

**Advance Questions for Dr. Donald C. Winter**  
**Nominee for Secretary of the Navy**

**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 the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders in the strategic planning process, in the development of requirements, in joint training and education, and in the execution of military operations.**

**Do you see the need for modifications of any Goldwater-Nichols Act provisions based on your extensive experience in the Department of Defense?**

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

**Answer:** Although I fully support the goals associated with the Goldwater-Nichols Department of Defense Reorganization Act of 1986, I have not served within the Department of Defense since Goldwater-Nichols was implemented. Because of that, I do not believe that I am currently in a position to suggest modifications.

## **Duties**

**Section 5013 of title 10, United States Code, establishes the responsibilities and authority of the Secretary of the Navy.**

**What is your understanding of the duties and functions of the Secretary of the Navy?**

**Answer:** Secretary Rumsfeld is the principal assistant to the President in all matters relating to the Department of Defense. If confirmed as Secretary of the Navy, my authorities would be derived through his office. Subject to his direction, the Secretary of the Navy is responsible for all functions assigned to both the U.S. Navy and U.S. Marine Corps.

***Question:* Assuming you are confirmed, what duties do you expect that Secretary Rumsfeld would prescribe for you?**

**Answer:** If confirmed, I believe that Secretary Rumsfeld would expect me to provide Department of the Navy policy consistent with his and the President's national security objectives. He would expect me to implement those policies throughout the Department of the Navy.

***Question:* What duties and responsibilities would you plan to assign to the Under Secretary of the Navy?**

**Answer:** The Under Secretary is designated as deputy and principal assistant to the Secretary. If confirmed, I would maintain the relationship that Secretary England established with the Under Secretary prior to his appointment as Acting Deputy Secretary of Defense. I would intend to evaluate this relationship, and may, after an appropriate period of time, make any necessary changes, consistent with law, that will ensure the most efficient and effective functioning of the Department.

***Question:* Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Secretary of the Navy?**

**Answer:** It is important for the Secretary to be open to constructive inputs and opinions and to be sure that important issues are fully vetted prior to decision. My experience with transitions in the private sector have highlighted the importance of keeping an open mind, and leveraging the experience and expertise of those that have remained within the organization for many years. If confirmed, my intent would be to act consistent with that experience.

## **Relationships**

**Please describe your understanding of the relationship of the Secretary of the Navy to the following officials:**

**A. The Secretary of Defense.**

**Answer:** If confirmed as Secretary of the Navy I will be the principal assistant and advisor to the Secretary of Defense on all matter relating to the Department of the Navy.

**B. The Deputy Secretary of Defense.**

**Answer:** If confirmed, I would work with the Deputy, who is responsible to implement the Secretary of Defense's priorities, to better integrate functional management of DoD, to align authority and responsibility and accountability within DoD, and to manage a wide range of financial and personnel policies and procedures.

**C. The Under Secretaries of Defense.**

**Answer:** If confirmed, I would ensure the Assistant Secretaries of the Navy work closely with the Under Secretaries of Defense to ensure the Department of the Navy maintains a clear focus on the priorities set forth by the Secretary of Defense and carried out by the Deputy Secretary of Defense and the Under Secretaries of Defense.

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

**Answer:** As the principal military advisor to the President, National Security Council and to the Secretary of Defense, the Chairman has a unique military role. If confirmed, I would work closely with the Chairman and the Vice Chairman to ensure that all appropriate matters are fully coordinated with them.

**E. The Chief of Naval Operations.**

**Answer:** If confirmed, I would ensure that the Chief of Naval Operations is fully cognizant of the policies and initiatives put forth by the Secretary of Defense and the Secretary of the Navy.

**F. The Commandant of the Marine Corps.**

**Answer:** If confirmed, I would ensure that the Commandant of the Marine Corps is fully cognizant of the policies and initiatives put forth by the Secretary of Defense and the Secretary of the Navy.

**G. The Combatant Commanders**

**Answer:** If confirmed, I would support the Combatant Commander's warfighting requirements. Working with the Chief of Naval Operations and Commandant of the Marine Corps I will ensure that they are provided the necessary capabilities to address their needs.

**H. The Under Secretary of the Navy.**

**Answer:** The Under Secretary is designated as deputy and principal assistant to the Secretary of the Navy. He acts with the full authority of the Secretary in the general management of the Department. If confirmed, I would also delegate to him important aspects of the oversight of the Department.

**I. The Assistant Secretaries of the Navy**

**Answer:** If confirmed, I will ensure that my priorities are implemented through the Assistant Secretaries. The Assistant Secretaries are delegated certain civilian oversight roles in the Department. I would build open communications with the Assistant Secretaries and use them as my leadership team to address key issues.

**J. The General Counsel of the Navy.**

**Answer:** The General Counsel (GC) is the senior civilian legal advisor to Secretary of the Navy. The GC serves as the chief ethics official. If confirmed, I would look forward to developing a good working relationship with the General Counsel.

**K. The Judge Advocate General of the Navy.**

**Answer:** The Judge Advocate General of the Navy and the Staff Judge Advocate of the Marine Corps are critical components of the Navy and Marine Corps legal infrastructure. I expect to seek the advice and counsel of the Judge Advocate General of the Navy on all relevant matters.

## **Major Challenges and Problems**

**In your view, what are the major challenges that will confront the next Secretary of the Navy?**

The primary challenges facing the next Secretary of the Navy are providing stewardship to the Department and maintaining a culture that is supportive of the legal and ethical keel of the institution.

