

Advance Policy Questions for Brad R. Carson
Nominee for Under Secretary of the Army

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the military departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.

1. Do you see the need for modifications of any Goldwater-Nichols Act provisions?

Answer. The Goldwater-Nichols Act has had a significant and positive impact on the Department of Defense and the Army. The framework established by the Act has improved inter-Service relationships and strengthened the ability of the Services to work with the combatant commands. I do not see the need for any modifications.

2. If so, what areas do you believe might be appropriate to address in these modifications?

Answer. No modifications are needed at this time.

Qualifications

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

Answer. I believe that, if confirmed, my diverse political, military, legal, and business experiences have well prepared me to execute the duties of the Under Secretary of the Army. I currently have the honor and privilege of serving as the General Counsel of the Army, a position in which I have had legal oversight of every issue arising from the Army's global operations. In addition to myriad routine matters, I have assisted Secretary of the Army John McHugh in developing military-wide responses to particularly vexing problems and issues, such as ensuring that Soldiers with behavioral health conditions are properly diagnosed, creating wholesome environments at all Army child development centers, and eradicating sexual assault. More generally, I have been asked to advise at nearly every meeting of the Army's senior leaders, where issues of readiness, modernization, operations, and personnel are discussed and decided.

It is helpful to also briefly summarize my education and professional career. Before joining the Department of the Army, I was a professor in the College of Business and the

College of Law at the University of Tulsa, where I led a research institute devoted to energy issues and taught courses in property law, energy policy, negotiations and game theory, and globalization. I attended Baylor University, where I graduated with highest honors and was inducted into Phi Beta Kappa. Studying as a Rhodes Scholar at Trinity College, Oxford, I earned a B.A./M.A. in Politics, Philosophy, and Economics. Upon returning to the United States, I graduated from the University of Oklahoma College Of Law, where I was recognized as the Outstanding Graduate. I entered the practice of law at Crowe & Dunlevy, the largest firm in the state of Oklahoma. During my early years of legal work, I focused on commercial litigation, with a particular emphasis on antitrust. From 1997 through 1998, I was a White House Fellow, serving in the Department of Defense. After completing the White House Fellowship, I returned to practicing commercial litigation at Crowe & Dunlevy. In 2000, I was elected to represent the 2nd District of Oklahoma in the United States House of Representatives. As a Congressman, I worked closely with other members of the Oklahoma delegation to protect and enhance the state's military installations. In 2005, after leaving politics, I was a fellow at the Kennedy School of Government at Harvard University. Thereafter, I was a Director and then Chief Executive Officer of CNB, LLC, where I oversaw a company with revenues in excess of \$400 million per year. From 2008 to 2009, as an officer in the United States Navy, I served in Iraq on active military duty with the 84th Explosive Ordnance Battalion of the United States Army, as the Officer-in-Charge of Weapons Intelligence Teams in Multi-National Division-South. For my service, I was awarded the Bronze Star and Army Achievement Medal.

I believe that these varied experiences have prepared me for the extraordinary challenge of serving as Under Secretary of the Army. I know first-hand the legal and policy issues facing the Department of the Army in this time of continued war and budget austerity. If confirmed, I will commit to using my skills and experience to diligently and effectively perform the duties of Under Secretary.

Duties

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

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

Answer. By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. By regulation, the Under Secretary is the Secretary's principal civilian assistant and advisor. 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. The Under Secretary also advises the Secretary on the development and integration of Army programs and the Army budget. Finally, pursuant to Section 904 of

the National Defense Authorization Act for Fiscal Year 2008, the Under Secretary is the Chief Management Officer (CMO) of the Department of the Army, responsible for business operations. In accordance with Section 908 of the National Defense Authorization Act for Fiscal Year 2009, the Secretary of the Army acts through the Under Secretary to carry out initiatives necessary to the business transformation of the Army.

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

Answer. If confirmed, I will review the duties and functions currently assigned to, and performed by, the Under Secretary, discuss my findings with the Secretary of the Army, and recommend to the Secretary any changes that I believe necessary.

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

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

Relationships

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

7.a. The Secretary of Defense.

Answer. The Secretary of Defense, as head of the Department of Defense, possesses full authority, direction, and control over all of its elements. If confirmed, and subject to the authority, direction, and control of the Secretary of the Army, I would communicate with the Secretary of Defense on matters involving the Department of the Army. I would cooperate fully with the Secretary of Defense to ensure that the Department of the Army fulfills the Administration's national defense priorities and, mindful of my role as the Army's CMO, I would make certain that the business operations of the Army are effectively and efficiently organized and managed.

7.b. The Deputy Secretary of Defense.

Answer. The Deputy Secretary of Defense performs such duties and exercises such powers as the Secretary of Defense may prescribe. The Deputy Secretary is also the CMO of the Department of Defense. If confirmed, and subject to the authority, direction, and control of the Secretary of the Army, I would be responsible to the Secretary of Defense – and to his Deputy – for the operation of the Army.

7.c. The Deputy Chief Management Officer of the Department of Defense.

Answer. The Deputy CMO of the Department of Defense assists the Deputy Secretary of Defense in synchronizing, integrating, and coordinating business operations within the Department of Defense. If confirmed as Under Secretary, I will work in close coordination with the Deputy CMO on the full range of matters involving the management of the Department of Defense.

7.d. The Director of the Business Transformation Agency.

Answer. To my knowledge, the Secretary of Defense disestablished this agency in 2011. The functions have been transferred to the Department of Defense Deputy Chief Management Officer.

7.e. The Chairman of the Joint Chiefs of Staff.

Answer. The Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Staff, and the Secretary of Defense. If confirmed, I would cooperate fully with the Chairman in the performance of his responsibilities.

7.f. The Vice Chairman of the Joint Chiefs of Staff.

Answer. The Vice Chairman of the Joint Chiefs of Staff performs the duties prescribed for him as a member of the Joint Chiefs of Staff, and such other duties as may be prescribed by the Chairman with the approval of the Secretary of Defense. If confirmed, I would cooperate fully with the Vice Chairman in the performance of his responsibilities.

7.g. The Secretary of the Army.

Answer. The Secretary of the Army is the head of the Department of the Army and is responsible for, and has authority to conduct, all of its affairs. If confirmed, my relationship with the Secretary of the Army would be close, direct, and supportive. As CMO, I would be accountable to the Secretary for the effective and efficient organization and management of the Army's business operations and for carrying out initiatives he approves for the business transformation of the Army. I understand that all of my actions would be subject to the authority, direction, and control of the Secretary of the Army.

7.h. The Chief of Staff of the Army.

Answer. The Chief of Staff of the Army performs his duties under the authority, direction, and control of the Secretary of the Army and is directly responsible to the Secretary. The Chief of Staff also performs the duties prescribed for him by law as a member of the Joint Chiefs of Staff. It is vital that all leaders of the Department of the Army, civilian and military, work closely together as one team to face the many

challenges confronting the institution; if confirmed, I would coordinate with the Chief of Staff of the Army in the performance of my duties.

7.i. The Assistant Secretary of the Army for Civil Works.

Answer. The Assistant Secretary of the Army for Civil Works has, as a principal duty, the overall supervision of Army functions relating to programs for conservation and development of national water resources, including flood control, navigation, and shore protection. If confirmed, I would continue the close professional relationship with the Assistant Secretary that I have developed as General Counsel, and I would cooperate fully with the Assistant Secretary to carry out the Army's civil works activities.

7.j. The other Assistant Secretaries of the Army.

Answer. The four other Assistant Secretaries of the Army set the Army's strategic direction by developing and overseeing policies and programs within their respective functional areas. If confirmed, I will continue the close professional relationships with each of the Assistant Secretaries that I have developed as General Counsel. I will foster an environment of cooperative teamwork, which will ensure we work together effectively on both the day-to-day management and long-range planning needs of the Army. In particular, in my role as the CMO of the Army, I will coordinate with the Assistant Secretaries in addressing any matter related to business operations or business transformation that may impact their respective domains.

7.k. The General Counsel of the Army.

Answer. The General Counsel is the chief legal and ethics officer of the Department of Army and serves as counsel to the Secretary and other Secretariat officials. The General Counsel's duties include providing legal and policy advice to officials of the Department of the Army, as well as determining the position of the Army on all legal questions and procedures. If confirmed, and particularly given my experience serving as Army General Counsel, I would establish and maintain a close professional relationship with the new appointee, and would actively seek his or her guidance to ensure that Army policies and practices are in strict accord with the law and the highest principles of ethical conduct.

7.l. The Inspector General of the Army.

Answer. The Inspector General of the Army is charged with inquiring into, and reporting on, the discipline, efficiency, economy, morale, training, and readiness of the Army, as so directed by the Secretary of the Army or the Chief of Staff of the Army. As General Counsel, I have worked closely with The Inspector General. If confirmed as Under Secretary, I am confident that this strong professional relationship would continue.

7.m. The Surgeon General of the Army.

Answer. The Surgeon General is a special advisor to the Secretary of the Army and to the Chief of Staff of the Army on the military health service system. In that role, The Surgeon General is charged with maintaining a medically ready *military* force, as well as a trained and ready *medical* force. If confirmed, I intend to continue my close professional relationship with The Surgeon General to ensure that the Army's health care systems and medical policies effectively and uniformly support the Army's objectives, responsibilities, and commitments across the total force. In particular, I plan to focus on the advancement of key Behavioral Health (BH) initiatives, such as the BH System of Care (which logically and cohesively unifies eleven major BH programs into a cohesive, evidence-based system), and the BH Data Portal (which is an nationally-recognized automated method for collecting and displaying real-time treatment data during patient visits).

7.n. The Army Business Transformation Office.

Answer. In accordance with Section 908 of the National Defense Authorization Act for Fiscal Year 2009, the Secretary of the Army established the Office of Business Transformation to assist the CMO of the Army in carrying out business transformation initiatives. The Office of Business Transformation is headed by the Director of Business Transformation, who is appointed by the Army's CMO. If confirmed, I intend to work closely and directly with the Army Business Transformation Office in carrying out our important duties.

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

Answer. The Judge Advocate General of the Army is the legal advisor to the Chief of Staff of the Army, the Army Staff, and members of the Army generally. In coordination with the Army General Counsel, The Judge Advocate General serves as military legal advisor to the Secretary of the Army. The Judge Advocate General also directs the members of the Judge Advocate General's Corps in the performance of their duties and, by law, is primarily responsible for providing legal advice and services regarding the Uniform Code of Military Justice (UCMJ) and the administration of military discipline. As General Counsel, I have worked closely with the Judge Advocate General on a wide range of matters. If confirmed as Under Secretary, I look forward to continuing this close professional relationship.

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

Answer. The Chief of the National Guard Bureau is a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces and on other matters as determined by the Secretary of Defense. The Chief of the National Guard Bureau serves also as the principal advisor to the Secretary of the Army and the Chief of Staff of the Army. If confirmed, I would work with the Chief of the National Guard Bureau to utilize the talents available in the reserve components to strengthen the Army.

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

Answer. The Director of the Army National Guard serves as the principal advisor on National Guard matters to the Secretary of the Army and the Chief of Staff of the Army. If confirmed, I would seek the input of the Director of the Army National Guard on all matters of policy and procedure that would impact the more than 350,000 Soldiers in the Army National Guard.

7.r. The Army Chief of Chaplains.

Answer. From the earliest days of the Army, chaplains have been an integral part of the total force. Chaplains are often the first to respond to incidents of death, combat casualty, suicide, and sexual assault. The programs that the Chaplains lead serve to bolster Soldier and family resiliency in these difficult times. The Army Chief of Chaplains leads the Army Chaplains Corps in its primary mission of providing religious support to the Army, and advises the Secretary of the Army and Chief of Staff of the Army on all matters of chaplaincy. As General Counsel, I have worked closely with the Army Chief of Chaplains, and, if confirmed as Under Secretary, I would continue this productive partnership. I understand the importance of, and value in, consulting with the Army Chief of Chaplains in the exercise of my responsibilities.

Major Challenges and Priorities

8. In your view, what are the major challenges, if any, that you would confront if confirmed as Under Secretary of the Army?

Answer. The Army stands at a critical moment in its history, challenged to reshape into a leaner force still capable of meeting the nation's strategic priorities. The base budget of the Army is being squeezed by the rising costs of compensation, health care, and, to a lesser degree, procurement. Nonetheless, the Army's obligations remain unchanged: training and equipping Soldiers, guaranteeing high quality medical care for Wounded Warriors, enhancing readiness, offering quality housing, modernizing Cold War-era equipment, and meeting stringent recruiting and retention goals, to name just a few examples. If confirmed, I will do everything in my power to ensure the Army meets these important, often sacred, obligations, no matter the fiscal environment.

