armed Forces

What is your assessment of the effectiveness of the sexual harassment programs of the Department, including those of the Military Departments?

Sexual harassment has no place in the workplace. Employees deserve a safe and respectful work environment. In general, the Military Departments have demonstrated that they take seriously their responsibility to prevent sexual harassment from occurring

in their respective organizations. The most recent reporting from the Department of Defense supports this assessment and documents slight declines in the prevalence of unwanted sexual contact among active duty servicemembers.

In your view, do methods for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide DOD leaders, supervisors, and managers with an accurate picture of the systemic prevalence of these adverse behaviors in the military force?

It is my understanding that current DOD policy requires the Military Departments and other DOD components to maintain data on harassment complaints, which includes informal and anonymous complaints. This information must be reported to the USD(P&R) annually. I have no reason to believe that this policy is inadequate.

If confirmed, what actions will you take to improve the quality of investigations into allegations of sexual harassment in the force?

If confirmed, I will work with the Military Departments, Judge Advocates General, and Military Investigation Organizations to ensure they have the information and support necessary to conduct high-quality and thorough investigations into sexual harassment.

Does the Department's method for recording the outcomes of informal complaints of harassment or discrimination provide DOD leaders, supervisors, and managers with a means of identifying repeat perpetrators in the military?

If confirmed, this is an issue I will examine in more detail. I am aware of some tools that are being used in certain locations that are designed to help identify repeat perpetrators, but I would like to learn more about these tools before assessing their effectiveness.

Domestic Violence and Child Abuse in Military Families

What is your understanding of the extent of domestic violence and child abuse in the military services, and, if confirmed, what actions will you take to address these issues?

Tragically, domestic violence and child abuse are underreported crimes in American society. This dynamic is likely to be true in the military as well. The data the DOD collects and reports annually to Congress show mixed trends for the various categories of domestic violence and child abuse. Because of the unique factors affecting military families, it is imperative that the Department of Defense address any incident of domestic violence seriously while making use of the unique authorities available to the military.

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

I am encouraged by the reported success of the Department's New Parent Support Program, which provides intensive home visiting services on a voluntary basis to expectant parents and parents with young children, who display indicators of being at risk for engaging in harmful, or potentially abusive or neglectful parenting practices. This program, while relatively small, reports high levels of success in avoiding instances of child abuse or neglect. If confirmed, I would be interested in studying how to grow this program to provide additional support to all expectant parents.

Do you believe that the Department's Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?

In my judgement, the Family Advocacy Program is a well structured to address these very difficult cases in an effective and humane way.

Department of Defense Education Activity and Dependent Education

What is your assessment of the overall quality of DOD schools?

In my judgement, DOD schools offer high quality education to military dependent children and other eligible families.

In your view, are DODEA's headquarters overhead costs, including its funding and employment of personnel above the school level, comparable to such costs in highly-ranked public school districts in the United States? Please explain your answer.

If confirmed, this is an area I will examine in detail. While military families deserve a well-resourced educational experience, I am committed to building a more efficient and effective Department of Defense.

The National Defense Authorization Act for Fiscal Year 2025 authorized DODEA to implement School Advisory Committees across all DODEA schools.

If confirmed, how will you ensure this implementation runs smoothly and ensures all stakeholders, including parents, have input and oversight over DODEA schools?

I believe parents are the primary educators of their children. A well-run school system partners with parents by being transparent about the curriculum, addressing parental concerns quickly, and taking every opportunity to build trust. If confirmed, I will ensure the Department of Defense implements this important legislation as expeditiously as possible.

How do you assess current class sizes, to include student to teacher ratios, throughout DODEA schools, and do you recommend they be adjusted? If so, why?

I believe class sizes in DODEA schools are generally well-within the acceptable norms of comparable high-performing school systems. At this point, I have no recommendations for adjustments to current student to teacher ratios.

In your view, how, if at all, should the quality and availability of local public education factor into Department and military service basing decisions?

In general, I believe the military should place significant weight on the support provided by local communities when making decisions about where to base large numbers of military personnel and their families. The quality and availability of local public schools should be an important consideration.

Post COVID-19 pandemic, schools across the country have reported behavioral challenges with students returning to the classroom. DODEA is not immune to this trend.