If confirmed, I would be the 74<sup>th</sup> Secretary of the Navy and a beneficiary of the stewardship of my predecessors. I would have the responsibility to the country and to future generations for the preservation of this great institution. As the prospective leader of the institution, I would need to address both near-term and future challenges. Near-term challenges require focusing appropriate resources in support of the Global War on Terror, maintaining readiness, and supporting homeland defense. Far-term challenges require development of an overarching strategy and investing for an uncertain future. This would include establishing and maintaining a long-term shipbuilding program that is achievable, affordable, and responsive to the needs of the nation. It would also involve enhancing warfighting programs focused on joint, interagency, and expeditionary military operations. The result would be an appropriate force structure with the combat capability necessary to address evolving threats – to fight and win our Nation’s future wars. Finally, responsible stewardship involves optimizing the value of the personnel and fiscal resources provided by our country.

The second overarching challenge that I see is maintaining a culture that is supportive of the legal and ethical keel of this great institution, the Department of the Navy. This challenge involves reaffirming the ethical basis on which the institution depends so much. It includes providing forward-looking leadership to ensure the highest standards of conduct that exemplify the Department’s core values of honor, courage, and commitment. It would require us to lean forward to prevent lapses such as sexual harassment or acquisition abuse. A key part of this challenge is to provide for the sons and daughters that have been entrusted to the Navy and Marine Corps, to value all people, to emphasize safety at every opportunity, and to take care of the needs of Naval personnel (medical, housing, religious, etc.). The challenge also includes sustaining a cadre of officers, enlisted personnel, and supporting civil service that is technically competent and culturally adept. These individuals will be required to effectively employ even more complex future weapons systems and to work closely with diverse allies and coalition partners to combat future enemies. An integral part of this challenge is to effectively compete to establish and maintain a culturally and ethnically diverse work force.

***Question:* Assuming you are confirmed, what plans do you have for addressing these challenges?**

**Answer:** If confirmed, I plan to work closely with Congress, the Secretary of Defense, the Chief of Naval Operations and the Commandant of the Marine Corps, as well as other institutions where appropriate. I would coordinate with

appropriate individuals and organizations to ensure that the necessary resources are applied to address these challenges.

***Question:*** What do you consider to be the most serious problems in the performance of the functions of the Secretary of the Navy?

***Answer:*** I am unaware of any serious problems in the performance of the functions of the Secretary of the Navy.

***Question:*** If confirmed, what management actions and time lines would you establish to address these problems?

***Answer:*** If confirmed, I would work closely with the Secretary of Defense to evaluate the present situation and develop a strategic plan to address any areas requiring attention.

## **Priorities**

### **If confirmed, what broad priorities will you establish?**

**Answer:** If confirmed, my first priority would be to articulate the challenges the Department must address and to initiate or reinforce existing direction aimed at meeting the challenges. At a broad level they include:

- Focus appropriate resources in support of the Global War on Terror, readiness, homeland defense, etc.
- Establish and maintain a long-term shipbuilding program that is achievable, affordable, and responsive to the needs of the nation.
- Develop a portfolio of capabilities to cover all realistic scenarios to fight and win our nation's future wars
- Reaffirm the ethical basis of the Naval institution; ensure the highest standards of conduct that exemplify the Department's core values of honor, courage, and commitment.
- Sustain a cadre of Officers and Enlisted personnel, and supporting civil service that is technically competent and culturally adept.
- Maintain a capable and diverse work force.

## **Transformation**

**If confirmed as the Secretary of the Navy, you would play an important role in the ongoing process of transforming the Navy and Marine Corps to meet new and emerging threats.**

**If confirmed, what would your goals be for Navy and Marine Corps transformation?**

**Answer:** If confirmed, I would continue the transformation process. The Navy and Marine Corps are well on their way towards capitalizing new technologies, better business practices, and becoming more effective in personnel policies. I believe there is still a lot of work to be done, and if confirmed, I intend to continue these efforts.

***Question:* In your opinion, does the Department of the Navy's POM have adequate resources identified to implement your transformation goals?**

**Answer:** I will have to spend more time becoming familiar with the details of the Department's budget request before I can comment upon this area.

## **Tactical Aviation**

**Several years ago, the Navy and Marine Corps began to integrate their tactical aviation units.**

**What is your assessment of this initiative?**

**Answer:** I have not had an opportunity to be briefed on the overall Tactical Aviation Integration initiative. If confirmed, I intend to review this initiative and its ability to optimize the use of our nation's Naval tactical aviation assets.

## **Army and Marine Corps Capabilities And Acquisition Programs**

**Although the Army and Marine Corps have different missions and capabilities, they are still ground forces. Many believe that the Army and Marine Corps equipment should have some degree of commonality. Yet, for equipment such as helicopters and heavy wheeled vehicles, we see that the Army and the Marine Corps have divergent paths for acquiring what should be common equipment. Because of Operations Iraqi Freedom and Enduring Freedom, it appears that these two services have made some attempt to work together on acquiring equipment for Army and Marine forces.**

**What are your views regarding the joint development and acquisition of Army and Marine Corps equipment?**

**Answer:** Although I am certainly supportive of the concept of joint development and procurement of systems, I do not have sufficient knowledge of this approach as it relates to the Army and Marine Corps. Before reaching any conclusions about joint development in this case, it would be important to analyze the individual needs and requirements of the Services, as well as discuss the programs with senior leaders of both the Marine Corps and the Army.