But, to meet both its near-term and long-term challenges, the Army must create and use a new operating framework. The Army must reduce its overhead, especially as total force structure is thinned. The Army must pay attention not only to monetary obligations, but also to drivers of cost. The Army must develop, publish, and monitor metrics by which the success or failure of change can be determined. More generally, the Army must move from a budget-based culture to a cost-based approach. This transformation cannot take place without the active involvement of the Army's senior leaders. The greatest challenge that I will face as Under Secretary, if confirmed, is to assist in this process while ensuring

that Soldiers are prepared and their families are protected.

9. If confirmed, how would you prioritize and what plans would you have, if any, for addressing these challenges?

Answer. If confirmed, I will focus on my responsibilities as CMO, which primarily lay in transforming the business operations of the Army. As the principal civilian advisor to the Secretary of the Army, I will also prioritize issues in concert with the Secretary and the Chief of Staff of the Army. The priorities of the Secretary of the Army and the Chief of Staff of the Army distill to two basic challenges: managing the drawdown of the Army, while simultaneously tending to the Army profession.

Lessons Learned

10. What do you believe are the major lessons that the Department of the Army has and should have learned from Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) regarding its title 10, United States Code, responsibilities for manning, training, and equipping the force?

Answer. Thirteen years of war have reinforced time-honored lessons, while offering up new ones as well. I would like to highlight a few particularly important ones here, without making any pretention to comprehensiveness. First, OIF and OEF have shown that the Army must continue to develop agile and adaptive leaders capable of operating with disciplined initiative. This is especially important at the junior level, where this capability has proven vital to mission accomplishment throughout the conflicts in Iraq and Afghanistan. Second, the Army's training at the Combat Training Centers has proven to be an effective and flexible means of ensuring the mission readiness of deploying units. Third, physical and psychological resiliency is an important attribute in Soldiers and their families, and there is evidence that resiliency can be improved through appropriate intervention. Fourth, cultural knowledge of our allies and adversaries is invaluable and is a key attribute to be developed throughout the Army. Fifth, programs such as the Rapid Equipping Force and processes such as the Urgent Operational Needs requests have effectively and expeditiously delivered needed materiel to warfighters. Sixth, modern conflicts involve joint, interagency, intergovernmental, and multinational actions, and require a "whole of government" approach. Seventh, the all-volunteer force proved capable of sustained warfighting. Eighth, the Army was able to adapt to the many challenges it encountered in Afghanistan and Iraq because of its institutional side, the sustaining base. Ninth, adversaries are innovative and adaptive, learn from recent operations, and will exploit any weaknesses. Tenth, long wars mean long-term consequences for the nation and the Army. Eleventh, and most generally, the Army must always maintain its focus on continual training and the maintenance of capabilities to meet the needs of combatant commanders.

The Center for Army Lessons Learned (CALL) is leading the effort to capture the most important lessons learned from OIF and OEF at the strategic, operational, tactical, and

institutional levels. If confirmed, I would work to ensure that these lessons are not lost or forgotten, but are inculcated throughout Army doctrine, organization, training, materiel, leadership and education, personnel and facilities.

11. If confirmed, which of these lessons, if any, would you address as a matter of urgent priority?

Answer. Although all of these priorities are important, the most critical is that the Army has the right capabilities and the capacity to meet the nation's national security requirements. If confirmed, I would work aggressively in support of the Secretary of the Army to ensure that the Army is trained and ready to meet combatant commander requirements.

Army Management and Planning Process

Over the past several years, the Army's planning, programming and budgeting process has not kept pace with rapidly changing requirements. While this is more understandable for operational events like the Presidential decision to surge additional forces into Iraq, it is less understandable with respect to long-term programmatic decisions such as the modular conversion of Army brigades or the more recent decision to increase Army end strength. It has become routine for the Army to submit "placeholders" instead of actual program plans in budget requests, and to purchase temporary facilities followed almost immediately by additional funding requests to buy permanent facilities to replace the temporary ones.

12. What is your understanding and assessment of the Army's management and planning process and any changes or reforms of these processes currently underway?

Answer. The Army's primary management and planning process is the Planning, Programming, Budgeting and Execution (PPBE) system. PPBE is a common process for the entire Department of Defense, customized to meet the needs of the individual Services. As required by the Government Performance and Results Act (GPRA) the Army also has a strategic plan which is monitored through the Army Campaign Plan process. The PPBE process works best when future conditions and fiscal projections are relatively stable; recent events, including the drawdown of conflicts in Iraq and Afghanistan, sequestration, and the frequent changes in the Department of Defense's fiscal outlook have challenged the Army's ability to react quickly to changing circumstances and have made Future Year Defense Program (FYDP) projections less relevant. I believe the fundamentals of these processes are sound, but it is possible that they may need to be modified if less predictability is going to be the "new norm." If confirmed, and subject to the direction of the Secretary of the Army, I would make it my priority to assume an active and informed leadership role in the management of the Headquarters, Department of the Army planning, programming and budgeting process, while seeking appropriate improvements in the systems by which we develop, prioritize,

and resource our requirements, particularly for the longer term. So, too, I will make it a priority to streamline and improve the Army Campaign Plan, working with the Secretary of the Army, the Chief of Staff of the Army, and other members of the Secretariat.

13. If confirmed, what additional changes would you propose, if any, to correct or improve management and planning processes?

Answer. If confirmed, and subject to the direction of the Secretary of the Army, I intend to explore ways to make our processes more agile and more responsive, so that we may react more quickly to changing fiscal and strategic conditions. I also intend to examine the Army's Strategic Planning Process to ensure it fully captures the priorities of the Secretary of the Army and then employ proven performance measurement techniques to ensure we are making progress towards our desired outcomes.

14. In your view, does the Army have enough people with the right skills to manage the changes being attempted, or is the Army undertaking more organizational change than it is capable of accomplishing during a time of war?

Answer. I believe that the Army has the right leaders, civilian and military, to manage the organizational change necessary to keep the Army relevant and able to execute the demands of the National Military Strategy. The Army has an excellent leader development program and recognizes the value of investing in its people. Both the Secretary of the Army and the Chief of Staff of the Army have consistently made leader education and training one of their highest priorities, and I am confident we are heading in the right direction in this area.

15. If confirmed, what changes in management would you propose, if any, to reduce or eliminate the Army's chronic cash flow challenges?

Answer. The Army does its best to accurately forecast its fiscal needs and ensure they are represented in the President's Budget submission. Changing conditions, especially those in war zones, unexpected pricing changes, and the delay between the time the Army finishes work on its budget and the time it is appropriated by Congress, have, in the past, resulted in cash flow problems. If confirmed, I will strive to ensure Army requirements are included as part of the President's Budget request, and, then, as we enter into the execution phase in a fiscal year, I will assist the Secretary of the Army in monitoring that fiscal execution and participate in the decision-making to re-prioritize and re-allocate funding to meet emergent needs.

Over the last several years, Continuing Resolutions and sequestration resulted in significant uncertainty in our normal budget and execution processes. Continuing Resolutions have become routine, having extended into or beyond the first quarter in each of the last five years. Continuing Resolutions initiate the fiscal year under restrictions that disallow timely execution of planned programs and perpetuate fiscal uncertainty. Under these circumstances, the Army must take a conservative approach until the appropriations

are known. Once appropriations are received, the Army must then execute them within very abbreviated timelines. This often leads to sub-optimal execution decisions.

In order to more efficiently use the resources Congress provides for national defense, I will work with Congress to develop a comprehensive budget request to reflect the Army's funding requirements, as well as emphasize the importance of receiving appropriations on time, if I am confirmed.

Duties and Responsibilities as Chief Management Officer

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

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

Answer. Pursuant to the National Defense Authorization Act for Fiscal Year 2008, Section 904, responsibility for the business operations of the Department of the Army is assigned to the Under Secretary of the Army as the CMO. The Secretary of the Army has provided all the authority necessary for the CMO to effectively and efficiently organize and administer the business operations of the Army. The CMO is further responsible for developing a comprehensive business transformation plan and a business systems architecture and transition plan.

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

Answer. My education and combined professional experiences as a lawyer and professor of business law, my service as a member of the United States House of Representatives, and my current position as a senior Army leader have prepared me for the duties expected of the CMO of the Army. In particular, as the General Counsel of the Army, I have had wide exposure and gained intimate working knowledge of the many important and complex issues impacting the Army.

18. Do you believe that you have the resources and authority needed to carry out the business transformation of the Department of the Army?

Answer. I believe the Army has dedicated adequate resources to business transformation. I believe, and I know Congress concurs, that business transformation is essential to all Military Departments, and, if confirmed, I will continue to ensure that resource constraint does not inhibit changes needed in the Army's business operations.

If confirmed, I will also consult with the Secretary of the Army, the Office of Business Transformation, and the Deputy CMO of the Department of Defense to assess if any additional authorities are needed to continue to drive the transformational effort to success.

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

Answer. Over the last two years, the Army has put in place a robust governance mechanism whereby the Army Business Council synchronizes business activities and ensures alignment with the Office of the Secretary of Defense (OSD). The Army has also been steadily improving the planning and coordination needed to comply with OSD directives and OSD investment requirements, while at the same time maturing the Army Business Mission Area's enterprise architecture. Just as important, the Under Secretary's office and the Office of Business Transformation have fully integrated business management decisions within the overall Army Campaign Plan. If confirmed, I intend to capitalize on that success and maintain the synchronization between OSD and the Army.

20. What changes, if any, would you recommend to the statutory provisions establishing the position of CMO?

Answer. The Army has seen substantial benefits from the original legislation that established the CMO and the Business Transformation Office. Senior leaders emphasize the critical role these institutions have played in optimizing processes, reducing systems investments, and communicating with the Department of Defense Deputy CMO. All of this flows from the unique enterprise-level view that the CMO can provide across different functions. If confirmed, and in concert with the Secretary of the Army, I will review our current approach and then determine whether any provisions should be recommended for amendment or change.

Acquisition Issues

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

Answer. Over the past five years, the Army has made great strides in identifying the necessary skills and in promoting the growth, training, and development of the acquisition workforce. However, mounting fiscal pressures may impede the Army's ability to attract, recruit, and retain talented personnel within our acquisition workforce. As the Army considers the size of the future force and assesses reductions in civilian personnel, I am concerned about a consequent loss of knowledge, critical experience, and expertise that the Army needs to further its missions. The Army relies on an experienced and competent acquisition workforce to oversee the development and procurement of complex weapon systems, business systems, and other equipment and capabilities. Continued challenges presented by sequestration, pay and hiring freezes, and other

reductions may cause attrition that would undo the positive gains achieved over the past few years in the development of a professional and experienced acquisition workforce.

22. If confirmed what steps would you take to ensure that the Department of the Army has an acquisition workforce with the size and capability needed to manage and reverse the acquisition problem?

Answer. I fully support ongoing initiatives to grow the capacity and capability of the Army acquisition workforce. The Army requires critical skills in a diverse range of disciplines, to include contracting, program management, systems engineering, cost estimating, risk management, and test planning and management. If confirmed, I will vigorously support and advance efforts to enhance the growth of the acquisition workforce and cultivate its expertise in all critical areas.

Major defense acquisition programs in the Department of the Army and the other military departments continue to be subject to funding and requirements instability.

23. Do you believe that instability in funding and requirements drives up program costs and leads to delays in the fielding of major weapon systems?

Answer. The continued instability of the Army's fiscal environment has had a significant impact on long-term program costs and fielding schedules of major weapon systems. Major weapon systems programs involve the expenditure of significant resources over several years to design, develop, test, and field cutting-edge capabilities. Successful execution of these programs calls for predictable and stable resources in order to meet planned program milestones and timelines. Indiscriminate reductions under the Budget Control Act, as well as recurring funding shortfalls under Continuing Resolutions, significantly impede the Army's ability to execute these programs. These reductions result in fewer procurement quantities, delayed development or testing activities, and restructuring of the Army's program execution plans. Increased costs almost inevitably ensue.

24. What steps, if any, do you believe the Army should take to address funding and requirements instability?

Answer. I believe that the single most important step the Army can take to address funding instability is to encourage and support the budget, appropriations, and authorization committees in Congress in passing consistent, stable, and long-term funding and authorization bills from which the Army can effectively and efficiently plan. If confirmed, I will diligently communicate with Congress with respect to the grave importance of stable funding to the Army.

Requirements stability is a prerequisite for successful acquisition programs. The Army has made significant strides in developing processes to review requirements in its major acquisition programs in an effort to identify potential tradespace. These efforts must be

reinforced to ensure the success of the Army's acquisition efforts.

The Comptroller General has found that DOD programs often move forward with unrealistic program cost and schedule estimates, lack clearly defined and stable requirements, include immature technologies that unnecessarily raise program costs and delay development and production, and fail to solidify design and manufacturing processes at appropriate junctures in the development process.