If confirmed, how will you ensure schools and teachers have appropriate support staff to manage students' mental health, behavior challenges, and other special needs concerns?

DODEA schools benefit from an ability to collaborate with the various support services offered by the Department of Defense. A majority of the students are TRICARE beneficiaries, which means they are a part of high-quality health insurance program that provides many additional services beyond what DODEA may be able to provide. If confirmed, I would look to build a strong culture of collaboration between DODEA, the Office of Force Resiliency, and the Assistant Secretary of Defense for Health Affairs.

If confirmed, how would you improve teacher hiring at DODEA to ensure teachers are in place at the beginning of every school year? In your view, would any additional authorities be required to speed up the hiring process?

While I am not aware of any particular hiring challenge for DODEA teachers at this time, it would not surprise me if the same time-to-hire challenges that exist throughout the Department of Defense also apply to DODEA. I do understand that DODEA has made progress in ensuring that its classrooms have full-time teachers in-place for the beginning of the school year. But if confirmed, I look forward to learning more about how I can be helpful in further expediting the hiring process.

Military Service Academies

In your view, what is the unique benefit of a military service academy compared to other officer commissioning sources?

Military service academies should be the commissioning source that most closely tracks the academic needs of the military department concerned. . For example, The U.S. Military Academy was established to produce the engineers that the Army struggled to

find elsewhere. As the need for certain types of officers within a military service change, service academy curriculums should evolve quickly to provide those new officers. The other commissioning sources produce officers who are products of academic institutions that do not provide a curriculum that is entirely structured for the purpose of producing commissioned military officers

Additionally, the military service academies are perhaps the last post-secondary educational institutions in the United States that focus explicitly on developing the character and morality of their students. Graduates of these institutions should provide the ethical foundation for the rest of the officer corps.

Do you believe the military service academies currently are meeting the needs of the services in terms of producing new officers with necessary academic experience, military discipline, and character?

While I believe the vast majority of service academy graduates serve their country as highly capable and honorable commissioned officers, I do believe that sometimes happens despite their academy experience rather than because of it. Over the years, as the number of academic majors and minors has proliferated at each of the academies, it has become more difficult to determine how those academic programs are linked to the explicit needs of the relevant military service. Historically, the academies have offered relatively few academic majors and minors. Rather, they emphasized an extensive and challenging “core curriculum.” This produced an academically well-rounded officer. Perhaps today’s military requires officers with a more specialized undergraduate educational experience, but I have not seen any analysis from the Department of Defense that suggests this is the case.

In the realm of military discipline and character, the academies regularly experience large-scale violations of their respective honor codes. While in the past cadets and midshipman who were found to have violated the honor code would expect to be disenrolled, that is no longer the case depending on the circumstances. A first-time violation from an underclassman rarely results in disenrollment, for example. I am not certain that this more “developmental” approach to character has proven to be more successful than the harsher policy of the past. An honorable character should be a non-negotiable requirement for an academy graduate. If confirmed, I would like to learn more about the current honor system at each of the academies and determine what can be done to further strengthen them.

What is your assessment of the efficacy of the policies and processes in place at the military service academies to prevent sexual assault and sexual harassment, and to ensure that cadets and midshipmen who do report assault or harassment are not subject to retaliation—social ostracism and reputation damage—in particular?

I am cautiously optimistic that many of these policies may be started to have some positive effect. The most recent data on sexual assault prevalence at the service academies indicates some improvement. If confirmed, I will collaborate closely with the

leadership of the military service academies to identify and address any policy gaps that allow these behaviors to persist.

In March 2023, Secretary Austin directed an On-Site Installation Review (OSIE) be conducted at the military service academies (MSAs) after an increase in the estimated prevalence of unwanted sexual contact (USC), sexual harassment (SH), and other concerning climate issues at the MSAs during the 2021-2022 academic year. These MSA OSIEs are intended to continue biennially.

If confirmed, do you commit to continuing these important reviews?

My understanding is that the Department of Defense Instruction 6400.11 requires OSIEs to be conducted biennially but does not necessarily make requirements on what specific locations are evaluated. These visits are very resource intensive and should be conducted where they are most needed. If confirmed, I would use the extensive data available related to command climate and culture to determine the most appropriate locations that would benefit most from the considerable resources required for an OSIE.