**What role should the Secretary of the Navy play in synchronizing Army and Marine Corps requirements and synchronizing service programs?**

**Answer:** If confirmed, I will ensure that the CNO, Commandant and Navy's acquisition community work closely with the Army, Air Force, the Coast Guard and the Joint Chiefs of Staff to set joint requirements where feasible.

**Should the Marine Corps heavy lift replacement program be delayed until the Army and Marine Corps can agree on a single joint requirement for heavy lift rotorcraft? If not, why not?**

**Answer:** I have not had the opportunity to be fully briefed, nor have I been in a position to review these particular programs. As such, I am not in a position to opine on any changes to this program.

**The Army and the Marine Corps both have a need for a future heavy lift transport helicopter to replace existing heavy lift rotorcraft. The Marine Corps has embarked on a Heavy Lift Replacement (HLR) to acquire a new helicopter to replace the aging CH-53 helicopter. At the same time, the Army is exploring a Joint Heavy Lift (JHL) rotorcraft program.**

**What is your view about whether the Marine Corps HLR program should be merged with the Army's JHL program?**

**Answer:** I have not been in a position to review these particular programs. However, if confirmed, I will review the pros and cons of such an action.

## **Shipbuilding Plan**

**The Navy recently submitted an interim thirty-year shipbuilding plan.**

**When does the Navy envision the final thirty-year shipbuilding plan being delivered to Congress?**

**Answer:** I understand that the Department intends to submit a more definitive plan in the Spring of 2006. If confirmed, it would be my goal to ensure that this plan is consistent with both force structure needs and the objective of maintaining a viable industrial base.

**What level of funding do you think the Navy will need to execute this plan, and considering competing priorities, do you believe this level of funding is realistic?**

**Answer:** The results of the QDR must be considered before a plan can be finalized and funding levels can be determined. If confirmed, I will work with Congress to present a plan with a realistic level of funding.

## Aircraft Carriers

**The Navy has proposed to decommission the U.S.S. *John F. Kennedy* in Fiscal Year 2006. This would decrease the number of aircraft carriers to 11. Additionally, in the Fiscal Year 2006 budget request, the Navy has proposed to slip the delivery of CVN-78 to 2015, creating a two year gap from when USS *Enterprise* is scheduled to be decommissioned during which, under the proposed plan, only 10 aircraft carriers would be operational.**

**What operational analysis has been conducted that would support a decision which would decrease the number of operational aircraft carriers to these lower levels?**

**Answer:** I understand that there have been a number of studies to determine the required number of active carriers for the Navy. I have not received briefings on these studies. If confirmed, I will review the conclusions of these studies.

**How would the aircraft carrier presence requirements of combatant commanders be met with only 10 operational aircraft carriers?**

**Answer:** As noted in the previous answer, I have not received briefings that would enable me to answer this question. If confirmed, it will be an early priority to review aircraft carrier presence requirements of the combatant commanders.

## **Surface Combatants**

**The Future Years Defense Program has only one surface combatant per year being acquired by the Navy, not including the Littoral Combat Ship, which will only be capable of performing one mission at a time.**

**In your judgment, can a credible and capable surface force be sustained at such a low level of multi-mission surface combatant construction, and if so, how?**

**Answer:** I understand the Navy has articulated the Family of Ships concept for Surface Combatants in the 21<sup>st</sup> Century. These ships are the Littoral Combat Ship (LCS), the next generation destroyer (DD(X)), and the next generation cruiser (CG(X)). I recognize the need for an appropriate force mix of these ships taking into consideration the tradeoffs between capability and quantity. If confirmed, I will assure myself that a credible and capable surface force can be sustained taking all extenuating factors into consideration.

**In your opinion, how many shipyards capable of building surface combatants does this Nation need?**

**Answer:** If confirmed, I will work with the CNO, Congress, and industry to understand the Nation's need in this area. Building warships is a key aspect of our Nation's strength. Stewardship of this capability is a shared responsibility of the Navy, Congress, and industry. The answer to this question is complex and must consider shipyard capabilities, the need for surge capacity, possible disruptions from natural and man-made disasters, and the industrial infrastructure that feeds the shipbuilding industry.

## **Submarines**

**The Future Years Defense Program has only one *Virginia*-class submarine per year being acquired by the Navy.**

**In your judgment, can a credible attack submarine force be sustained at this level of submarine construction, and, if so, how?**

**Answer:** I understand that the current program of record has the VIRGINIA Class procurements increasing to two per year in FY 2012. However, I have not received briefings that would enable me to assess the number of attack submarines required for a credible attack submarine force or number required to be constructed on an annual basis to sustain the force. If confirmed, I will work closely with the CNO to determine if a credible attack submarine force can be sustained at planned levels of construction.

**When do you believe design work will be necessary to begin to start to replace the Ballistic Missile Submarine fleet?**

**Answer:** It is my understanding that the Navy will need to start concept design efforts in 2012 in order to support a follow-on Ballistic Missile Submarine fleet.

## **Acquisition Issues**

**In recent months, a number of DOD officials have acknowledged that the Department may have gone too far in reducing its acquisition work force, resulting in undermining of its ability to provide needed oversight in the acquisition process.**

**Do you agree with this assessment?**

**Answer:** I understand that the Department of the Navy acquisition workforce has been reduced by over half since 1989. I am personally very concerned about both the size and the composition of the workforce. If confirmed, I plan to review the status of the Department's acquisition workforce and work to improve it.