25. Do you agree with the Comptroller General's assessment?

Answer. Many of the deficiencies the Comptroller General cites are indeed common problems. The Army has undertaken significant efforts to prevent unrealistic program cost and schedule estimates, confront ill-defined and unstable requirements, reduce reliance on immature technologies, and address concerns related to any design and manufacturing processes across all of its acquisition portfolios. Consistent with the Department of Defense's Better Buying Power initiative, the Army has instituted processes to manage the review and validation of weapon system requirements and emphasizes affordability in all acquisition programs. If confirmed, I will advocate for sound and affordable acquisition strategies, working in close collaboration with the Army's requirements, resourcing, and acquisition organizations.

26. If so, what steps do you believe the Department of the Army should take to address these problems?

Answer. If confirmed, I would advocate (in close collaboration with the requirements, resourcing, and acquisition organizations within the Army) for sound and affordable acquisition strategies to ensure that cost growth is avoided. Moreover, I would work closely with Army requirements, resourcing, and acquisition communities to promote cost-informed trade-offs in system requirements in order to reduce risk and ensure that programs remain affordable across their lifecycles.

By some estimates, the Department of Defense now spends more money every year for the acquisition of services than it does for the acquisition of products, including major weapon systems. Yet, the Department places far less emphasis on staffing, training, and managing the acquisition of services than it does on the acquisition of products.

27. What steps, if any, do you believe the Army should take to improve the staffing, training and management of its acquisition of services?

Answer. The Army established an Army Senior Services Manager (SSM) in 2010 to focus oversight and improve services acquisition. The SSM provides governance, coordination, and comprehensive analysis of services acquisition across all Army commands. If confirmed, I will work with the SSM and Army commands and organizations to continue these efforts, identify areas for improvement, and monitor progress.

28. Do you agree that the Army should develop processes and systems to provide managers with access to information needed to conduct comprehensive spending analyses of services contracts on an ongoing basis?

Answer. Yes, I agree. The Army was the first Service to initiate the processes and systems needed to address this matter through its implementation of the Request for Service Contract Approval Form. This form is a checklist that helps identify inherently governmental functions, tasks that are closely associated with inherently governmental functions, authorized and unauthorized personal services, and critical functions. This form was developed for use in conjunction with the Contractor Manpower Reporting Application and Panel for Documenting Contractors processes. The Army has worked with the Under Secretaries of Defense for Personnel and Readiness; Acquisition, Logistics and Technology; and Comptroller to expand these initiatives. This unified effort is intended to address the broader area of Total Force Management and management of service contracts.

The last decade has seen a proliferation of new types of government-wide contracts and multi-agency contracts. The Department of Defense is by far the largest ordering agency under these contracts, accounting for 85 percent of the dollars awarded under one of the largest programs. The DOD Inspector General and others have identified a long series of problems with interagency contracts, including lack of acquisition planning, inadequate competition, excessive use of time and materials contracts, improper use of expired funds, inappropriate expenditures, and failure to monitor contractor performance.

29. What steps, if any, do you believe the Army should take to ensure that its use of interagency contracts complies with applicable DOD requirements and is in the best interests of the Department of the Army?

Answer. It is my understanding that the Office of Federal Procurement Policy has issued policy, procedures, and guidance concerning the use of interagency contracts. This policy directs acquisition officials to determine whether the use of an interagency acquisition represents the best procurement approach in terms of cost, schedule, performance and delivery. If confirmed, I will work with the Secretary of the Army to assess the Army's compliance with these policies, and I will examine the Army's internal processes to ensure that the concerns identified by the Inspector General are addressed.

On November 1, 2010, the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)) established the Deputy Assistant Secretary of the Army for Services (DASA (S)) in response to the September 2010 directive "Implementation Directive for Better Buying Power – Obtaining Greater Efficiency and Productivity in Defense Spending" from the Under Secretary of Defense for Acquisition, Technology & Logistics (USD (AT&L)).

30. In your view, has the establishment of this position helped or hindered that

Army's ability in obtaining cost-effective and efficient services to achieve their missions?

Answer. I believe the Army's establishment of a single responsible official to oversee services acquisition has led to improvements in its planning, coordination, and execution. In December 2011, as part of Headquarters streamlining, the DASA (S) functions were realigned under the SSM. The SSM is a member of the Senior Executive Service with a permanent staff, and his sole mission is to improve Army services acquisition oversight and management. The SSM office has provided improved visibility of services requirements forecasts, funding, and cost savings.

31. What steps, if any, do you believe the Army should take to ensure that this position is necessary?

Answer. The Army has already recognized the Senior Service Manager function as an essential component in our institutional goals to increase efficiency and effectiveness in services acquisition. If confirmed, I will continue to support the Army's regular review of services requirements and execution; support the development of a services business intelligence capability to provide Army leaders end-to-end understanding of services acquisitions requirements, performance, and cost; and ensure the Army continues to work with the Defense Acquisition University to incorporate services acquisition management practices into training courses.

Auditable Financial Statements

Section 1003 of the National Defense Authorization Act for Fiscal Year 2010 requires the Chief Management Officer of the Department of Defense to establish a plan to ensure that DOD's financial statements are validated as ready for audit by not later than September 30, 2017. The Secretary of Defense has established the additional goal of ensuring that the statement of DOD's budgetary resources is validated as ready for audit by not later than September 30, 2014.

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

Answer. Yes, the Army is on track to achieve the congressionally-mandated audit readiness objectives. The Army has been implementing and testing internal controls and is currently achieving increasingly higher success rates in monthly testing. Business processes have been thoroughly examined, end-to-end, and have been re-engineered for efficiency. At the same time, the Army is ensuring that quality data which is accurate, complete, and documented, is successfully transitioned from legacy systems into the Enterprise Resource Planning environment and into financial statements.

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

Answer. While the Army is indeed on track to achieve the congressionally-mandated audit readiness objectives, key challenges should not be ignored. These challenges include maintaining: robust and continuous leader involvement, a competent workforce, accountability and oversight, a well-defined and streamlined business architecture, effective internal controls, and compliant financial systems. Each of these challenges is identified in the Army's Financial Improvement Plan (FIP), with corrective actions identified for each noted current deficiency. The Army FIP is consistent with the Department of Defense Financial Improvement and Audit Plan (FIAR) and is geared to remove the obstacles to a successful audit.

34. In your view, are the steps that the Army needs to take to meet the 2014 goal consistent with the steps that DOD needs to take to achieve full auditability by 2017?

Answer. Yes. The Army plan is consistent with the Department of Defense plan.

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

Answer. If confirmed, I will ensure accountability, leadership, and consistent governance of this important project.

Army Modernization

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

36. What is your assessment, if any, of the Army's modernization record?

Answer. The Army has had many notable successes in ensuring that Soldiers in combat have the best equipment ready and available. The Army has fielded weapon systems that provide Soldiers with improved mobility, protection, lethality, and a decisive advantage over our nation's enemies. There have been some notable struggles, too, over the past two decades, and the Army is committed to drawing the right lessons from the less successful acquisition programs. If confirmed as Under Secretary, I will work to ensure

that warfighter needs are met, while remaining fully cognizant of the lessons learned from canceled acquisition programs.

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

Answer. If confirmed, I will work with the Secretary of the Army and the Chief of Staff of the Army to sustain a versatile and tailorable, yet affordable and cost-effective modernization strategy. The Army has initiated a much longer timeframe (thirty years) for review of its modernization programs than it has had in the past. This wider lens of review will help to stabilize programs and to better predict investments. This change in temporal scope, in conjunction with the continued support of Congress in providing predictable appropriations, will help the Army achieve a stable modernization strategy and program. If confirmed, my focus will be on ensuring that Soldiers and units are enabled, trained, and ready to meet the future challenges they may face.

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

Answer. Given today's significant fiscal pressures, the Army's investment in modernized equipment and capabilities will likely see across-the-board reductions in the near term. The Army's investment strategy in Soldier weapon systems and capabilities will focus on making prudent investment decisions with limited resources to enable the Army to field the best capabilities into the future. In the near term, equipment investment will prioritize efficient acquisition, to include multi-year procurements, scaled-down weapon system requirements to address affordability constraints, and divestiture of outdated legacy systems as appropriate. Limited resources will be likely invested in key modernization programs such as the Joint Light Tactical Vehicle (JLTV), the Armored Multipurpose Vehicle (AMPV), and the deployed network. Upgrades to existing platforms like the Apache and Blackhawk helicopter, the Abrams tank, Bradley Infantry Fighting Vehicle (IFV), and the Paladin Self-Propelled Howitzer (PIM) will improve current capabilities. The Army will also continue to prioritize long-term investment in Science and Technology to mature critical enabling technologies that support future, next-generation capabilities for the Army. Overall, the Army will focus its attention on investments that provide improved force protection, mobility, lethality, and situational awareness in combat.

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

Answer. In my view, the Army's investment strategy in this area does address requirements across the spectrum of operations that will be found in current and future

conflict environments. The Army's ability to field these needed capabilities depends, however, on the availability of stable and adequate resources.

40. If confirmed, what other investment initiatives, if any, would you pursue in this regard?

Answer. If confirmed, I would support ongoing efforts to ensure that the Army's equipment modernization strategy continues to be informed by evolving threats, emerging warfighter requirements, the rapid pace of technological change, industry research and development, as well as resource constraints. My efforts would strive to find the most cost-effective ways to upgrade the Army's current combat platforms while also making critical investments in the capabilities needed to fight in future operational environments.

41. If confirmed, what actions, if any, would you propose to ensure that all these initiatives are affordable within the current and projected Army budgets?

Answer. The Army has made great strides in the past several years in conducting portfolio affordability analysis. This effort examines all life cycle costs, including procurement, training, and sustainment. If confirmed, I hope to further these efforts and ensure the Army's modernization strategy is consonant with its level of resources.

42. In your view, what trade-offs, if any, would most likely have to be taken should budgets fall below or costs grow above what is planned to fund the Army's modernization efforts?

Answer. Consistent with the Secretary of the Army and Chief of Staff of the Army's Strategic Vision, the Army will defend the nation against all current and emerging threats by employing a balanced modernization strategy across all of its portfolios and by maintaining a proper balance between current and future readiness.

43. In your view, should the Army trade-off requirements within a program in order to make that program affordable?

Answer. Yes, the Army already does this with all of its programs that are in development, and should continue to do so. As part of a program's affordability assessment, the Army must assess the individual cost of each capability associated with the proposed system and ensure the overall program remains affordable.

Army Weapon System Programs

44. What is your understanding and assessment of the following research, development, and acquisition programs?

44.a. Ground Combat Vehicle (GCV).

Answer. The Army's IFV is reaching the limit of its capacity to receive upgrades that have proven critical for Soldiers in combat operations. A new IFV remains a key requirement and priority for the Army. The GCV program is currently geared toward providing the Army with an IFV capability for rapidly deploying an overmatching infantry squad anywhere on the battlefield. Nevertheless, the current fiscal realities have challenged the Army's ability to afford ongoing development of a GCV program.

44.b. Stryker Combat Vehicle, including the Stryker Mobile Gun variant.

Answer. The Stryker Combat Vehicle is an acquisition program that has proven to be highly successful in Iraq and Afghanistan. Blast-deflecting double v-hull improvements on the Stryker Combat Vehicle have saved lives in Afghanistan, and the Army continues to procure vehicles under existing equipping plans. The Stryker Mobile Gun System has also performed well in Iraq and Afghanistan.

44.c. Joint Light Tactical Vehicle (JLTV).

Answer. The JLTV is a Joint Army and Marine Corps development program which consists of a Family of Vehicles (FoV) with companion trailers that are capable of performing multiple mission roles. The JLTV will be designed to provide protected, sustained, networked mobility for personnel and payloads across the full spectrum of military operations. JLTV addresses force protection performance and payload limitations in current High Mobility Multipurpose Wheeled Vehicles (HMMWVs), while providing more off-road mobility, fuel efficiency, and reliability than Mine-Resistant Ambush Protected All-Terrain Vehicles (M-ATVs).

44.d. M1 Abrams tank modernization.

Answer. The Abrams Tank remains the best tank in the world, and the age of the current tank fleet is low – only three to four years on average. As a result of experiences in Iraq, the Army plans incremental improvements to the Abrams tank in order to buy back power deficiencies, improve protection, and provide the ability to accept future network and protection upgrades. These improvements will enable the Abrams Tank to maintain its leading edge in measures of survivability, lethality, and maintainability through 2050.

44.e. M2 Bradley Infantry Fighting Vehicle modernization.

Answer. The Bradley FoV has been an integral part of the Army's force structure for decades, but requires modernization. The Army plans to make incremental improvements to the Bradley variants that will buyback power deficiencies, improve protection, and provide the ability to accept future network and protection upgrades. These improvements will enable the Bradley FoV to play a vital role in the Army for years to come.