Senior Reserve Officers' Training Corps (SROTC)

In your view, does the Senior Reserve Officers' Training Corps (SROTC) program remain a viable source of officer accessions?

Yes.

What is your assessment of the diversity in our ROTC programs? What measures can be taken to increase diversity in the ROTC?

The data suggest that ROTC is an excellent program that produces officers from many backgrounds. If confirmed, I would work with the military departments to ensure their ROTC programs are well-resourced and operated in a productive manner. SROTC programs, as well as the other officer commissioning sources, are most effective when admission policies and curriculum are color-blind and merit-based. If confirmed, I will ensure that ROTC policies support equal opportunities to all cadets & midshipmen, but do not guarantee or strive for equal outcomes.

In your view, should the Military Services continue to operate SROTC units at colleges and universities that fail to meet their minimum annual commissioning requirements? If not, please explain the factors you believe should be used to determine which units should be terminated.

There is evidence that some SROTC detachments do not meet the requirements established by their respective military departments for officer commissions. The

resources necessary to run these less-productive detachments may be better used elsewhere. If confirmed, I would collaborate with Congress and with the military departments to help them organize their SROTC program to be as efficient and effective as possible, while also continuing to be well-represented across the nation.

How would you modify the SROTC scholarship program to attract the top talent that our armed forces need?

Too many young Americans are unaware of the incredible benefits associated with an SROTC scholarship. If confirmed, I would work with the military departments to better market the SROTC program and to ensure their SROTC programs are well-resourced.

I was surprised to learn recently that it is often harder to earn an SROTC scholarship than an appointment to a service academy. There are many reasons for this, but I am delighted that the SROTC scholarship is appealing to such high-performing students.

Health Care Quality and Access

If confirmed, what specific actions would you take with respect to each of the following:

- **Eliminating performance variability throughout the Military Health System (MHS).**

One of the major justifications for elevating the stature of the Defense Health Agency was to create a consistent standard of care throughout the Military Health System. If confirmed, I commit to ensuring the Department of Defense does not regress in its implementation of the various reforms mandated by law in this area.

- **Improving health outcomes and the experience of care for all of the Department's beneficiaries—in both the direct and purchased care components of the MHS.**

The Military Health System is experiencing significant shortfalls in terms of staffing and budget. This is beginning to affect the beneficiary experience in both direct care and purchased care components. If confirmed, I commit to being a strong advocate for the resources required to run the Military Health System based on the requirements necessary to support the warfighter.

- **Creating a value-based MHS—ensuring the delivery of accessible, high-quality health care at a reasonable cost to both the Department and its beneficiaries.**

Value in the context of the Military Health System cannot be determined simply by looking at cost. The MHS has had a flat budget, in real terms, for the last decade, which

means the DOD is paying less for healthcare than it was ten years ago. But that does not mean health outcomes have improved in that time. If confirmed, I would advocate for the resources necessary to run an efficient and effective military health system, that is focused on both the prevention and treatment of conditions that detract from the medical readiness of servicemembers and their families.

Military Health System Reform

Do you support the implementation of the Military Health System (MHS) reforms mandated by the NDAs for FYs 2017, 2019, 2020, and 2021?

Yes.

If confirmed, what would you do to change the culture within the military services, such that their leadership will fully embrace changes necessary to improve the readiness of the medical force?

If confirmed, this would be a top priority. In my judgement, the time for bureaucratic turf battles in the military health system is over. The Congress has directed the Department of Defense repeatedly to create an MHS that is more joint and focused on combat medical needs. I have unique insights into the history and rationale for these reforms, and I commit to engaging directly with the civilian and military leadership of the various DOD components to articulate the wisdom of the current approach.

In your view, are the Military Departments' medical forces properly sized to meet the joint medical requirements set forth in operational plans implementing the President's defense strategy and in the recent Joint Medical Estimate?

In my judgement, based on numerous congressionally directed studies, GAO reports, and independent assessments, the current number of military medical forces is likely too small to meet anticipated requirements of large-scale combat operations.