**If so, what steps do you believe the Department of the Navy should take to address this problem?**

**Answer:** My experience causes me to conclude that the Navy must improve the process used to identify requirements. The Department must understand: what it needs, what alternatives could satisfy those needs, and what options and trade offs provide best value. Then it must acquire systems in a manner that minimizes risk and maximizes value. If confirmed, a top priority will be to assure that the Department acquisition workforce is properly oriented to efficiently and effectively execute acquisition programs.

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

**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:** Yes. It has been my experience that funding and requirements changes can cause significant program cost increases and schedule delays.

**What steps, if any, do you believe the Navy should take to address funding and requirements instability?**

**Answer:** It is my understanding that the CNO has reinstated the Naval Characteristics Board. This, along with effective utilization of the change control processes, is an excellent first step toward establishing requirement stability. If confirmed, I would work with Acting Deputy Secretary of Defense England, the Chief of Naval Operations, and the Commandant of the Marine Corps to insure a high degree of synergy between the requirements, acquisition, and programming communities.

**The Comptroller General testified earlier this year 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.**

**Do you agree with the Comptroller General's assessment?**

**Answer:** Unfortunately, based on recent program performance, this appears to be the case.

**If so, what steps do you believe the Department of the Navy should take to address these problems?**

**Answer:** A disciplined acquisition process must be established within the Department of the Navy and clear expectations must be established for all personnel engaged in the requirements generation and acquisition process as well as for contractors. This includes expectations for realistic estimates, viable proposed offerings and disciplined program execution. Before committing large expenditures the Department must ensure that requirements have matured, design alternatives fully examined, and realistic cost schedule and risk assessments prepared. The selected design approach must incorporate adequate margins to mitigate cost, schedule, and performance impacts due to challenges and problems that nominally occur during such development programs. Furthermore, development programs must incorporate risk reduction efforts commensurate with the technology maturity levels in evidence.

If confirmed, I intend to work with all Department of the Navy personnel and contractors involved in major development efforts to make clear the Department's expectations, and ensure the implementation of a disciplined acquisition process.

**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.**

**What steps, if any, do you believe the Navy and Marine Corps should take to improve the staffing, training and management of its acquisition of services?**

**Answer:** I understand the Department of the Navy has already taken significant steps to improve the management of services. If confirmed I intend to better understand the activities that have been initiated and to build upon that effort to

ensure that service acquisition receives the appropriate level of management attention.

**Do you agree that the Navy and Marine Corps 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 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.**

**What steps, if any, do you believe the Navy and Marine Corps 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 Navy?**

**Answer:** A necessary first step is to set, at the highest levels, the expectation that all acquisition personnel will comply with the intent of the law. If confirmed, I will work to ensure that the Department's use of interagency contracts complies with applicable DoD requirements and is in the best interest of the Department of the Navy.

## **Fleet Response Plan**

**The Navy has implemented the Fleet Response Plan (FRP) to provide an enhanced surge capability for naval assets. The plan is predicated on increased efficiencies in both maintenance and training, with the aim of providing higher levels of readiness within existing resource levels.**

**In your view, what are the most significant benefits and risks associated with the FRP?**

**Answer:** It is my understanding that the Fleet Response Plan has been developed to provide our country with a more agile and flexible naval force capable of surging quickly to deal with unexpected threats and contingency operations. I have not, however, had an opportunity to perform an in-depth study of the Plan. I can assure you, however, that if I am confirmed, I will review this and related programs aimed at providing a higher level of readiness.

**What additional demands for intelligence are incurred by implementing the FRP?**

**Answer:** Without completing a more thorough review of the Fleet Response Plan, it would not be possible for me to answer this question. If confirmed, however, any additional demands placed upon intelligence will be considered within my review of all programs developed to provide a higher level of readiness.

## **Mine Countermeasures Capability**

**Congress has been particularly interested in the Navy's ability to respond to the asymmetric threat posed by mines. The Navy has had mixed results in fielding robust mine countermeasures capabilities.**

**If confirmed, what steps would you take to ensure that the Navy maintains its focus on achieving robust mine countermeasures capabilities for the fleet?**

**Answer:** I certainly recognize the importance of having a robust mine countermeasure capability. If confirmed, I will support the fielding of capabilities necessary to meet this important mission. However, I have not had the opportunity to be fully briefed on this matter, and thus I am not in a position to opine on the specific steps needed to ensure a robust mine countermeasure capability.

## **Housing Privatization**

**The Department of Defense has been engaged in the privatization of many of its support functions. Among the most significant privatization efforts are military family housing units and utility systems.**

**What challenges do the Navy and Marine Corps face in implementing housing privatization?**

**Answer:** I recognize the benefits of a public private venture program. However, I have not had an opportunity to analyze the specific challenges faced by the Navy and Marine Corps in their housing privatization program. If confirmed, I will ensure that the Department of the Navy is implementing the program in the most effective way possible.

## **Investment in Infrastructure**

**Witnesses appearing before the Committee in recent years have testified that the military services under-invest in their facilities compared to private industry standards. Decades of under-investment in our installations have led to increasing backlogs of facility maintenance needs, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity.**

**Based on your private sector experience, do you believe the Navy and Marine Corps are investing enough in their infrastructure?**

**Answer:** My experience in industry is that timely facility maintenance must be performed to avoid putting mission at risk and to control cost growth. Facility maintenance must be a key consideration in budget formulation. If confirmed, I will work closely with the Chief of Naval Operations, the Commandant of the Marine Corps, the Secretary of Defense, and the Congress to assure appropriate investment in Department facilities.