44.f. Paladin Integrated Management (PIM) Self-Propelled Howitzer modernization.

Answer. The Army is fully committed to PIM, as it is one of the Army's most critical modernization programs. The PIM system will replace the Army's current M109A6 Paladin Howitzer starting in Fiscal Year 2017. PIM's new chassis will provide additional size, weight, and power capacity over the current Paladin fleet. The first PIM system is expected to be delivery in mid-2015. PIM will provide the Army Armored Brigade Combat Team with a highly responsive indirect fire system capable of keeping pace with the Abrams and Bradley.

44.g. Armored Multipurpose Vehicle (AMPV).

Answer. The AMPV will replace the M113 FoV, which has become operationally irrelevant due to inadequate mobility, survivability, and force protection, as well as the lack of size, weight, power, and cooling necessary to incorporate future technologies and the Army network. The AMPV will replace five M113 FoV mission roles with the following variants: Mission Command (MCcmd), Medical Treatment (MT), Medical Evacuation (ME), General Purpose (GP), and Mortar Carrier (MC).

44.h. OH-58D Kiowa Warrior modernization.

Answer. The Kiowa Warrior has been a reliable capability for our Army for many years and, at this time, the Army is conducting a holistic review of the Aviation portfolio that may potentially involve a restructuring. It is my understanding that any restructuring of the force would likely look to divest legacy capabilities and retain the Army's most modern, dual-engine platforms.

44.i. AH-64E Apache modernization.

Answer. The Apache is the Army's only heavy combat helicopter and is an invaluable asset on the modern battlefield, providing an immeasurable contribution to combat power. The Apache's history dates back to the 1980's, and the latest version, AH-64E, is the second remanufacture of the proven system. Remanufacturing and upgrading such a sophisticated asset is far more economical than developing a new system, especially since the Apache is unmatched by any other combat helicopter in the world.

44.j. Armed Aerial Scout (AAS).

Answer. The Army has explored the availability of an affordable aircraft that will meet the AAS requirement through a series of voluntary flight demonstrations; however, it has been determined that there is currently no commercially available AAS alternative that would not require significant development. At this time, the Army is assessing the Aviation portfolio holistically to determine courses of action to address this requirement.

44.k. Warfighter Information Network-Tactical (WIN-T).

Answer. The WIN-T program provides the Army a secure, high-speed, high-capacity networking backbone for mobile, ad-hoc networks in tactical environments, and underpins the Army's Tactical Network modernization efforts. Developmental efforts to date have supported successful development of key networking capabilities that have been tested and are currently deployed and utilized by warfighters in Afghanistan today. WIN-T is vital to the Army's endeavors to develop and field networks for tactical environments.

44.l. Joint Tactical Radio System (JTRS).

Answer. These radios comprise a critical aspect of the Army's and the Department of Defense's network modernization effort and are the foundation of the Army's tactical network and communications. The radios provide man-portable, vehicle-mounted, and aerial communication and data transport services for the Army's tactical network. It is my understanding that the Army is developing and executing a full and open competition acquisition strategy designed to leverage industry innovation and capability.

44.m. Joint Multi-Role Rotorcraft Program.

Answer. I understand that the Joint Multi-Role Technology Demonstrator is a Science and Technology effort to help inform capabilities and requirements for the planned Future Vertical Lift-Medium Program.

44.n. Small arms modernization.

Answer. The Army's Small Arms Modernization Program provides for the maturation, demonstration, testing, and evaluation of emerging technologies in small arms. The Army is focused on developing improvements that will enhance the lethality, target acquisition and tracking, fire control, training effectiveness, and reliability of weapons. Specific focus areas include maturing technologies that demonstrate lightweight materials, wear resistant/protective/anti-reflective coatings, observational/situational awareness improvements and equipment enhancements. These improvements would provide benefits to weapons, fire control equipment, optics, gun barrels, training devices, suppressors, component mounts, weapon mounts, and weapon/ammunition interfaces with the ultimate goal of providing Soldiers world-class weapons systems for the current and future battlefield.

44.o. Personal protective equipment modernization.

Answer. The Army provides Soldiers with the best protective equipment in the world. Over the past ten years, the Army has fielded, and continuously improved, protective

equipment that saves Soldiers' lives. Soldiers are equipped with a complementary suite of protective capabilities (body armor/combat helmets) that guard against multiple threats associated with ballistic, blast, and blunt force events, including ballistic projectiles and fragmentation from Improvised Explosive Devices (IEDs). The Army is committed to making additional improvements to its current state-of-the-art personal protection equipment, to include reductions in weight, innovative solutions like the Pelvic Protection System, and improved performance against bodily injuries such as traumatic brain injury.

44.p. Distributed Common Ground System (DCGS)

Answer. The Distributed Common Ground System-Army (DCGS-A) provides Army operational and tactical commanders automated intelligence capabilities and connectivity to the Defense Intelligence Information Enterprise (DI2E). It processes, fuses, and exploits data and information, and provides the Army the ability to receive national, theater, joint, and tactical sensor data; task sensors; and control select Army sensors. DCGS-A is the Army's enterprise solution to Intelligence, Surveillance and Reconnaissance (ISR) requirements. Because DCSG-A is primarily a software system, the acquisition strategy emphasizes evolutionary development over the life of the program.

Mine-Resistant Ambush Protected (MRAP) Vehicles

45. What is your understanding and assessment of the Army's long term strategy for the retention, disposal, utilization, and sustainment of its large MRAP vehicle fleet?

Answer. The Army intends to keep more than 8,500 of the best variants of MRAPs, while divesting itself of older, less capable versions that are too costly to ship, reset, upgrade, and sustain. Some MRAPs will be kept in CONUS for training. Others will be maintained in pre-positioned stocks strategically placed around the globe, where they will be ready for future contingencies. Vehicles that the Army does not keep will be made available to other agencies, activities, and nations. I believe the strategy for MRAPs is appropriate, and, if confirmed, I will work with the Secretary of the Army to ensure the MRAP strategy is continually refined and assessed.

Equipment Repair/Reset

Congress has provided the Army with billions of dollars over the years to cover the costs to repair and replace equipment worn out by combat operations and prepare forces for rotations in support of operations in Afghanistan and previously in Iraq.

46. In your view, is this level of funding sufficient to not only prepare Army forces for OIF/OEF but to also improve the readiness of non-deployed forces for other potential contingencies?

Answer. A fully-funded Reset program would ensure that equipment lost in theater is replaced and equipment degraded by prolonged use in harsh environments is returned to a fully ready state. The extreme temperature variations and high altitude in Afghanistan add stress to aircraft engines and airframes as much as five times greater than the Army's normal operations tempo, while the rugged mountain terrain in that country accelerates wear and tear on ground equipment. The sequestration in Fiscal Year 2013 negatively impacted the Army Reset program, but the Army's Fiscal Year 2014 request will begin to address funding shortfalls in the program and improve equipment readiness. Due to the length of time required to plan and execute depot repair programs, Reset funding must continue for three years after the last piece of equipment leaves Afghanistan. Major weapon systems and equipment requiring Reset include aircraft, weapons, radios, MRAPs, and tactical wheeled vehicles.

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

Answer. It is my understanding that the Army constantly evaluates depot production requirements and adjusts its needs to meet current and anticipated demands and funding levels. Currently, our depots are operating at the levels required to meet Army needs. The Army does have extra capacity above the current operating levels and can increase production through additional overtime or hiring actions in response to any funded need to accelerate repair of equipment returning from current operations.

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

Answer. I do not believe that any additional steps are required at this time to increase the Army's *capacity* to fix its equipment. The industrial base, both organic and commercial, has successfully demonstrated that it has the capacity to respond to the needs of the Army for operations and training.

49. What impact do you believe the decision to send additional Army forces to Afghanistan is likely to have on equipment available for continued operations in Iraq and for non-deployed unit training at home?

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50. What are your views regarding the Army's stated requirement that it needs three years of overseas contingency operations (OCO) funding post-Afghanistan retrograde to reset the force?

Answer. The Army has a deliberate and well-considered plan to retrograde and Reset

equipment out of Afghanistan. The three-year period is the actual time needed for some equipment to be retrograded from theater, inducted into a depot, and then repaired. Indeed, many of the Army's more complex systems, such as aircraft, take more than one year to complete the induction and repair process alone, and aircraft with battle damage will often take 18-24 months to repair. Over the last year, depot-level maintenance Reset workload has exceeded 87,000 pieces of equipment, and the Army has Reset more than 292,000 pieces of other equipment in that same period.

Army-related Defense Industrial Base

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

Answer. The Army is actively engaged in several efforts to identify, evaluate, and manage risk in its organic and commercial defense industrial base. The Army is working with OSD's Manufacturing and Industrial Base Policy office in the ongoing Sector-by-Sector, Tier-by-Tier (S2T2) effort that is designed to establish early-warning indicators of risk at all the defense supply-chain tiers. The Army, in cooperation with industry, is conducting a comprehensive combat vehicle portfolio industrial base study and a similar study for tactical wheeled vehicles. The Army has also created a strategic plan to identify and retain critical skill sets within the organic industrial base. The Army recognizes that a healthy industrial base is a treasured national security asset.

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

Answer. If confirmed, I would assess existing systems and processes used to identify risk to the industrial base, monitor its overall health, and I would implement any improvements deemed appropriate to ensure that it remains reliable, cost-effective, and prepared to meet strategic objectives.

Army Science and Technology

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

Answer. Over more than a decade of war, the world has witnessed the value and impact that technology brings to the battlefield and how capabilities, enabled by technology, are critical to our warfighters. The Army's Science and Technology mission is to enable Soldiers to continue to dominate the battlefield, today and tomorrow. To that end, the

Army has established a thirty-year modernization plan to guide Science and Technology investments. I believe that to prevent, shape, and win future conflicts in an ever-changing world, Army Science and Technology must deliver timely technological solutions that address top priority capability gaps.

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

Answer. Science and Technology remains a critical investment to ensure our Soldiers maintain a technological edge over potential adversaries. These investments are required to develop and mature enabling technologies. If confirmed, I would support efforts to preserve investment in this area and ensure that it successfully transitions to the Army's current and future acquisition programs. Given the great uncertainty about, and increasing complexity of, future national security threats, it is especially important that the Army also continues investing in basic research and development.

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

Answer. If confirmed, I would consider a variety of metrics to assess the value of our investment in Science and Technology programs, to include measures evaluating our success in transitioning these efforts into fielded capabilities, as well as our effectiveness in fully leveraging investment by industry, other Services, and other government research institutions.

Amy Laboratories and Research, Development and Engineering Centers (RDEC)

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

Answer. Army laboratories deliver technology-enabled solutions needed for current conflicts and help develop technologies that will enhance the Army's future capabilities that will be needed to prevent, shape, and win future conflicts.

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

Answer. If confirmed, I promise to learn more and in great detail about the specific issues and challenges facing Army laboratories and centers in order to best ensure they have the necessary tools and personnel to effectively perform their missions. I fully recognize the important role that the science, technology, engineering, and mathematics workforce and laboratory facilities have in facilitating the Army of the future.

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

Answer. Yes, I have been informed that the authorities established by Congress under the Laboratory Personnel Demonstration Program have given the laboratories and centers the flexibility and tools necessary to manage and incentivize Army personnel performing this critical function.

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

Answer. It is my understanding that all the RDECOM laboratories and centers are currently part of the Laboratory Personnel Demonstration, and that this gives important management flexibility for the laboratory directors to shape their workforce and remain competitive with the private sector. If confirmed, I would assess the effectiveness of these existing authorities and recommend changes as needed and appropriate.

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

Answer. If confirmed, I would fully examine this issue to better understand the potential benefits and costs of such a system. However, with the exception of a few organizations, it is my understanding that the Laboratory Personnel Demonstration program provides the laboratory directors with the ability to attract and retain the highest quality scientific and engineering personnel.

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

Answer. If confirmed, I would engage with the appropriate Army organizations to better understand the challenges facing our Science and Technology infrastructure and develop solutions to ensure we are making the necessary investments in this important area.

Army Test and Evaluation (T&E) Efforts

62. If confirmed, how will you ensure that the Army's test and evaluation infrastructure is robust enough to ensure that new systems and technologies are

tested to verify their combat effectiveness and suitability?

Answer. If confirmed, I promise to become more keenly acquainted with the specifics regarding test infrastructure capabilities, and I will work to ensure the appropriate level of funding for test and evaluation infrastructure and instrumentation is budgeted.

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

Answer. At this time, I do not have sufficient information to adequately answer this question; however, if confirmed, I would assess the Army's capability to accomplish all essential testing requirements.

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

Answer. If confirmed, I will ensure that operational test protocols are observed, and I will support the continuation of the Army's current practice of conducting independent operational testing by organizations not associated with the programs undergoing test and evaluation.