In your view, is DOD's current education, training, and career development approach sufficient to ensure a military trauma care workforce that is ready to deliver expert health care (including combat casualty care) in support of the full range of military operations, domestically and abroad?

Based on the Senate Armed Services Committee hearing in March 2025, I do not believe the DOD's current medical force generation and sustainment pipelines are sufficient to ensure a trauma workforce capable of delivering combat casualty care. If confirmed, I would look at the requirements for health care, both at home and abroad, to ensure that the Department is training and maintaining medical forces to support the full range of military operations

The Defense Health Program's budget has declined by more than 10% in inflation-adjusted dollars over the past 10 years against a backdrop of continually rising healthcare

costs in the United States. While healthcare accounts for 19% of the GDP of the United States, healthcare costs account for only about 8% of the DOD budget.

What will you do to ensure adequate funding is restored to the Defense Health Program to ensure quality medical care for servicemembers and their families, and to ensure that our medical facilities are scaled and equipped to be state-of-the-art combat medical platforms in the event of armed conflict?

In my judgement, the Department of Defense has not adequately articulated why the Defense Health Program requires additional resources. If confirmed, I commit to ensuring that Congress and senior leadership in the Department of Defense understand the importance of a properly resourced Military Health System. This is not simply a fringe benefit for servicemembers, families, and retirees. Healthcare in the military context is a combat capability. Moreover, I know servicemembers are more comfortable taking the risks that come with military service because they are confident in the medical care they receive in the event they are wounded or injured.

Mental and Behavioral Health Care

If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to service members in theater and to service members and families at home station locations, including members and families of the reserve components?

I am encouraged that last year's National Defense Authorization Act provided authority for TRICARE mental health providers to provide tele-behavioral health services across state lines. If confirmed, I would implement this authority quickly and look for additional ways to expand tele-behavioral health services.

In your view, how could the Department better integrate the provision of mental and behavioral health care services and non-medical counseling?

The Department of Defense is fortunate that it can provide a wide array of services to military personnel and their families who may be in distress. This includes medical providers, counselors, chaplains, and more. Servicemembers and their families should know about the various services offered and the Department of Defense needs to do a better job of linking these services so that people receive the care they need quickly.

If confirmed, what would you do to improve the delivery of behavioral health services in the MHS through telehealth? How would you expand such capabilities in both the direct and purchased care components of the MHS?

If confirmed, I would implement section 714 of the FY25 NDAA as expeditiously as possible.

Suicide Prevention

In 2023, the Department of Defense released the Suicide Prevention and Response Independent Review Committee (SPRIRC) report which included recommendations to the Department to improve quality of life, aid in building healthy climates and cultures, and better address stigma as a barrier to help-seeking, amongst other things.

If confirmed, what efforts, if any, from the SPRIRC report implementation will you continue to prioritize?

The SPRIRC recommended reducing the frequency of military reassignments. This recommendation has been made in numerous studies and reports as one way to improve military quality-of-life. If confirmed, I would work with the military departments to determine where assignment policies can be modified to better meet both the needs of the service and the preferences of the individual.

If confirmed, what additional efforts would you undertake to strengthen the Department's suicide prevention programs to reduce the number of suicides among service members, including in the reserve components, and their families?

If confirmed, I will continue to prioritize warfighter readiness by supporting clinical and non-clinical suicide prevention and supporting servicemembers at increased risk through treatment and crisis intervention, promoting long-term recovery, and supporting survivors of suicide loss.

Officer Personnel Management System

In your view, is the DOD executing existing authorities to improve permeability between the active and reserve components to the fullest extent?

It is my understanding that the military departments often create unnecessary "breaks in service" for individuals looking to transfer from the regular to reserve components. Additionally, it is exceedingly rare for members of the reserve component to affiliate with the regular component. More effort is needed in this area in my judgement.

Do you believe current DOD and Military Service procedures and practices for reviewing the records of officers pending the President's nomination for promotion or assignment, especially those with adverse or reportable information, are sufficient to enable fully-informed decisions by the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President?

Yes.

Recent NDAs provided significant flexibility to the constraints imposed by the Defense Officer Personnel Management Act (DOPMA). In your judgement are any additional authorities required for the military departments to manage their officers better to implement the National Defense Strategy?