## **Implementation of Base Closures and Realignment**

**The 2005 Defense Base Realignment and Closure (BRAC) process has resulted in the recommended closure or realignment of numerous major naval installations. The DOD installation closure process resulting from BRAC decisions has historically included close cooperation with the affected local community in order to allow these communities an active role in the reuse of property.**

**In your view, what are the roles and responsibilities of the Department of the Navy within the 2005 BRAC property disposal process to work with local communities?**

**Answer:** The Department of Navy needs to follow all prescribed BRAC statutes, federal regulations, and Department of Defense policies and provide timely communications with the local communities regarding closure plans and installation status.

**If confirmed, what goals would you establish to assist affected communities with economic development, revitalization, and re-use planning of property received as a result of the BRAC process?**

**Answer:** If confirmed, and if BRAC 2005 is approved, I intend to vigorously support the Department of Defense goals to expeditiously dispose of property in order to facilitate economic development within the affected community. I will also work with local communities to facilitate expeditious conversion of property to civilian use.

**What plans do the Navy and Marine Corps have in place to assist DOD personnel who lose their jobs as a result of BRAC actions?**

**Answer:** If confirmed, I expect the Navy and Marine Corps to use all available placement and transition assistance programs established by Department of Defense.

## **Department of the Navy Science and Technology**

**For fiscal year 2006, the Department of the Navy plans to dedicate approximately \$1.8 billion to science and technology programs, which comprises 1.4 percent of the total Departmental budget, and \$448 million to basic defense research, or 0.36 percent of the total Department of the Navy budget.**

**Do you believe that the current balance between short- and long-term research is appropriate to meet current and future Department of the Navy needs?**

**Answer:** A balanced approach to short-term and long-term research is critical to our nations future. Although it may appear easier to focus upon short-term research needs, long-term research is an essential aspect of stewardship. If confirmed, I intend to evaluate the science and technology program and ensure that the appropriate balance is created.

**If confirmed, what direction would you provide regarding the importance of innovative defense science in meeting Navy and Marine Corps missions?**

**Answer:** I have had a long held belief that innovative, high payoff research is an integral part of any science and technology investment portfolio. If confirmed, I will engage the Science and Technology Corporate Board (Vice-Chief, Assistant Commandant, and ASN RD&A) to ensure the Department of the Navy has adequately addressed this critical area. I would also work closely with the Director of DARPA to leverage their technology investments.

**If confirmed, what guidance would you give to ensure research priorities that will meet the needs of the Navy and Marine Corps in 2020?**

**Answer:** If confirmed, I will support a balanced program of science and technology investment in basic research, applied research and advance development across the spectrum of Naval needs. I will seek an S&T program that responds appropriately to the needs of today's Navy, tomorrow's Navy and the Navy after next.

## **Defense Integrated Manpower Human Resources System (DIMHRS)**

**DIMHRS is a single integrated human resources pay and personnel system for all the Armed Services and the Defense Finance and Accounting System (DFAS), and is intended to replace many of the systems currently used to perform personnel management and pay functions. DIMHRS has been under development for several years and has come under criticism for cost growth, delays in implementation, and not meeting the expectations of each Service. The Acting Deputy Secretary of Defense has directed a review of DIMHRS in order to determine its future.**

**What are your views of the need for completion of implementation of DIMHRS and what specific benefits, if any, would the Department of the Navy derive from this system?**

**Answer:** I understand that DIMHRS is an ambitious initiative that was designed to address these issues. As with all major development and acquisition processes, it is critical to weigh cost growth, schedule delays, and expectation shortfalls associated with the scale and complexity of the environment in which they are being developed. Additionally, it is important to consider all of these needs as they relate to the entire Department of Defense.

With respect to the Department of the Navy, there is a need for a high performing, integrated human resources pay and personnel management system, that can keep pace with the increasing demands for accurate personnel information arising from Service and Joint operations. Deployed Marines and Sailors need to focus on the mission at hand- they, and their families should not have to worry about whether or not their pay is being correctly administered.

## Delivery of Legal Services

**What is your view of the respective roles of the General Counsel and Judge Advocate General of the Navy in providing the Secretary of the Navy with legal advice?**

**Answer:** The roles of the General Counsel and Judge Advocate General (JAG) are well defined by law, regulation, and Secretarial instruction. Each provides direct legal advice to the Secretary of the Navy. The General Counsel is the chief legal officer for the Department, the Secretary's principal legal adviser and the Designated Agency Ethics Official. The Navy JAG is the senior military lawyer in the Department, alternate Designated Agency Ethics Official, and specializes in military justice and other related areas. Most importantly is the close professional and personal partnership that exists between the General Counsel, the JAG and the Staff Judge Advocate (SJA) to the Commandant of the Marine Corps (CMC). If confirmed, I will strive to continue to promote the strong communication, transparency, and mutual support that their current relationship engenders.

**Question: What are your views about the responsibility of staff judge advocates within the Navy and Marine Corps to provide independent legal advice to military commanders in the fleet and throughout the naval establishment?**

**Answer:** Staff judge advocates are essential to the proper functioning of Fleet and shore-based commands of the Navy and Marine Corps. It is important that Commanders receive timely, professional legal advice from Staff Judge Advocates whom they trust implicitly. Likewise, Staff Judge Advocates afloat and ashore must have the confidence, integrity, and expertise necessary to provide their respective Commanders sound counsel and legal advice.

**Question: What are your views about the responsibility of the Judge Advocate General of the Navy and the Staff Judge Advocate to the Commandant to provide independent legal advice to the Chief of Naval Operations and the Commandant of the Marine Corps, respectively?**

**Answer:** The Chief of Naval Operations and the Commandant of the Marine Corps should receive independent legal advice from their senior uniformed judge advocates.