Army Information Technology Programs

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

Answer. Information technology (IT) is critically important to both industry and government. For the Army, IT is an enabler that provides war fighters an edge in combat operations. On the business side of the Army, IT is used to automate complex, critical business processes. If confirmed, I would work to ensure that the development and deployment of major IT systems facilitate simplifying, streamlining, and clarifying the interdependencies in the Army's Enterprise Architecture.

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

Answer. Leadership.

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

Answer. The Army is in close, regular collaboration with the Defense Information Systems Agency (DISA). As DISA's largest supported organization, the Army believes that this partnership is critical. If confirmed, I would continue the trend of developing Army enterprise information technology from a joint requirements perspective. Current examples of this approach include Defense Enterprise Email, the Joint Information Environment and enterprise license agreements that leverage the buying power of the entire Department of Defense.

Contract Support Functions

The Department of Defense has engaged in the privatization of many of its support functions. As a result, the Department now relies heavily on contractors to perform acquisition, budget, and financial management functions that are critical to the execution of the Department's mission. Senior DOD officials have informed the committee both formally and informally that, because of reductions in the acquisition work force, the Department now lacks the capability to effectively oversee the work performed by its support contractors.

68. Do you believe that the Army has become too reliant upon contractors to perform critical functions?

Answer. If confirmed, I will examine this issue very closely. It is important to ensure that inherently governmental functions are not outsourced, and, if confirmed, I will scrutinize those areas where the distinction may have been blurred. From an operational perspective, the Army has processes in place to identify critical functions that should rarely be outsourced; if an Army command believes that using contractors for a critical function poses unacceptable operational risk, it is able to bring that work in-house.

69. What steps, if any, do you believe the Army should take to ensure that it has the resources it needs to provide effective oversight for its support contractors?

Answer. In order to ensure the Army has the resources it needs to provide effective oversight for its support contractors, I believe that an appropriately sized and sourced workforce is necessary. A critical component of effective compliance is ensuring the Army has sufficient organic personnel for oversight, to include a robust number of contracting officer representatives supporting the operational and institutional Army. If confirmed, I will work toward this end.

The privatization of functions previously performed by DOD employees now extends to many functions performed on the battlefield. As a result, many functions that were performed by DOD personnel as recently as the Gulf War have been performed by contractor personnel in the current conflicts in Iraq and Afghanistan.

70. Do you believe that the Department of Defense has reached, or exceeded, an appropriate balance in providing for the performance of functions by contractors

on the battlefield?

Answer. The use of the appropriate form of labor for specific functions is an important issue that requires constant rebalancing as missions and priorities change. I believe that the Department of Defense needs to evaluate functions on a case-by-case basis and source them as appropriate. The force of the future may not look the same as yesterday's force, or even the current force. The Army must do its part to take into account current, specific circumstances when determining the appropriateness of a labor source.

71. Where do you believe that the Department of Defense should draw the line between functions on the battlefield that can and should be performed by contractors and functions that should only be performed by DOD personnel?

Answer. I believe it is vital that the Army retain sufficient critical enablers within the Active and Reserve Components so that we can reduce the need for contractors on the battlefield. The Army must also ensure that it retains essential oversight personnel in the case of unforeseen requirements. Any use of contractors on the battlefield should be based on an appropriate and comprehensive assessment of risk.

72. Do you believe that contractors on the battlefield are subject to appropriate levels of control and accountability for their actions, or would additional regulation be appropriate?

Answer. I believe that we must continually evaluate how effective our policies and regulations are at maintaining appropriate levels of control and accountability. The true challenge is ensuring proper oversight and enforcement of our existing regulations.

Private Security Contractors

The Special Inspector General for Iraq Reconstruction (SIGIR) reported that federal agencies including the Department of Defense have spent more than \$5 billion for private security contractors in Iraq since 2003.

73. Do you believe the Army should rely upon contractors to perform security functions that may reasonably be expected to require the use of deadly force in highly hazardous public areas in an area of combat operations?

Answer. Contractors have served alongside Soldiers throughout our nation's history. While contractors may not always be the preferred method, they sometimes provide resource options critical to meeting commanders' requirements. The key is determining and clearly demarcating the line between Soldier and contractor responsibility according to the situation. In certain cases, contractors may not be appropriate. In other cases, contractors may be the best sourcing solution to quickly fill a critical need on short notice.

I believe that unit commanders and leaders at all levels play a valuable role in determining those missions best suited for contractors depending upon the situation. If confirmed, I will ensure that commanders have the training, experience, and flexibility to make these difficult choices. For example, in particular local political situations, capabilities such as entry control and convoy security may be best handled by a contractor. In other locations and times, this may not be the case.

74. In your view, has the U.S. reliance upon private security contractors to perform such functions risked undermining our defense and foreign policy objectives in Iraq?

Answer. I do not believe that time has shown, or that history will prove, the use of private security contractors to have undermined accomplishment of our objectives in Iraq.

While contractors may augment Army organizations by freeing up Soldiers to conduct more dangerous combat operations, it is certainly critical to ensure that contractors possess the appropriate training and situational awareness. Contractors, just like their civilian and military counterparts, must understand their role and consistently function in support of operational and strategic objectives in an area. When contractors are untrained or unaware of the impact of their actions, they may negatively impact strategic-level objectives, resulting in long-term consequences. (The same can also be said for government personnel, whether civilian or military, but there is more flexibility to quickly effect change in those populations.) I believe that proper oversight and control mechanisms are imperative to ensure that the actions of the military, government civilians, and contractors are fully consistent with law and durably support the objectives of the United States.

75. What steps would you take, if confirmed, to ensure that any private security contractors who may continue to operate in an area of combat operations act in a responsible manner, consistent with U.S. defense and foreign policy objectives?

Answer. The Army and the Department of Defense have implemented policies to increase oversight and management of Private Security Contractors (PSCs) accompanying the force. These include contract requirements for training PSC employees on the authorized use of force, increasing use of past performance databases, and prosecuting contractor employees that violate use of force laws under the Military Extraterritorial Jurisdiction Act of 2000 (MEJA). Successful oversight is rooted in relevant training for contracting officers and commanders, vigilant monitoring and enforcement of applicable laws and regulations, and awareness of the full range of corrective measures available to the Government in the event of non-compliance. If confirmed, I will do my utmost to ensure we build on these past improvements.

Investment in Infrastructure

Witnesses appearing before the Committee in the past have testified that the

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

76. What is your assessment of Army infrastructure investment?

Answer. The majority of Army infrastructure and facilities are in good shape. This is the result of significant investments in sustainment and construction over the ten-year period ending in 2012. These construction investments significantly modernized facilities that supported the Army during transformation and realignment. However, the Budget Control Act for 2011 reduced the Army's ability to make continued and necessary investments in our infrastructure and facilities. Prolonged under-investment in sustainment will cause Army infrastructure and facilities to degrade much faster and, in turn, will increase energy consumption and overall operating costs.

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

Answer. As the Army's end strength and force structure decline alongside its available funding, millions of dollars will be spent maintaining underutilized buildings and infrastructure. Trying to spread a smaller budget over the same number of installations and facilities will result in rapid decline in the condition of Army facilities. To save money and free up resources, the Army must reduce energy consumption at installations, reduce lease costs by moving to facilities opened up through restationing and force reduction decisions, and synchronize routine stationing actions to minimize costs. Greater efficiency is the watchword.

Base Closure and Realignments

The Department of Defense has requested another Base Realignment and Closure (BRAC) round.

78. Do you believe another BRAC round is necessary? If so, why?

Answer. Yes, for the many compelling reasons stated in my answer to question 76. If the Army is unable to make the tough decisions necessary to identify inefficiencies and eliminate unneeded facilities, scarce resources will be diverted away from training, readiness, and Family Programs. Additionally, the quality of Army installation services that support the warfighter will suffer.

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

Answer. BRAC legislation provides for developing closure and realignment recommendations based on specific selection criteria. I would prioritize Army recommendations consistent with Congressionally-approved BRAC selection criteria, Army force structure, and stationing plans.

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

Answer. I understand that BRAC law ordinarily provides for local communities, through designated Local Redevelopment Authorities (LAR), to prepare reuse plans that will guide future development and use of the property. The Army gives substantial deference to those plans in disposing of the property. BRAC law also usually provides Economic Development Conveyance authority, under which the Army can convey property directly to a LAR to further enable those local reuse plans to be implemented.

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

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

Answer. I understand that BRAC 2005 was primarily focused on transformation. Nearly half of the recommendations from 2005 were intended to take advantage of opportunities that were available under BRAC authority to move forces and functions to where they made sense, even if doing so would not save much money. This transformation effort cost over \$29 billion and resulted in a small proportion of savings, but it allowed the Army and Department of Defense to redistribute its forces and personnel within its infrastructure in a way that is typically difficult when not in the middle of a BRAC round. The remaining recommendations implemented under BRAC 2005 paid back in fewer than seven years – even after experiencing cost growth.

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

Answer. Unlike BRAC 2005, which was implemented during a time that drove the need for transformation, a future BRAC round would be implemented as Army end strength is declining and the need for efficiencies is paramount. Consistent with BRAC law and selection criteria, the Army would make savings a priority in the development of specific recommendations.

End Strength Reductions

The Department last year laid out a defense strategy that proposes an eventual end strength of 490,000 for the Army, which the Army is on pace to hit by the end of 2015.

83. What is your understanding of the Army's ability to meet these goals without forcing out many soldiers who have served in combat over the past 10 years with the implicit promise that they could compete for career service and retirement?

Answer. The Army is committed to retaining the best qualified and most talented Soldiers. Competitive selection boards and retention programs will enable Soldiers currently serving in the Army, including those who have served in combat, to compete for continued service. Reduction programs will focus on overstrength Military Occupational Specialties, identifying those that should depart our ranks through a qualitative assessment of potential for continued contribution.

84. To what extent will the Army have to rely on involuntary separations in 2014 through 2018? How will sequestration affect this?

Answer. I understand that the Army will rely on involuntary separations to meet end strength goals through Fiscal Year 2017. The present assessment is that continued sequestration is unlikely to impact these programs unless current end strength targets change.

85. What programs are in place to ensure that separating and retiring service members are as prepared as they can be as they enter a struggling economy?

Answer. In coordination with the Department of Veterans Affairs and the Department of Labor, the Army has developed an enhanced version of its Transition Assistance Program (TAP). Called the Army Career and Alumni Program (ACAP), this commander's program features Soldier counseling and training sessions, employment and career workshops, and education opportunities, all while maintaining leadership focus on, and involvement in, each Soldier's transition process. ACAP affords Soldiers the opportunity to prepare for successful post-Service careers.

86. How fast can the Army responsibly and fairly reduce end strength while maintaining the integrity and readiness of combat units?

Answer. The Army believes that it can responsibly reduce end strength by 15,000 to 20,000 per year, while still maintaining operational readiness.

87. How does the Bipartisan Budget Act of 2013, which restores \$22 billion to the DOD budget in 2014, and an additional \$9 billion in 2015, affect the Army's end strength reduction plans?

Answer. I have been informed that the Bipartisan Budget Act and the funds it restores will not impact current personnel drawdown programs.

88. What is your understanding of the need for additional force shaping tools requiring legislation beyond what Congress has provided the past few years?

Answer. The Army believes that, if reduction measures are required beyond Fiscal Year 2017, additional tools may be required to target specific overstrength skills and occupational specialties.

Voluntary and Involuntary Force Shaping Tools

Over the past several years, Congress has provided the services force shaping tools to allow them to accomplish their drawdowns responsibly and humanely while maintaining grade structure and critical specialties.

89. What voluntary and involuntary measures does the Army plan to use in the next two years to reach and maintain its target end strength of 490,000?

Answer. The Army will continue to support requests for voluntary separation, where possible. In some cases, service commitments may be waived to allow Soldiers to separate prior to fulfilling their remaining obligations. Involuntary separations will continue through Fiscal Year 2015 in support of a reduced end strength (490,000). Officer Separation Boards, Selective Early Retirement Boards, Selective Continuation, Selective Retention Boards, Qualitative Service Program, Precision Retention and a reduction in overall accessions will allow the Army to meet end strength goals.

90. How will the Army ensure that it retains the best personnel, given that these individuals often have multiple opportunities in the private sector and may be more likely to accept monetary or other incentives to leave early?

Answer. The Army will work to sustain robust promotion selection rates as a means to incentivize continued service for the best qualified Soldiers. Existing programs allow the Army to identify and retain the best talent while releasing those Soldiers serving in over-strength skill sets. Soldiers who desire to leave the Army prior to fulfilling remaining service obligations may request separation if they meet criteria to participate in early release programs.

91. How does the Army plan to attain the proper grade mix in senior enlisted and officer communities to avoid the grade disparities that can take years to correct? In your view, does the Army require any additional legislative authority to allow end strength reductions by offering early retirement or other early separation incentives?