If confirmed, this would be one of my top priorities. I believe there are more opportunities to improve the management of the officer corps. Many of these opportunities are likely able to be implemented without any additional statutory authority. However, if additional legislation is required, I would partner with Congress to ensure that any legislative proposals are justified based on military requirements.

Joint Officer Management

In your view, do the requirements associated with becoming a Joint Qualified Officer (JQO), and the link between attaining joint qualification and eligibility for promotion to General/Flag Officer rank, continue to be consistent with the operational and professional demands of military service line officers?

Yes.

In your view, should the requirement to be a JQO be eliminated as a consideration in selecting officers for promotion and assignment?

No.

Professional Military Education

What changes or reform would you recommend to the professional military education system to ensure that tomorrow's leaders have the tools necessary to ensure the Department is able to meet the national defense objectives of the future?

Professional Military Education (PME) should be relevant to the strategic priorities of the Department of Defense. Additionally, the academic program should be compelling and rigorous. If confirmed, I would like to evaluate whether the "administratively determined" civilian faculty management authority in title 10, U.S. Code, is sufficient for providing the high-quality staff required to ensure PME institutions are delivering the results expected based on the considerable resources taxpayers provide to them.

Nuclear Forces

If confirmed, what would be your role in ensuring that the military services sustain efforts to improve the training, readiness, morale, welfare, and quality of life of service members charged to execute and support the Department's nuclear mission?

If confirmed, I believe my role as it relates to service members executing the nuclear mission of the Department of Defense would be to ensure those personnel are provided with the support and training they require to perform their vitally important mission.

Space Force

In your view, how should the reserve components be structured to support to the U.S. Space Force?

The recently enacted Space Force Personnel Management Act does not envision a reserve component for the Space Force in the traditional sense. Rather, the Space Force is creating a novel “full-time/part-time” construct within a single combined component. If confirmed, I look forward to working with the Department of the Air Force and the Space Force to implement this new framework for military service.

Military Compensation

Do you agree that the primary purpose of a competitive military pay and benefits package is to recruit and retain a military of sufficient size and quality to meet national defense objectives?

Yes.

The 14th Quadrennial Review of Military Compensation, released in January 2025, concluded that the current military compensation package is strongly competitive with the civilian labor market. What is your assessment of the current military pay package and its adequacy in recruiting and retaining servicemembers?

In general, I believe the current military compensation package is very competitive with the civilian sector for the vast majority of servicemembers. This should enable the military to compete effectively to recruit and retain high-quality personnel.

In recent years, Congress provided a substantial pay raise for junior enlisted troops, which culminated in a 14.5 percent increase in basic pay for grades E-1 to E-4 and a 4.5 percent across-the-board annual pay increase for the rest of the military in the FY25 NDAA. What changes, if any, would you recommend to the current military pay and benefits package, if confirmed?

I believe the military pay and benefits package should be more transparent to servicemembers. Too many of the special pays and allowances are based on factors that are not well understood by the average servicemember. This makes it difficult for military personnel to properly value the benefits they are receiving. If confirmed, I would take steps to clarify the various elements that comprise military compensation so that servicemembers can better understand their value to the nation.

What specific recommendations do you have for balancing rising military personnel expenditures with other defense spending priorities, such as procurement and modernization?

There are some studies that suggest the mix between deferred, in-kind, and cash compensation in the military is not the most efficient means of paying servicemembers. Economic literature generally suggests that cash payments are the most valuable form of compensation, while deferred and in-kind benefits are often not valued commensurate with the cost to provide them. If confirmed, this is an area I would like to study further.

End Strength and Personnel Requirements

In your judgment, what role should the Office of the USD(P&R) play in ensuring responsible management of military manpower across both the active and reserve components?

If confirmed, I would like the Office of USD(P&R) to be a valued source of advice for all questions related to force mix and military manpower.

Is the current military end strength sufficient to meet national defense objectives? If not, what end strength is necessary?

I do not have a complete understanding of the military manpower requirements associated with various national defense objectives. However, I would note that today's security environment has been recognized as the most dangerous since the World War II. At the same time, today's active-duty military is the smallest it has been since before World War II began.