**National Security Personnel System (NSPS)**

**What are your views on the strengths and weaknesses of the NSPS implementation steps undertaken within the Department thus far?**

**Answer:** I am aware that a significant amount of effort has been expended by the Navy to implement NSPS. I am not, however, knowledgeable of the specific steps that have been undertaken.

**What do you believe will be the benefits of NSPS when implemented, and what steps would you take, if confirmed, to ensure a smooth and effective transition?**

**Answer:** As I understand it, NSPS will provide additional flexibility as well as the ability to attract, develop and maintain a new generation of civilians to public service. If confirmed, I will ensure that we aggressively train all personnel on the procedures of the NSPS, as well as encourage all leadership to avail themselves and their workforce to NSPS.

## **Navy and Marine Corps Personnel Recruiting and Retention**

**The retention of quality Sailors and Marines, officer and enlisted, active-duty and Reserve, is vital to the Department of the Navy.**

**How would you evaluate the status of the Navy and Marine Corps in successfully recruiting and retaining high caliber personnel?**

**Answer:** Overall, the Navy and Marine Corps are doing a great job recruiting and retaining high caliber personnel for active duty and Reserve service. Both Services have exceeded their goals for active duty enlisted accessions and new contracts in fiscal year 2005.

It is my understanding, however, that the Navy is experiencing difficulty in the competition for medical professionals in both active and reserve community. Additionally, Reserve recruiting and retention has been challenging. If confirmed, I am committed to working with the entire Navy team to ensure that we overcome these problems.

**What initiatives would you take, if confirmed, to further improve the attractiveness of Navy and Marine Corps, active and reserve service?**

**Answer:** Recruiting and retaining the right people for the right jobs is more challenging than ever before. If confirmed, I will work with the Chief of Naval Operations and the Commandant of the Marine Corps to find ways to further improve the Naval Services attractiveness as an employer of choice.

## **Active Duty Navy End Strength**

**The active duty end strength for the Navy was reduced by 7,900 personnel for fiscal year 2005. The Administration has proposed an additional reduction of 13,200 personnel for fiscal year 2006. This total reduction of 21,100 personnel in two years would result in an authorized end strength of 352,700. Even before these personnel cuts were proposed, many were concerned that the personnel tempo was adversely affecting the quality of life of Navy personnel and their families.**

**Do you support these significant reductions in active duty end strength?**

**Answer:** Reductions predicated on adopting new technologies; implementing 21<sup>st</sup> Century personnel management strategies and processes, and where appropriate, shifting certain functions to reserve component, government civilian or contractor personnel, present valid opportunities to reduce strength and capitalize on associated cost savings, while maintaining, and even increasing, war-fighting capability. If confirmed, I am committed to, in close coordination with the Chief of Naval Operations, and consistent with the outputs of QDR, further evaluate the appropriate size; shape and skill mix of the force.

**If confirmed, what actions will you take to control personnel tempo so that active duty Navy personnel will have reasonable periods of time to spend with their families between deployments?**

**Answer:** Although the Global War on Terror has created a high demand for Naval forces, the needs of Navy families as well as operational needs must be fully considered when constructing deployment and underway schedules.

### **Senior Military and Civilian Accountability**

**While representative of a small number of individuals, revelations of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently reported. Victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.**

**What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department?**

**Answer:** It is essential to maintain a culture that is supportive of a capable, ethical and diverse workforce. This culture must be rooted in the Navy's core values of honor, courage and commitment. A critical aspect of such a culture is to hold individuals accountable for abuses of their rank or authority. Senior civilian and military leaders must uphold the highest standards of principled leadership. Even if isolated, any abuse of rank or authority can undermine trust in a military organization. As a result, we must ensure prompt and thorough investigation of complaints, as well as swift and equitable treatment of those few personnel who fail to demonstrate exemplary conduct. At the same time, we must not lose sight that the Navy continues to imbue its leaders with the tenets of principled leadership through its commitment to ethics and leadership training.

***Question:* If confirmed, what steps would you take to ensure that senior leaders of the Navy and Marine Corps are held accountable for their actions and performance?**

**Answer:** The Navy has a historic and on-going commitment to inculcate its officers and sailors from the outset of their careers with the Navy's core values. This commitment is further extended through a high level of accountability that is placed upon Commanding Officers and senior leaders. If confirmed, I will continue to foster and enforce the Navy's earnest commitment to the highest ethical standards of principled leadership and service.

## **Navy Support to Ground Forces**

**The Navy has been challenged to find new ways of supporting the Army and Marine Corps by taking on non-traditional support functions.**

**In your view, what are the kinds of non-traditional support the Navy feasibly can provide, and what additional missions, if any, should the Navy be assigned in the Global War on Terrorism?**

**Answer:** The Navy needs to lean forward using Navy Sailor skill sets and core competencies to support non-traditional missions in the Global War on Terror. If confirmed, I will work with the Secretary of Defense, all the Services, and the Congress to ensure we have Navy forces ready to fight where and when we need them, and that we continue to employ Navy skills and capabilities in every manner possible in the Global War on Terror.

**Given that these are new roles for Navy personnel, what additional training and equipment has been provided, or, in your view, needs to be provided?**

**Answer:** A critical aspect of the Secretary of the Navy's stewardship is the responsibility to ensure that those people entrusted to him receive the appropriate equipment and training to perform their job. I have not had the opportunity to be fully briefed on the types of equipment or additional training necessary to address this new, evolving threat. However, if confirmed, I plan to work with the entire Navy team to ensure that the necessary amount of training and equipment is provided to servicemembers.