Answer. End strength reduction programs target Soldier populations in which the

inventory exceeds requirements. The Army proposes to shape the future force based on grade and skill through a combination of reduced promotion opportunities, involuntary losses, and decreased demand and accessions. The Army will release Soldiers in overstrength areas based on specific current and future requirements. I have been informed that the Army will not require any additional legislative authority to meet end strength requirements for Fiscal Year 2015.

Annual Increase in Rates of Basic Pay below the Employment Cost Index

The Department requested an across-the-board pay raise for 2014 for military personnel of 1 percent, versus a 1.8 percent rise in the Employment Cost Index (ECI) benchmark, and has indicated that in order to restrain the growth of personnel costs, similar below-ECI pay raises may be necessary over the next several years.

92. What is your assessment of the impact on recruiting and retention of pay raises below ECI in 2015 through 2018?

Answer: Compensation is, and has always been, an important component in motivating men and women to join the Army and remain in service for a career. The precise impact of lower pay raises on future recruiting and retention efforts is unclear. But continued authority to leverage limited bonus and targeted incentive programs may well mitigate any adverse impact of this proposal, especially in critical specialties.

Annual Increase in Rates of Retired Pay below the Consumer Price Index (CPI)

Section 403 of the recently enacted Bipartisan Budget Act of 2013 reduces the annual cost-of-living adjustment (COLA) for military retirees under the age of 62 to CPU minus 1 percent. Monthly retired pay for those individuals would be readjusted upward at age 62 as if the COLA reduction had not taken place and retirees would receive full annual COLAs thereafter.

93. In your view how will this change to the law impact the Army's planning and programming assumptions about projected force and end strength requirements, retention, and advancement opportunities?

Answer. It is unclear whether or how this provision of law may affect retention or the propensity of individuals to serve in the Army in the future. I have been informed by experts in the Army that this change in law will have little to no impact on current promotions, which are based on requirements. The Army is uncertain about the impact this provision will have on end strength, as retention is a significant driving force of this number.

94. What impact will this change have on the Army's annual budget and personnel costs?

Answer. This adjustment will reduce the amount the Army is contributing to trust funds that cover expenses related to military retirement payments for our Soldiers. While the associated Army savings will approach \$200,000,000 per year, I am concerned about the impact on recruiting, retention, and Soldiers and their families.

95. Do you support Section 403 of the Bipartisan Budget Act of 2013? Why or why not?

Answer. Compromise is the art of politics. I understand that the enacted adjustment to COLA for military retirees will certainly help the Department of Defense control the growth of military compensation costs; it is difficult to project the degree, if any, to which this change will impact recruiting and retention. Nonetheless, adjustments to the COLA are not, standing alone and in absence of countervailing benefits, a particularly desirable course.

Religious Guidelines

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

Answer. Yes. Army policies appropriately accommodate the varied religious practices of Soldiers, including those with no religious belief. Army and Department of Defense policies are intended to protect both the free exercise of religion, while avoiding the appearance of an official endorsement of any particular religion. If confirmed as Under Secretary, I will ensure that these policies are strictly enforced.

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

Answer. Yes. The Army values the rights of Soldiers to observe and practice their diverse religious faiths, or to have no religious faith at all. Army policy permits Soldiers to request waivers of regulations when necessary to accommodate religious practices, and these waivers will be granted unless a compelling military necessity otherwise exists.

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

Answer. Yes. Army chaplains are well-trained to provide prayers in pluralistic settings, where sensitivity to diverse religious beliefs is at a premium. At the same time, chaplains, while providing ritualistic services on many occasions in both private and public settings,

are never required to act in a manner inconsistent with the tenets of their endorsing agencies or in conflict with their individual convictions, beliefs, or religious traditions.

Recent press coverage focused on two separate events involving unit-level Army equal opportunity training at Fort Hood and Camp Shelby that incorporated the views of an outside organization that certain organizations were “extremist” because of their faith-based opposition to same-sex relationships. The training appeared to officially endorse the views of the outside organization because it did not expressly state that the views of the outside organization did not represent the views of the Department of the Army or the Department of Defense. As a result some individuals who received the training were confused about the official views of the Army and became concerned that their affiliation with the organizations that were inappropriately identified as “extremist” could subject them to administrative or disciplinary action in accordance with Army policy prohibiting active support to extremist organizations. In fact, two of the organizations are included in the annual Combined Federal Campaign to which members of the Army may make charitable contributions.

99. What are your views on the permissible extent to which an individual soldier or Army civilian employee may express, in public or in private, sincerely-held personal views based on religious belief or conscience to oppose recognition and acceptance of same sex relationships or marriage?

Answer. Soldiers and Army civilian employees may express their sincerely-held personal beliefs, whether based on religious tenet or philosophical conviction, about the acceptance of same-sex relationships or same-sex marriage.

100. If confirmed, what actions would you take to establish policy to clearly articulate the appropriate balancing of expressions of sincerely-held religious belief or matters of conscience by individual soldiers or civilian employees in the Army workplace?

Answer. If confirmed as Under Secretary, I will ensure that the Army always protects the constitutional right of Soldiers and Army civilians to hold and express religious beliefs and matters of conscience.

101. If confirmed, what actions would you take to ensure that the development and presentation of training delivered within the Department of the Army is properly supervised and does not include views from organizations outside the Army or DOD that are inconsistent with official policy except when including those views is essential for the purpose of the training and are properly cited as the views of an outside organization?

Answer: If confirmed as Under Secretary, I will support and sustain the measures, recently directed by the Secretary of the Army, that require all training materials and instruction to reflect the official policy of the Department of the Army. It is inappropriate

for training presentations to include material that is found on the internet or gleaned from some other informal source which is not approved by the Army. This action by the Secretary of the Army will ensure that incidents such as those referenced in this question do not occur again.

102. What is your assessment of measures taken at the Military Academy to ensure religious tolerance and respect?

Answer: The United States Military Academy (USMA) is working diligently to create an environment in which Cadets, faculty, and staff, are supported in their personal faith choices, whatever those may be. USMA leaders have reached out to members of all faiths and have implemented policies to ensure religious tolerance and respect. If confirmed, I will see that these values of religious tolerance and respect are realized at USMA.

Recruiting and Retention

103. How would you evaluate the status of the Army in successfully recruiting and retaining high caliber personnel?

Answer. I understand that the Fiscal Year 2013 Army recruiting mission was extremely successful, attracting high-quality recruits comprised of 98% High School Diploma Graduates and only 1.2% Category IV accessions across the Active and Reserve Components. These new Soldiers are a reflection of the best of America, highly qualified and with a genuine desire to serve.

Although consistently succeeding in meeting retention needs, the Army retains only the most highly qualified Soldiers. This is a remarkable feat given that, in recent years, the Army has increased retention standards, demanding the highest qualifications and performance from those who would remain in the force. The Soldiers the Army enlists and retains today and in the near future, are among the smartest, most fit, and most capable young people in our nation.

104. How would you evaluate the recruiting and retention of uniformed and civilian health care professionals?

Answer. The Army has a two-pronged approach for recruiting military health professionals: directly recruiting fully-qualified health care professionals for military health care positions and recruiting individuals into various military health care training programs, such as the Health Professions Scholarship Programs (HPSP). The Army has been very successful in recruiting students into these training programs, upon completion of which the student incurs an active duty service obligation. However, the recruitment of fully-qualified health care providers remains a challenge, exacerbated by national shortages in various physician subspecialties. The Army uses a variety of retention incentives, such as Special Pays and Professional Health Education Training opportunities that have proven very effective in retaining military healthcare providers.

Recruiting BH professionals continues to present a particular challenge. In 2013, more than 2,900 prescreened health care professional candidates were referred; of these, approximately 625 were behavioral health (BH) professionals. The ability of colleges and universities to produce more qualified BH professionals has not kept pace with the ever-increasing need for BH services. The Army must compete with other government agencies, such as the Department of Veterans Affairs, as well as the private sector, to recruit from the field of qualified candidates. If confirmed as Under Secretary, I will support efforts to reinforce our recruiting and retention successes, with a view to positioning the Army to compete favorably as an employer of choice.

105. What initiatives would you take, if confirmed, to further improve Army recruiting and retention, in both the active and reserve components, including health care professionals?

Answer. Inevitably, the recruiting environment will become more challenging. If confirmed, I will work to ensure accession programs are appropriately resourced to allow the Army to continue to recruit and retain the highest quality Soldiers. I have been informed of several promising initiatives, including working with the Department of Education to improve recruiter access in public schools, evaluating non-cognitive testing measures for applicant screening, and facilitating senior leader engagement with students and leaders at top-tier educational institutions across the nation – particularly those hosting undergraduate and graduate medical programs – about opportunities for service in the Army.

GI Bill Benefits

Congress passed the Post-9/11 Veterans Educational Assistance Act in 2008 (“Post-9/11 GI Bill) that created enhanced educational benefits for service members who have served at least 90 days on active duty since 9/11. The maximum benefit would roughly cover the cost of a college education at any public university in the country. One purpose of the Act was to recognize and reward the service of those who served voluntarily after 9/11, particularly those who do not serve full careers and qualify for retirement benefits.

106. What is your assessment of the impact of the Post-9/11 GI Bill on recruiting and retention in the Army, including the provision of transferability for continued service?

Answer. The Post 9/11 GI Bill has enhanced the Army's ability to recruit and retain Soldiers. In particular, giving Soldiers the ability to transfer their Post 9/11 GI Bill benefits has greatly aided our effort to retain quality mid-grade and career Soldiers.

Management and Development of the Senior Executive Service (SES)

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

107. What is your vision for the management and development of the Army senior executive workforce, especially in the critically important areas of acquisition, financial management, and the scientific and technical fields?

Answer. My vision is for the Army to have a well-developed senior executive workforce capable of partnering with senior military officers to lead the Army in accomplishing assigned missions. The Army is already a leader in strengthening civilian talent management, especially through the Talent and Succession Management process. This is an annual opportunity for communication with senior civilians, their supervisors, and the Army regarding each person's future potential and readiness for new assignments. If confirmed, I will continue these measures and augment them to ensure transparency and fairness. This will allow the Army to attract and retain the best talent for all positions, including those in acquisition, financial management, and the scientific and technical fields.

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

Answer. I believe the Army presently has the number of senior executives it needs. As with any large organization, we have a steady influx of new talent to replace those we lose to retirement and to other Federal agencies and the private sector. In anticipation of those losses, the Army has implemented the Senior Enterprise Talent Management Program (SETM), which is designed to build a bench of high-potential GS-14 and GS-15s leaders that establishes a robust talent pool ready and capable of assuming executive level positions in the future.

Systems and Support for Wounded Soldiers

Service members who are wounded or injured in combat operations deserve the highest priority from the Army and the Federal Government for support services, healing and recuperation, rehabilitation, evaluation for return to duty, successful transition from active duty if required, and continuing support beyond retirement or discharge. Despite the enactment of legislation and renewed emphasis over the past several years, many challenges remain.

109. What is your assessment of the progress made to date by the Army to improve the care, management, and transition of seriously ill and injured soldiers and their families?

Answer. I believe the Army has made great strides by implementing and continuously improving three programs: the Warrior Care and Transition Program, the Integrated

Disability Evaluation System, and the Soldier for Life program. All three programs are designed to address the care and transition of wounded, ill, and injured Soldiers. If I am confirmed, I will ensure that the Army continues to support these vital programs for our most vulnerable Soldiers and their families.

110. What are the strengths upon which continued progress should be based? What are the weaknesses that need to be corrected?

Answer. The strength of the Army's Warrior Care and Transition Program is the dedicated and highly trained cadre of nearly four thousand military and civilian personnel who currently staff the twenty-nine Warrior Transition Units, nine Community-Based Warrior Transition Units, and forty-nine Soldier Family Assistance Centers. If I am confirmed, it will be a priority for me to continue to support the efforts of the many highly-dedicated professionals who are making a difference at these facilities every day. They make sure Wounded Warriors are afforded the support, guidance, and assistance they require to recover, return to the force, or successfully transition to Veteran status, and integrate well into their communities.

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

Answer. If I am confirmed, I will work closely with the Secretary of the Army, the Chief of Staff of the Army, the leadership of the Warrior Transition Command, and the rest of the Army to ensure that we continue to make the changes and improvements necessary to maintain and enhance the support to Soldiers who require medical care. The nation and the Army owe our Soldiers no less.

Suicide Prevention

The number of suicides in the Army continues to be of concern to the Committee.

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

Answer. If confirmed, I will focus on providing clear guidance, effective policy, and sufficient resourcing for the Ready and Resilient Campaign. One of the primary purposes of this Campaign is to reduce suicides throughout our Army family by integrating suicide prevention efforts across the Army and providing support to our Soldiers, civilians and family members. I am committed to ensuring that best practices are incorporated throughout the Army.