Recruiting and Retention

The 2024 National Defense Strategy Commission stated that "The DoD workforce and the all-volunteer force provide an unmatched advantage. However, recruiting failures have shrunk the force and raise serious questions about the all-volunteer force in peacetime, let alone in major combat." In addition, DOD studies indicate that only about 23% of today's youth population is eligible for military service, and only a fraction of those who meet military accession standards are interested in serving.

In your view, what are the main reasons that less than 30 percent of 17–24-year-olds are eligible for military service, and how would you propose increasing the size of that pool without degrading the quality of recruits?

In my judgement, rising rates of obesity and other disqualifying medical conditions are the main causes of declining eligibility for military service among the American military-

aged population. I am cautiously optimistic that the Future Servicemember Prep Courses in the Army and the Navy are providing a pathway to increase the eligible recruit population without lowering standards. Additionally, if confirmed I would like to see the Department of Defense take greater advantage of software tools that can improve the efficiency of recruit medical screening process.

If required to choose between maintaining high recruitment and retention standards and achieving authorized end strength levels, which would be more important, in your view?

There is no doubt in my mind that the military must insist upon high standards for recruiting and retention. It has been demonstrated in the past that lowering standards to improve recruiting numbers in the short term is counterproductive in the long term.

Similarly, why do you believe that the propensity of youth to serve continues to drop and is at its lowest level (about 10 percent of all youth, according to DOD data) in years?

Fundamentally, I believe the current propensity statistics are based on a large and growing misunderstanding of the conditions and benefits of military service.

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

Current accession standards ensure that those Americans eligible for military service are generally capable of completing a term of enlistment. While these standards mean that not every American is suitable for military service, I believe the Department should constantly evaluate its accession standards to ensure they reflect advances in medicine and changes in American society.

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 military recruiting?

If confirmed, I would work with the military departments to ensure recruiting is staffed by high-performing personnel and that those personnel are rewarded for their work to recruit the next generation. Additionally, I would be interested in learning more about ways to improve the effectiveness and efficiency of the Joint Advertising and Marketing Studies (JAMRS) office. JAMRS should be the leading agency devoted to accurately informing the American people of the many life-long benefits associated with military service.

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

If confirmed, I would take steps to ensure that senior leaders in the Department of Defense understand the operational tempo of the military. Despite a reduction in extended deployments to the Middle East, the military remains exceedingly busy. This can affect retention.

Several Services have reported record high retention rates to Congress in the last year. While this helps to offset recruiting challenges, how will you ensure the DOD's retention efforts are not only meeting end strength goals, but also ensuring retained personnel possess the right skills, experience, and readiness to meet future operational demands?

If confirmed, I would work with the military departments to ensure their retention policies reflect the high standards the American people expect for their military.

Reserve Components

In your view, should the reserve components serve as a part-time workforce, an operational reserve, a strategic reserve, or some combination of those? In light of your answer, do the reserve components require increased levels of full-time support and oversight by the active component, including improved equipment, increased training, adequate compensation and reimbursement, effective career management, balanced Professional Military Education requirements, and higher levels of overall resourcing for readiness going forward?

If confirmed, I would like to answer this question officially based on the anticipated role of the reserve component in large-scale combat operations. I am somewhat concerned that modern reserve service is increasingly becoming a viable career for largely government employees who benefit from generous military leave entitlements. The demands of reserve service are much greater today than they were 25 years ago. This means the reserve component is more ready than it used to be, but perhaps also less appealing to those Americans who cannot afford to leave their civilian job for frequent, extended, lengths of time.

Military Lending Act

What is your view of the efficacy of the Military Lending Act (MLA)? If confirmed, what specific steps would you take to ensure the act is fully implemented and enforced?

I believe the Military Lending Act has proven to be an effective tool in reducing financial harm to military personnel and their families. If confirmed, I would look forward to working with the agencies associated with the MLA's implementation and enforcement to ensure military personnel retain these valuable protections.

Military Quality of Life

If confirmed, what quality of life and morale, welfare, and recreation (MWR) programs would you consider to be a priority?

If confirmed, I would be supportive of MWR programs that focus on building more connected military communities. When I was serving on active duty, I enjoyed tremendously the services offered by the Outdoor Recreation Center, especially.