## **Prevention and Response to Sexual Assaults**

**On February 25, 2004, the Senate Armed Services Committee Subcommittee on Personnel conducted a hearing on policies and programs of the Department of Defense for preventing and responding to incidents of sexual assault in the Armed Forces. In late April 2004, the DoD Task Force on Care for Victims of Sexual Assault issued its report and recommendations, noting “If the Department of Defense is to provide a responsive system to address sexual assault, it must be a top-down program with emphasis placed at the highest levels within the Department down to the lowest levels of command leadership. It must develop performance metrics and establish an evaluative framework for regular review and quality improvement.”**

**What is your evaluation of the progress to date made by the Navy and Marine Corps in preventing and responding adequately to incidents of sexual assault?**

**Answer:** I am aware that the Navy has undertaken several important measures to address the prevention and response to sexual assaults and harassment. I have not, however, had an opportunity to fully review these programs. This is clearly a high priority for me and is an essential aspect of maintaining the appropriate Navy and Marine Corp values. If confirmed, I will ensure that the Navy and Marine Corps continue to be proactive in the development of adequate means to prevent and respond to incidents of sexual assault.

**What problems do you foresee, if any, in implementing the revised policy with respect to confidential reporting of sexual assaults by Sailors and Marines?**

**Answer:** I understand and support the objectives of confidential reporting and if confirmed, I will review the policy implementation as part of a review of the overall sexual assault prevention and response programs.

**If confirmed, what actions do you plan to take to ensure that senior civilian leaders of the Department of the Navy have day-to-day visibility into incidents of sexual assault and the effectiveness of policies aimed at preventing and responding appropriately to such incidents?**

**Answer:** If confirmed, I will evaluate the current reporting systems accessible to Department senior civilian and military leadership to determine whether or not modifications would be appropriate.

## **Sexual Harassment and Violence at the United States Naval Academy**

**The Defense Task Force on Sexual Harassment and Violence at the Military Service Academies reported that “Historically, sexual harassment and sexual assault have been inadequately addressed at both Academies [United States Military Academy and United States Naval Academy]. Harassment is the more prevalent and corrosive problem, creating an environment in which sexual assault is more likely to occur. Although progress has been made, hostile attitudes and inappropriate actions toward women, and the toleration of these by some cadets and midshipmen, continue to hinder the establishment of a safe and professional environment in which to prepare military officers. Much of the solution to preventing this behavior rests with cadets and midshipmen themselves.”**

**If confirmed, what actions would you take to encourage midshipmen to step up to their responsibility to create a culture where sexual harassment and sexual assault are not tolerated?**

**If confirmed, what other actions would you take to address the continuing problem of sexual harassment and sexual assault at the U. S. Naval Academy?**

**Answer:** The mission of the U.S. Naval Academy is to develop midshipmen morally, mentally, and physically to become combat leaders of the highest character to lead Sailors and Marines. Midshipmen are expected to live and uphold the highest standards, just as they will be expected to do as officers in the Navy and Marine Corps. The standard set is very clear: sexual harassment and assault are not tolerated.

If confirmed, I will take the findings and recommendations of the Defense Task Force to heart. Their comprehensive review and insightful recommendations will help in the Department’s continuing commitment to improve its efforts to prevent and respond to sexual harassment and assault.

I am committed to monitor the progress of these efforts through the use of the chain of command, personal visits and observation, and, the use of all available oversight mechanisms such as the Board of Visitors and the United States Naval Academy’s Executive Steering Group.

## **Military to Civilian Medical Conversions**

**The Navy plans to replace thousands of military personnel with civilians and has focused on conversions of medical billets deemed not to be needed for medical readiness. Yet the Committee has been informed that in locations at which Sailors and Marines are assigned, such as Camp Lejeune, North Carolina, Twenty-Nine Palms and Camp Pendleton, California, and Recruit Training Center, Great Lakes, Illinois, access to services could be impeded by planned conversion of medical, dental, pharmacy and mental health positions to civilian positions which cannot realistically be filled by civilian substitutes.**

**What are your views on the feasibility and cost-effectiveness of military to civilian conversions in reducing costs, and, if confirmed, would you support a review of the Navy's conversion plan to assess the availability of high-quality civilian medical and dental personnel to serve military members and their families?**

**Answer:** My experience with outsourcing has taught me that it is often possible to find ways to reduce overall costs without a reduction in the quality of service. If confirmed, I am committed to exploring opportunities for military to civilian conversions while ensuring that such conversions don't create shortfalls in services.

## **Human Capital**

**The Navy has a large civilian workforce that is integral to the support of the Navy's worldwide mission.**

**What is your vision for an effective human capital strategy for the Navy's civilian work force?**

**Answer:** My vision for an effective human capital strategy is one that results in a highly motivated, well-educated, highly trained and multi-skilled mix of people. This requires best practices in human resources management that will support attracting, developing and retaining this work force, such as those being implemented under the National Security Personnel System (NSPS).