Family Readiness and Support

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

113. What do you consider to be the most important family readiness issues for soldiers and their families, and, if confirmed, how would you ensure that family readiness needs are addressed and adequately resourced?

Answer. For more than a decade, the Army has continuously asked its Soldiers to be apart from their families during long deployments, commit to Permanent Change of Station (PCS) moves to unfamiliar climes, and cope with the vagaries of a high operational tempo. The Army understands that Soldiers must have peace of mind that their families are well cared-for at all times, and is therefore 100% committed to ensuring family readiness. Family readiness is the state of being prepared to effectively navigate the challenges of daily living in the unique context of military service. The Army has invested in a wide array of Family Programs to make this concept a reality. Initiatives such as the Extraordinary Family Member Program (which considers family members with special needs during the assignments process), Child Development Centers (CDCs) (which provides Soldiers with affordable, quality day care), and the Financial Readiness Program (which offers Soldiers financial counseling) are just a few examples of the different ways the Army is committed to helping its Soldiers. If confirmed, I will commit to maintaining family readiness by wholeheartedly supporting such programs.

114. How would you address these family readiness needs in light of global rebasing, deployments, and future reductions in end strength?

Answer. If confirmed, I would not change the overall direction of Army Family Programs. My goal would be an Army of strong and resilient Soldiers and Families who will thrive as we reduce our deployed footprint. With the restructuring of the Army and the current austere fiscal climate, I would apply resources to programs and services that have the greatest impact on sustaining Soldier and Family readiness and resilience.

115. If confirmed, how would you ensure support is provided to reserve component families related to mobilization, deployment, and family readiness, as well as to active duty families who do not reside near a military installation?

Answer. If confirmed, I intend to continue the existing structured partnership with the Guard and Reserve to support all Army families, regardless of their component or geographic location, and to ensure the most efficient and effective delivery of programs and services wherever and whenever they are needed most. I will also continue to partner with the sister Services and local communities to fill gaps in programs, to provide alternatives to government-provided services, and to support geographically-dispersed Soldiers and families in order to reduce stress on Army families.

116. If confirmed, what steps will you take to sustain Army family support, given current fiscal constraints?

Answer. Despite the fiscal climate, I would not change the future direction of military Family Programs. I would, however, ensure that scarce resources are dedicated to the programs and services that have the greatest impact on sustaining Soldier and family readiness and resilience.

Morale, Welfare, and Recreation

Morale, Welfare, and Recreation (MWR) programs are critical to enhancement of military life for members and their families, especially in light of deployments. These programs must be relevant and attractive to all eligible users, including active-duty and reserve personnel, retirees, and families.

117. What challenges do you foresee in sustaining Army MWR programs, particularly in view of the current fiscal environment and, if confirmed, are there any improvements you would seek to achieve?

Answer. Family and Morale, Welfare and Recreation (MWR) programs provide a comprehensive network of quality support and leisure services that enhance quality of life for Soldiers, family members, and retirees. Sustained reductions to these programs may negatively impact future readiness and unit cohesion. Where possible, I will strive to improve program offerings while focusing on delivering affordable, quality services that best enhance the readiness and resilience of the military community.

Army Civilian Personnel Workforce

Section 955 of the National Defense Authorization Act for Fiscal Year 2013 required the Secretary of Defense to develop a plan to reduce the size of the civilian personnel workforce by 5 percent over the next five years. The plan developed by the Secretary does not meet this objective. Since the time that Section 955 was enacted, the Department has implemented hiring freezes and furloughs due to sequestration. As a result, the DOD civilian personnel workforce is substantially smaller than it was when Section 955 was enacted or at the time the plan was submitted.

118. Do you agree that the Army civilian employee workforce plays a vital role in the functioning of the Department of the Army?

Answer. Absolutely.

119. How does the Bipartisan Budget Act of 2013, which restores \$22 billion to the Department's budget in 2014, and an additional \$9 billion in 2015, affect the Army's civilian personnel workforce plans?

Answer. The Bipartisan Budget Act will enable the Army to avoid further reductions in key mission areas. Civilian employees play a vital role in nearly all missions, so the Army expects to have fewer personnel reductions and enough funding to replenish the skills lost through natural attrition. This will allow the Army to hire the next generation of skilled professionals and to ensure mission-essential trades and crafts are integrated into the future workforce. In short, the additional funding will allow workforce planning to be accomplished in a calculated way.

120. In your view, would it be preferable for the Army to make planned, prioritized reductions to the civilian workforce, or to downsize using arbitrary reductions based on hiring freezes and workforce attrition?

Answer. In my view, the Army must use all tools available to shape our civilian force while ensuring that the Army remains capable of meeting its mission objectives. As the Army transitions to a force that is operationally adaptable, it is crucial to employ solid workforce planning that will ensure that our civilian workforce possesses the skills and experience necessary to sustain the Army mission. Recently, the Army has used hiring freezes, workforce attrition, voluntary early retirement, voluntary separation incentives, and Reductions in Force (RIF) to achieve the mandated civilian reductions. The use of planned, prioritized reductions is certainly preferable, and if confirmed, this will be one of my goals.

Sexual Assault Prevention and Response

In 2012, for the fourth year in a row, there were more than 3000 reported cases of sexual assault in the military, including 2558 unrestricted reports, and an additional 816 restricted reports. Moreover, DOD's most recent survey indicates that the actual number of sexual offenses could be considerably higher, as 6.1 percent of active duty women and 1.2 percent of active duty men surveyed reported having experienced an incident of unwanted sexual contact in the previous 12 months. This survey has been criticized by some because its conclusions are extrapolated from an unscientific sample set and the questions asked in the survey were too imprecise. Both former Secretary of Defense Panetta and Secretary Hagel have implemented new initiatives for addressing sexual assault in the military.

121. What is your assessment of the Army's implementation of the new policies for addressing sexual assault offenses?

Answer: In my assessment, the leadership demonstrated by the Secretary of Defense and the Secretary of the Army in starting an unprecedented number of program and policy initiatives to end sexual assault – more than twenty over the past year – will have a decidedly positive impact on the reporting, investigation, and prosecution of these offenses; on increasing the accountability of military leaders at all levels; and on fostering cultural change. In the last twelve months, the Army has:

- Implemented a Special Victims Counsel Program available to all Service

- members and their dependents who are victims of sexual assault;
- Added sexual assault prevention and response as a rated category for all officer and non-commissioned officer evaluations;
- Required Command Climate Surveys for every officer assuming a new command;
- Raised the level of leadership of the Army's Sexual Harassment/Assault Response and Prevention (SHARP) office to the SES level;
- Instituted expedited transfer of victims;
- Expanded the implementation of its special victim capability for the investigation and prosecution of offenses by instituting trauma-informed investigation training and increasing the number of special victim prosecutors;
- Credentialed thousands of Sexual Assault Response Coordinators (SARCs) and Sexual Assault Prevention and Response Victim Advocates (SAPR VAs);
- Required judge advocates to now serve as investigating officers in Article 32 proceedings;
- Enhanced victim participation in the post-trial process of military courts-martial;
- Required administrative separation of Soldiers convicted of sexual assault offenses; and
- Improved commander awareness of Soldier misconduct.

The Army also continues to develop metrics to measure its progress in addressing sexual assault and harassment. The tools used by the Army to evaluate its prevention programs include:

- Workplace and Gender Relations Surveys;
- Personnel Screening and Certification;
- Department of Defense and Department of the Army Inspector General; Inspections, workplace inspections, and Annual Command Assessments
- Annual reports to Congress, OSD, J-1, and Army senior leaders;
- Quarterly reports to OSD, J-1, and Army senior leaders (including statistics and analysis);
- Annual OSD and USMA Assessments;
- Department of Defense Annual Report on Sexual Harassment and Violence at the Military Service Academies;
- Annual "I. A.M. Strong" Sexual Harassment/Assault Prevention Summit Command Outbriefs;
- Command Climate Surveys within thirty days of assuming command, again at six months, and annually thereafter for the Active Component;
- Command Climate Surveys within one hundred twenty days of assuming command for the Reserve Component;
- Initial Entry Training Surveys;
- SAPR program compliance inspections;
- Department of Defense Safe Helpline feedback (for trends);
- Workplace inspections;

- Army Operational Troops Survey (OTS) ;
- Health-of-the-Force installation visits;
- Senior leader-conducted focus groups;
- SHARP Red Team Assessments;
- Army SHARP Standdown Plan (directed by the Secretary of the Army); and
- Army Directive 2013-20, Assessing Officers and Noncommissioned Officers on Fostering Climates of Dignity and Respect and on Adhering to the Sexual Harassment/Assault Response and Prevention Program.

These changes demonstrate the Army's committed, holistic approach to effectively change culture, prevent sexual assault and harassment in the ranks, provide world-class support for victims, and prosecute offenders to the fullest extent of the law. Assessment of the impact of these many policy changes, along with implementation of the provisions of the National Defense Authorization Act for Fiscal Year 2014 in the coming year, will be a top priority of mine, if confirmed.

122. What is your view about the role of the chain of command in changing the military culture in which these sexual assaults have occurred?

Answer: I firmly believe that commanders must lead the effort to change Army culture. The Army relies on commanders to ensure that our Soldiers are properly trained, equipped, safe, and healthy. The Army relies on commanders to ensure that standards are met or exceeded, to maintain order in the ranks, and to instill values in our troops. The Army also relies on commanders to discipline Soldiers when these standards are not met. As part of these responsibilities, commanders are ultimately responsible for fostering respect within their units, creating a climate in which sexual assaults and sexual harassment are not tolerated, and cultivating an environment in which victims feel comfortable reporting all forms of misconduct. To carry out their responsibilities, commanders must have the authority and the tools to address the problem of sexual assault in our ranks. And, in turn, the Army must hold commanders accountable in the event of failures, as is contemplated by the new rating evaluation requirement. These crimes violate the trust that is at the core of the Army profession.

123. In your view, what would be the impact of requiring a judge advocate outside the chain of command to determine whether allegations of sexual assault should be prosecuted?

Answer: Requiring a judge advocate outside the chain of command to determine whether allegations of sexual assault should be prosecuted would in effect create a parallel justice system for sexual assault cases, in which commanders handle some offenses but not others. In addition to generating confusion and inefficiencies in the military justice system, I believe that this change might undermine the Army's efforts to change the military culture in which sexual assaults have occurred. Within the Army, commanders are responsible for their Soldiers' performance, safety, morale, and well-

being. In carrying out their responsibilities, it is critical that commanders have the authority and the tools to address problems within their ranks, including sexual assault. Rather than removing commanders from their role within the military justice system, the Army should instead hold them accountable for ensuring that all victims feel comfortable in reporting misconduct and all Soldiers believe that the system is fair and transparent.

124. What is your understanding of the resources and programs the Army has in place to provide victims of sexual assaults the medical, psychological, and legal help that they need?

Answer: I believe that the Army is dedicated to providing sexual assault victims with extensive medical, psychological, and legal support services. The Army is learning from the increasing body of peer-reviewed research about the neurobiology of trauma and how it affects the needs, behavior, and treatment of victims of sexual assault and other traumatic experiences. The Army is committed to both understanding this research and in implementing innovative and successful strategies to combat the effects of Military Sexual Trauma (MST). All sexual assault victims are assigned a SARC and SAPR VA. When a victim of sexual assault presents to any Military Treatment Facility (MTF) in the Army, his or her care is managed by a Sexual Assault Clinical Provider (SACP) and Sexual Assault Care Coordinator (SACC) from initial presentation to completion of all follow-up visits related to the sexual assault. The victim will be offered a Sexual Assault Forensic Exam (SAFE), and if not already accompanied by a SARC or SAPR VA, the SACP or SACC will coordinate that process and explain reporting options. The SARC or SAPR VA will also provide a referral to appropriate services. With the implementation of the Special Victim Counsel Program, the victim will also be notified of the availability of a Special Victim Counsel by the SARC.

125. What is your view of the steps the Army has taken to prevent additional sexual assaults? In your view, are these steps adequate?

Answer: In 2013, the Secretary of the Army listed the prevention of sexual assault as first among his published priorities for the Army. In June 2013, the Chief of Staff of the Army also stated the prevention of sexual assault is his top priority. Conforming to this important guidance, the Army has made the prevention of sexual assault a matter of utmost importance. Leaders at every echelon are committed to preventing sexual assaults and caring for victims, and the Army is working diligently to ensure that all Soldiers share these commitments. For example, from the day they join the Army and continuing throughout their careers, Soldiers receive training on sexual assault prevention. I recognize that training alone will not stop sexual assaults, but it has brought unprecedented awareness of the issue to the force. To eliminate sexual assaults, the Army must change the culture of the force, which includes eliminating the stigma associated with reporting these crimes, regardless of whether the reporting Soldier is a victim or a bystander. The Army continues to look for new and innovative ways to combat the difficult problem of sexual assault. With continued command emphasis, education throughout all of our ranks, and resources devoted to victim care, I believe the Army will

achieve the necessary cultural change.