Military Family Readiness and Support

What do you consider to be the most important family readiness issues for service members and their families?

I believe healthcare quality and access is the most important military families readiness issue.

If confirmed, what specific actions would you take to ensure that military families are provided with accessible, high-quality childcare, at an appropriate cost?

If confirmed, I would like to find additional ways to empower parents to make the childcare decisions that are best for their family. DOD resources can make many different forms of childcare more accessible than they might otherwise be for military families.

If confirmed, what specific actions would you take to improve military spouse employment?

In my judgement, the single best thing the Department of Defense can do to improve military spouse employment is to provide additional geographic stability to servicemembers. It is possible to better align the needs of the military with the preferences of the individual. Increased geographic stability would make private-sector employment more accessible for military spouses.

Support for Military Families with Special Needs

What is your view of the overall effectiveness of the exceptional family member program (EFMP)?

I believe EFMP is a very effective program as demonstrated by the very high retention rates associated with families enrolled in EFMP.

If confirmed, how would you enhance support to a service member in navigating the TRICARE system to obtain the medical services and support required by a family member with special needs, regardless of where that family member is located?

Accessing and receiving the medical care needed regardless of location is critical to supporting military families with special medical needs. If confirmed, I'll work with the Assistant Secretary of Defense for Health Affairs on efforts to enhance support provided to Service members in navigating the TRICARE system.

If confirmed, how would you prioritize the implementation of section 582 of the NDAA for FY 2021, which mandates improvements and standardization of the EFMP across the Department?

If confirmed, I commit to ensuring the Department of Defense implements section 582 consistent with the letter and intent of the legislation.

Commissary and Military Exchange Systems

In your view, have initiatives designed to enhance the commissary's ability to operate more like a private sector grocery store been effective in reducing commissary reliance on appropriated funds?

It is my understanding that the amount of appropriated funds provided to the commissary continues to rise. I do not know the cause of this increase, but if confirmed I would evaluate what might be done to reduce reliance on appropriated funds.

The commissary is one of the most valuable benefits afforded to the military community, but the Department has struggled to maintain its customer base. What would you do to increase patronage of military commissaries, especially among junior enlisted members?

In my judgement, the commissary should focus on providing consistent high-quality, nutritious food at significant savings to active duty personnel and their families. If confirmed, I look forward to working with the Defense Commissary Agency to make this a reality.

What role could the commissary system play in reducing food insecurity among military-connected families?

The commissary system should be a critical component to ensuring military families have consistent access to high-quality, nutritious food at significant savings.

Do you believe privatization of commissary stores in urban areas would enable the Department to focus on overseas and rural areas where the need for commissaries is greater?

If confirmed, I would like to evaluate in detail whether privatizing certain commissary stores would enhance or detract from the support provided to the vital overseas stores that military personnel rely on.

Department of Defense Civilian Workforce Matters

How would you describe the current state of the Department's civilian workforce, including its morale and the Department's ability to successfully recruit and retain top civilian talent?

I have personally been very impressed with the morale and caliber of the Department of Defense civilian workforce. The military cannot function without the support of the civilian workforce. If confirmed, I look forward to advocating for the Department to make greater use of the many authorities Congress has provided to improve civilian employee recruitment and retention.

In your judgment, what are the biggest challenges facing the DOD in effectively and efficiently managing its civilian workforce?

There are several areas that should be improved when it comes to more effectively and efficiently managing the DOD civilian workforce. First, it takes too long to hire someone, even with Direct Hire Authority. Once someone is hired, the performance evaluation process is generally inadequate at identifying and promoting high performers. This has the additional effect of limiting the Department's ability to provide compensation based on an individual's performance. Additionally, most civilian employees report that low performers are not held accountable.

The Congress has provided DOD with many unique authorities to address the challenges I identified, but too often the Department of Defense underutilizes or ignores these authorities completely. If confirmed, I will make it a high priority to make full use of the flexibility Congress has provided to more effectively manage the DOD civilian workforce.

In your view, what are the benefits and detriments to the use of borrowed military manpower?

The main benefit of military manpower is its flexibility. Military personnel can be ordered to perform almost any official task. Civilian employees are not as flexible.