**The development and implementation a recruitment strategy to attract talented, motivated, and diverse job applicants at all levels is critical to the Department's ability to develop and maintain the workforce it desires. The flexibilities inherent in the National Security Personnel System (NSPS) will provide us with the tools needed to compete effectively for talented and motivated workers, and to retain the best and the brightest. The reforms will provide supervisors and managers greater flexibility in managing our civil service employees, facilitate competition for high quality talent, offer compensation competitive with the private sector, and reward outstanding service. It will build greater pride in the civilian workforce and attract a new generation of civilians to public service. Properly executed, these changes also will assist us in better utilizing the active duty force by making it easier to employ civilians in jobs currently filled by uniformed military personnel.**

**Do you believe that the Navy has appropriate planning processes in place to identify and address gaps in the capabilities of its civilian workforce?**

**Answer:** Gaps in the capabilities of the civilian workforce is a critical issue. If confirmed, I intend to engage in an aggressive and competitive program to ensure that the Navy has the most effective civilian workforce for the 21<sup>st</sup> century.

**What do you view as the greatest challenges in recruiting and retaining a highly skilled civilian workforce?**

**Answer:** Competition from private industry and their willingness to tailor compensation and benefits packages in a highly flexible and adaptive way is a significant challenge.

## **Personnel and Health Benefit Costs**

**The cost of the Defense Health Program, like the cost of medical care nationwide, is escalating rapidly. Similarly, the cost of personnel as a key component of the Services' budgets has risen significantly in recent years.**

**If confirmed, how would you approach the issue of rising health care and personnel costs?**

**Answer:** Rising costs associated with health care pose a significant threat to the fiscal strength of organizations nationwide – whether governmental or private. Streamlining and effective cost accounting alone cannot adequately ameliorate the effects of future rising medical costs. The Department must consider more fundamental changes to the way it does business.

Costs associated with personnel are by far the largest part of the Department's budget. A key priority is to operate as efficiently and effectively as possible with respect to utilization of personnel. The military and civilian force structure must be right sized for the mission but not any larger than necessary. As stewards of the taxpayer's money, the Department needs to utilize the fiscal resources it dedicates for personnel in the optimum manner. A key part of this thought process is to ensure that the Department apportions that part of the budget devoted to personnel on those benefits that are the most valued to Naval personnel. Medical is just one piece of the overall benefit package.

If confirmed, I will seek new options and approaches to address the rising cost of health care and other personnel costs and work with Congress to address this critical matter.

## **Quality of Life Programs**

**If confirmed, what priorities would you establish to ensure that military quality of life programs are sustained and improved for Navy and Marine Corps members and their families?**

**Answer:** Quality of life for Navy and Marine Corps personnel of all ranks and their families is a key component to ensuring personnel readiness, job satisfaction and competitiveness in the job market. The Department's quality of life programs must provide high quality services to deliver these desired outcomes. If confirmed, I intend to work with the Chief of Naval Operations and the Commandant of the Marine Corps to maintain focus and commitment to the quality of life needs of all Naval personnel.

**What challenges do you foresee in sustaining quality of life programs, and are there new initiatives that you would undertake, if confirmed, to ensure the availability of high quality services, including child care, education, and recreational opportunities, for Sailors and Marines and their families?**

**Answer:** It is important to understand what makes for a high quality of life so that the Department of the Navy can make the wisest investment its resources. Operational commitments—abroad and at home—place stresses on Naval personnel and their families. The Department should continually seek to improve and innovate, identifying those benefits that provide the greatest levels of satisfaction and find the best and most appropriate means to make them available.

## **Ballistic Missile Defense**

**Do you view ballistic missile defense – for both deployed forces and the U.S. homeland -- as a core mission for the Navy?**

**Answer:** Yes, defense against ballistic missiles of all ranges should be a core mission for the Navy. It has become evident that the ability to address the wide range of threats from ballistic missiles requires significant flexibility. With oceans covering 70% of the earth's surface, the Navy is uniquely able to position its assets in appropriate locations to accomplish this mission. This flexibility allows the Navy to be responsive to continually changing ballistic missile threats to our Nation and to United State's interests overseas. If confirmed, I will work with appropriate organizations to assure that the unique capabilities of the Navy are leveraged to best effect in support of our Nation's ballistic missile defense programs.

## **Readiness Levels**

### **What is your assessment of the current readiness of the Department of the Navy to execute its assigned missions?**

**Answer:** For over 229 years our Naval forces have stood ready to answer the Nation's call. Today's forces maintain this proud tradition and are currently engaged in combat and combat support missions in Operations IRAQI FREEDOM and ENDURING FREEDOM, and stand ready to answer the call across the spectrum of missions called for in the National Military Strategy. Additionally, Sailors and Marines have been on the front lines conducting humanitarian assistance and disaster relief missions the Gulf Coast as a result of Hurricanes Katrina and Rita. This heightened OPTEMPO and Navy support in non-traditional roles such as the tsunami relief efforts in Indonesia have added additional stress on Naval forces. Navy will sustain the operational readiness of its forces through the Fleet Response Plan and its associated training and maintenance processes, along with the dedication and ingenuity of our people. If confirmed, I will continue this proud tradition of readiness.

### **What do you view as the major readiness challenges that will have to be addressed by the Navy and Marine Corps over the next three years, and, if confirmed, how would you approach these issues?**

**Answer:** The most significant readiness challenge the Department will face in the near term is managing the OPTEMPO with the multiplicity of missions the Navy and Marine Corps are supporting.

Mindful of the results of both BRAC and QDR, if confirmed, I will work with the CNO, to review the current issues of the fleet; craft a clear, concise vision and execution plan; develop a means to track real savings for future use; work closely with my counterparts in the other services, OSD, Congress and defense industry leaders; and deepen the relationship within the Navy and Marine Corps team.

## **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.**

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

**Answer: Yes.**

**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 Secretary of the Navy?**

**Answer: Yes.**

**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.**