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

Answer: I believe that the Army has invested a substantial amount of resources and training toward the investigation and response to sexual assault allegations. The U.S. Army Military Police provides Special Victim Unit Investigative Training that focuses on memory and trauma, common victim behaviors, alcohol-facilitated sexual assaults, sex offender behaviors, male victimization, and the innovative victim interviewing technique that has resulted in a more in-depth and complete recollection of events than traditional methods of questioning. Investigators and attorneys from all three Services, as well as the Coast Guard and National Guard Bureau, attend this training, and I am told that it is the best education available to investigators and attorneys anywhere in the federal government.

The Army also has a dedicated group of nearly thirty Sexual Assault Investigators (SAI) in the Criminal Investigation Command (CID), each of whom is specially trained to ensure that allegations of sexual assault are fully and appropriately investigated. The Judge Advocate General also manages twenty-three specially-trained Special Victim Prosecutor (SVP) Teams comprised of SVPs, paralegals, and SAPR VAs. Special Victim Investigators collaborate closely with Special Victim Prosecutors, who are hand-selected at the Department of the Army level for their expertise in the courtroom and their ability to work with victims.

Developing a properly trained cadre of investigators is extraordinarily important in our efforts to increase reporting because victims' willingness to initiate and follow through with investigations is directly related to whether they feel supported and believed. If their initial contact with law enforcement is an unpleasant one, victims' likelihood of pursuing cases is virtually nil. This is an issue that I am particularly interested in and that I will continue to monitor closely if confirmed as Under Secretary.

127. Do you consider the Army's current sexual assault policies and procedures, particularly those on confidential reporting, to be effective?

Answer: Yes, I believe the Army's system for receiving and processing reports of sexual assault, including both restricted and unrestricted reports, is effective, although this is a matter in which I will maintain a strong interest, if confirmed. Since implementing the "restricted" reporting option (which does not initiate a law enforcement investigation) in 2004, the number of total reports has continued to increase. This option has been a very beneficial reform in the system; anecdotally, it is credited with bringing a considerable number of victims forward who would not have otherwise done so. Though the Army prefers for reports to be "unrestricted" so that it may hold perpetrators accountable and remove them from the ranks, by giving victims control over triggering the investigation, the restricted option gives them time to understand the process, seek the counseling and

care they need, and to consult with an attorney if they wish. The conversion of restricted reports to unrestricted is continuing to increase, which I believe to be evidence of the success of our numerous SAPR initiatives and an indication that victims are gaining more trust in the system. I am optimistic – although definitive data is elusive – that the increase in reports for Fiscal Year 2013 reflects growing confidence in our system. If confirmed, I will ensure that the Army continues to look for innovative ways to combat this difficult problem.

128. What is your view of the adequacy of resources in the Army to investigate allegations of sexual misconduct and to hold perpetrators accountable for their actions?

Answer: I believe we have adequate numbers of and appropriate training for criminal investigators, forensic laboratory examiners, and prosecutors to ensure the successful investigation of sexual assaults and to hold offenders accountable. The CID has seven hundred forty-seven authorized agents at seventy-one Field Investigative Units to conduct sexual assault investigations. The average experience level for the twenty-two civilian sexual assault investigators (SAIs) is 18.1 years and eight more SAIs have been added this year; these investigators are exclusively assigned to handle sexual assault cases. Roughly 76% (fifty-four of seventy-one Army installations with a CID office) have SVU-trained agents assigned, and the goal is to have SVU trained agents at all CID field offices this year. In addition, the Commanding General of CID and the Army Judge Advocate General have closely aligned their forces and efforts to provide outstanding support to enable commanders to address these serious crimes and to hold offenders appropriately accountable. These leaders have prioritized the investigation and prosecution of sexual assaults and have dedicated considerable resources to ensuring that sexual assault victims receive the full efforts of the best-trained and most experienced investigators and prosecutors.

129. What problems, if any, are you aware of in the manner in which the confidential reporting procedures have been put into effect?

Answer: I am not aware of any problems with regard to the way confidential reporting procedures have been implemented. First and foremost, the Army must ensure that each victim gets necessary care and treatment. Toward this end, I understand the need for the restricted option, and respect a victim's choice to select that option as he or she sees fit. Ultimately, however, the Army's goal is to ensure that victims feel confident enough in the Army's process to report sexual assault through the unrestricted reporting process, which will trigger thorough criminal investigations, ultimately allowing the military justice system to work in a fair, impartial way. It is very important that the Army ensures that all Soldiers understand what the reporting options are, to whom they may confidentially report, and those who have a duty to report if they are made aware of any allegation of sexual misconduct.

130. What is your view of the appropriate role for senior military and civilian leaders in the Secretariat and the Army staff in overseeing the effectiveness of implementation of new

policies relating to sexual assault?

Answer: Senior military and civilian leaders are responsible for ensuring that all Army policies relating to sexual assault are implemented fully. They are also responsible for evaluating the effectiveness of these efforts, and for making changes to those programs and policies, when appropriate. The National Defense Authorities Act for Fiscal Year 2014 also contemplates that the Secretary of the Army may review some sexual assault cases. If I am confirmed, I will ensure that the Army continues to assess and improve its policies and programs to combat and respond to sexual assault.

131. Do you believe that sexual assault continues to be an underreported crime in the Army?

Answer: Yes. The research is clear that sexual assault is one of the most underreported crimes in society at large, and this is no less the case in the Army or other Military Services. The Army is working hard to foster a climate in which victims trust their chains of command to support them if and when sexual offenses occur, victims know that they will receive all necessary services and support from the Army, victims are confident their allegations will be taken seriously, and that all incidents of sexual assault and harassment will be thoroughly investigated. The increase in reporting during this past fiscal year is possibly reflective of victims' growing confidence in our system.

132. If so, what are the barriers that discourage or prevent victims from coming forward?

Answer: There are no doubt many reasons a victim does not always come forward to report a sexual assault, whether in the civilian world or in the military. Data from the 2012 Workplace and Gender Relations Survey of Active Duty Members (WGRSA) shows that victims of sexual assault often do not come forward because of privacy concerns. Sexual assault is the most personal and intrusive of crimes, and victims report feeling reluctant to report this crime because they feel ashamed or embarrassed and because they feel that others might blame them or retaliate against them. Another one of the biggest barriers for victims is the fear of being ostracized by their peers in the unit – and this is an issue whose remedy lies directly in the hands of the leadership and authority of the commander. I believe that commander-driven change in unit culture and compassionate, thorough support of victims are critical to address these concerns.

133. If confirmed, what additional steps would you take to remove barriers to reporting sexual assaults?

Answer: If confirmed, I will begin by focusing on victim care and commander accountability. The Army has made significant programmatic changes to ensure victims receive the support they need when they come forward to report a sexual assault. I intend to evaluate the effectiveness of these (and related) efforts, and to look for ways to continue to improve the Army's programs and policies for victim care. I also believe that effective leadership training, demonstrated values and accountability of leaders at all

levels is essential.

In response to the Annual Report on Sexual Harassment and Violence at the Military Service Academies for Academic Program Year 2011-2012, the Secretary of Defense wrote to the Service Secretaries and the Under Secretary of Defense for Personnel and Readiness stating: “Despite our considerable and ongoing efforts, this year’s Annual Report on Sexual Harassment and Violence at the Military Service Academies demonstrates that we have a persistent problem. I am concerned that we have not achieved greater progress in preventing sexual assault and sexual harassment among academy cadets and midshipmen. These crimes and abhorrent behavior are incompatible with the core values we require of our Armed Forces’ future officers. A strong and immediate response is needed.”

134. What has the Army done to respond the Secretary of Defense’s requirement for a strong and immediate response?

Answer: I have been advised that, under the USMA Superintendent’s guidance, Cadets established the Cadets Against Sexual Harassment and Assault (CASH/A) committee, a SHARP-trained group of Cadets who are dedicated to preventing and responding to sexual assault at the US Military Academy (USMA). Additionally, the Superintendent has met with all company commanders, regimental commanders, the brigade staff, and the Corps of Cadets to address leadership responsibilities, and he has emphasized each member’s responsibility for establishing a positive command climate in his or her unit that is based on dignity and respect for all. The Superintendent addressed the same subject during his briefings to the staff and faculty at the beginning of first semester, academic year 2013-14, and he will continue to deliver this message to cadet groups throughout the second semester of this academic year.

135. If confirmed, what additional steps will you take to address the findings contained in this report?

Answer: If confirmed, I will continue to work with the Secretary of the Army, the Chief of Staff of the Army, the Assistant Secretary for Manpower and Reserve Affairs, the USMA Superintendent and the Deputy Chief of Staff, G-1 to ensure that the Sexual Harassment/Assault Response and Prevention Program, both Army-wide and at USMA, remains a top priority for Army leaders throughout the Army.

Army Policies Regarding Drug and Alcohol Abuse

136. What is your understanding of the Army’s policy with respect to disciplinary action and administrative separation of Soldiers who have been determined to have used illegal drugs? Do you agree with this policy?

Answer. In 2012, the Secretary of the Army directed revisions to the criteria and retention authorities for drug and alcohol-related separations. In short, the revised policies reflect an increased responsibility on the part of the Soldier to remain resilient

and follow substance abuse rehabilitative treatment, and it holds commanders responsible for processing administrative separations. The revised policy directs commanders to process administrative separations for those Soldiers who commit repeated offenses, such as two serious incidents of alcohol-related misconduct within a twelve month period, or for Soldiers who test positive for illegal drugs twice during their careers. The decision authority for retention is now the first general officer in the chain of command with a judge advocate or legal advisor.

These revisions make the Army policy more responsive to the drug use and high-risk behavior trends that were identified in the Army. I believe the revised policy is well suited to assist the Army in identifying and retaining those Soldiers who demonstrate the responsibility and maturity to learn from their incidents of high-risk behavior. At the same time, it provides commanders the necessary tools to process Soldiers out of the Army who are unwilling to change. I support the current policy.

137. What is your understanding of the Army's policy with respect to rehabilitation and retention on active duty of Soldiers who have been determined to have used illegal drugs or abused alcohol or prescription drugs? Do you agree with this policy?

Answer. My previous response concerning the Army's disciplinary policy on illegal drug use outlines the Army's focus on both Soldier responsibility and command responsibility. The Army policy, which allows for Soldiers with a single alcohol incident or a single positive drug test to be referred for evaluation, intensive education, or outpatient treatment, reflects the Army's understanding of Soldiers in terms of their ages and their representation of American society at-large. The Army understands that younger Soldiers may make poor decisions and makes allowances for this by providing commanders with the flexibility to retain Soldiers who have the potential to learn from their mistakes and maintain Army standards. I support this policy.

138. Do you believe that the Army has devoted sufficient resources for implementation of its rehabilitation policies and objectives since 2001? If not, in what ways have resources been insufficient?

Answer. I have been advised that, while the Army has increased resourcing over the past decade to combat the abuse and/or misuse of both legal and illegal substances, capability gaps still exist that require funding. These gaps primarily reside within the Reserve Component (ARNG and USAR) in the deterrence, prevention and treatment realms. If confirmed as Under Secretary, I will work to bridge these gaps.

Detainee Treatment Standards

139. Do you agree with the policy set forth in the July 7, 2006, memorandum issued by Deputy Secretary of Defense England stating that all relevant DOD directives, regulations, policies, practices, and procedures must fully comply with Common Article 3 of the Geneva Conventions?

Answer. I agree with the 2006 memorandum of Deputy Secretary England and the 2009 Executive Orders of President Obama that require all Department of Defense directives, regulations, policies, practices, and procedures to fully comply with Common Article 3 of the Geneva Conventions. Since 2006, the Department of the Army has reviewed and updated all Army regulations, policies, practices, and procedures to ensure such compliance.

140. Do you support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2-22.3, issued in September 2006, and in DOD Directive 2310.01E, the Department of Defense Detainee Program, dated September 5, 2006?

Answer. I support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2-22.3, and Department of Defense Directive 2310.01E. Current Army directives comply fully with the provisions of the Geneva Conventions, as noted above.

141. Do you believe it is consistent with effective military operations for U.S. forces to comply fully with the requirements of Common Article 3 of the Geneva Conventions?

Answer. Yes. It is entirely appropriate and consistent with effective military operations to comply fully with the requirements of Common Article 3 and establish a standard for the conduct of detainee operations that applies the Law of Armed Conflict in all military engagements, no matter how characterized, and in all other military operations.

Congressional Oversight

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

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.

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

Answer. Yes.