The main drawback is the financial and opportunity cost of using military personnel for non-military tasks. Military personnel are generally the most expensive component of the DOD workforce and using them for a non-military task takes them away from their military role, which cannot generally be performed by another type of DOD employee.

What is your view of the effect on moral, and effectiveness of the DOD’s civilian workforce in light of the Administration’s proposed reductions in the workforce?

I recognize that any discussion of workforce reductions creates uncertainty and can affect the morale of DOD civilian employees. If confirmed, I will ensure accurate information regarding civilian workforce-related proposals is communicated clearly and quickly. I remain committed to building an effective and efficient civilian workforce that is vital to the mission of the DOD.

Section 129a of title 10, United States Code, states the Department “may not reduce the civilian workforce programmed full-time equivalent levels unless the Secretary conducts an appropriate analysis of the impacts of such reductions on workload, military force structure, lethality, readiness, operational effectiveness, stress on the military force, and fully burdened costs.” If confirmed, do you commit to adhering to the law to ensure any reductions of the workforce do not adversely impact military readiness?

Yes.

Cyber and Scientific-Technical Workforce

In your view, how effective is the Cyber Excepted Service Workforce authority under section 1599f of title 10, United States Code, in helping the Department meet its requirements for a highly qualified and competent cyber workforce? Do you have any recommendations for improvement for that authority?

In general, I believe the Cyber Excepted Services has improved the Department of Defense cyber workforce. However, I continue to hear complaints that the DOD is losing some of its best cyber employees to other government agencies that have more flexible personnel authorities. If confirmed, I would like to better examine this issue and work with the Congress to improve the Cyber Excepted Service.

In your view, what are the pros and cons of having active-duty military personnel—as opposed to civilian employees—trained and working as scientists, engineers, software coders, and in other technical positions across the DOD research, development, and acquisition enterprise?

Military personnel can be utilized more flexibly than most civilian employees in the Department of Defense. This means they can be reassigned based on emerging requirements, which in certain technical roles may be especially useful. Additionally, military personnel may be more knowledgeable of the operational requirements associated with a particular research agenda or acquisition program.

If confirmed, how would you ensure that the directors of national labs under the purview of DOD have the civilian workforce management tools they need to shape their science, technology, and engineering workforces?

If confirmed, I commit to utilizing the Laboratory Personnel Demonstration Project to the maximum extent allowed by law. If I determine that additional legislative authority is required, I will partner with this committee to ensure this vital workforce is well supported.

Do you have recommendations for how to better track the workforce with highly specialized technical skills, including cyber, acquisition, scientific and engineering degrees, to ensure that DOD has sufficient people to assess whether DOD is able to compete with the private sector for talent?

I recommend a multi-faceted approach to tracking critical skills, including modernizing HR systems and adopting technology to improve processes, conducting regular skills assessments, increasing the use of workforce and data analytics, and conducting market research and engaging with whole-of-nation strategic partners to ensure the DoD can compete effectively for top technical talent.

Senior Executive Service

Given that competent and caring leadership is one of the most significant factors in shaping a high-performing DOD civilian workforce, if confirmed, what factors and characteristics would be most important to you in selecting candidates for appointment to the Senior Executive Service?

If confirmed, I would look for candidates for the Senior Executive Service to have highly developed managerial capabilities. Good managers are critical to the success of any organization. They help their subordinates perform to their full potential and can make difficult decisions when things are not going well.

If confirmed, how would you ensure that SES under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

If confirmed, I would establish clear expectations and provide regular feedback to my staff. I plan on being an accessible and visible presence throughout the organization I would be privileged to lead. This will help me get a sense of the managerial performance of the leaders in the organization.

Are you satisfied with the subject matter and rigor of SES professional development programs currently available across DOD? If not, what changes would you make to these programs, if confirmed?

I have no evidence to suggest the current programs are insufficient. If confirmed, this is an area I will learn more about.

What is the impact to the SES program, and the morale of the members of the SES service, of the shuttering of the Federal Executive Institute?

I do not have any insight into the effect on SES morale associated specifically with closing the Federal Executive Institute.

Congressional Oversight

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

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

Yes

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

Yes

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

Yes

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

Yes

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

Yes

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

Yes

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

Yes