

**Advance Policy Questions for Ronald J. James**  
**Nominee for**  
**Assistant Secretary of the Army for Manpower and Reserve Affairs**

**Defense Reforms**

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of 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.

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

Answer:

The Goldwater-Nichols Act has had a positive influence on the operations of the Department of Defense, particularly in the relationships between the Combatant Commands and the Military Departments. If confirmed, I will have an opportunity to assess whether the challenges posed by today's security environment require enhancements to the legislation.

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

Answer:

If confirmed, I look forward to reviewing this milestone legislation and assessing whether any modifications should be considered to address the challenges faced in today's security environment.

**Duties**

Section 3016 of Title 10, United States Code, provides that the Assistant Secretary of the Army for Manpower and Reserve Affairs shall have the principal duty of "overall supervision of manpower and reserve component affairs of the Department of the Army."

Assuming you are confirmed, what duties do you expect that Secretary Harvey will assign to you?

Answer:

Although Secretary Harvey has not discussed with me the duties and functions he will expect that I perform if I am confirmed, I anticipate that he will rely on me to provide accurate and timely advice in the area of Army manpower and reserve affairs, as the statute establishing the position of the Assistant Secretary of the Army for Manpower and Reserve Affairs provides. I presume also that the specific duties assigned to this position would be consistent with the responsibilities assigned to the Assistant Secretary for Manpower and Reserve Affairs in the Department of the Army's General Order Number 3, which sets forth the duties of each principal office of the Headquarters, Department of Army. In addition, I believe the Secretary of the Army would expect me to continue pursuing an effective, professional relationship with the Under Secretary of Defense (Personnel and Readiness) and other key officials within the Office of the Secretary of Defense, our Military Department Assistant Secretaries for Manpower and Reserve Affairs, and the other Army Assistant Secretaries. I anticipate that Secretary Harvey will expect me to continue and to build upon the effective and professional working relationships between the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) and the Deputy Chief of Staff, G-1 (Personnel), The Surgeon General, the Chief, Army Reserve, the Chief, National Guard Bureau, and the Director of the Army National Guard.

### **Relationships**

If confirmed, what will be your relationship with:

The Secretary of the Army.

Answer:

If I am confirmed, my relationship with the Secretary of the Army would be close, direct, and supportive. I would work to communicate as effectively as possible with the Secretary regarding the advice, views, and plans of the Secretariat and Army Staff and to oversee the implementation of the Secretary's decisions through the Army. If I am confirmed, I understand that my actions would be subject to the authority, direction, and control of the Secretary of the Army.

The Under Secretary of the Army.

Answer:

If confirmed, I would establish a close, direct, and supportive relationship with the Under Secretary of the Army. Within the Department of the Army, my responsibilities would also involve communicating the Secretariat and Army Staff advice, views, and plans to the Under Secretary of the Army and to oversee the implementation of his decisions falling within my area of responsibility.

The other Assistant Secretaries of the Army.

Answer:

The other Assistant Secretaries of the Army set strategic direction by formulating and overseeing policies and programs within their respective functional areas of responsibility, consistent with applicable laws and regulations and in accordance with the objectives and guidance of the Secretary of the Army. If confirmed, I will establish and maintain close and professional relationships with each of the Assistant Secretaries and seek to foster an environment of cooperative teamwork, working together on the day-to-day management and long-range planning needs of the Army.

The General Counsel of the Army.

Answer:

The General Counsel is the chief legal officer of the Department of Army. His 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 any legal question or procedure. If confirmed, I will establish and maintain a close and professional relationship with the General Counsel of the Army.

The Under Secretary of Defense for Personnel and Readiness.

Answer:

Acting on behalf of the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness performs responsibilities that require the issuance of guidance to the Military Departments. If confirmed, I will communicate openly and directly with the Under Secretary of Defense for Personnel and Readiness in articulating the views of the Department of the Army. I will have a close and professional relationship with the Under Secretary of Defense for Personnel and Readiness, characterized by continuous consultation, communication and cooperation on matters of mutual interest, in furtherance of the best interests of the Army and the Department of Defense.

The Principal Deputy Under Secretary of Defense for Personnel and Readiness.

Answer:

Acting on behalf of the Secretary of Defense and Under Secretary of Defense for Personnel and Readiness, the Principal Deputy Under Secretary of Defense for Personnel and Readiness performs responsibilities that require, from time to time, the issuance of guidance to the Military Departments. If confirmed, I will communicate openly and directly with the Principal Deputy Under Secretary of Defense for Personnel and Readiness in articulating the views of the Department of the Army. I will work closely with the Principal Deputy Under Secretary of Defense for Personnel and Readiness to ensure that the Department of the Army is administered in accordance with the guidance and direction issued by the Office of the Secretary of Defense.

The Assistant Secretary of Defense for Reserve Affairs.

Answer:

Acting on behalf of the Secretary of Defense and Under Secretary of Defense for Personnel and Readiness, the Assistant Secretary of Defense for Reserve Affairs performs responsibilities that require, from time to time, the issuance of guidance to the Military Departments regarding the Reserve Component. If confirmed, I will communicate openly and directly with the Assistant Secretary of Defense for Reserve Affairs in articulating the views of the Department of the Army. I will work closely with the Assistant Secretary of Defense for Reserve Affairs to ensure that the Department of the Army is administered in accordance with the guidance and direction issued by the Office of the Secretary of Defense.

The Chief of Staff of the Army.

Answer:

The Chief of Staff of the Army is the Secretary's senior military advisor in all matters and has responsibility for the effective and efficient functioning of Army organizations and commands in performing their statutory missions. If confirmed, I will work closely with the Chief of Staff to supervise the implementation of the Secretary's decisions through the Army Staff, Army organizations and commands. I anticipate working closely and in concert with the Chief of Staff.

The Deputy Chief of Staff of the Army for Personnel.

Answer:

The Deputy Chief of Staff, G-1, serves as the principal military advisor to the Assistant Secretary for Manpower and Reserve Affairs and formulates, manages,

evaluates and executes military and civilian personnel plans and programs for the Army for peacetime, contingency and wartime operations. If confirmed, I will establish a close, professional relationship with the Deputy Chief of Staff, G-1 (Personnel). I will consult with him frequently and communicate with him directly and openly as he performs his prescribed duties. I expect that, if I am confirmed, he and I will work together as a team on a daily basis.

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 on all matters pertaining to the military health service system. In that role, The Surgeon General assists the Secretary and the Chief in carrying out their responsibilities by ensuring a medically ready force as well as a trained and ready medical force. If confirmed, I intend to work closely with The Surgeon General to ensure that the Army's healthcare systems and medical policies support the Army's objectives, responsibilities, and commitments effectively and uniformly across the total force.

The Chief, National Guard Bureau.

Answer:

The Chief, National Guard Bureau is the principal advisor to both the Secretary and Chief of Staff of the Army, and to the Secretary and Chief of Staff of the Air Force on all matters relating to the National Guard and the National Guard of the United States. Because the National Guard is a key element of the Reserve Component, the Assistant Secretary of the Army for Manpower and Reserve Affairs must work closely with the Chief, National Guard Bureau to provide overall supervision of National Guard matters across all aspects of Army business. If confirmed, I will establish a close, professional relationship with the Chief, National Guard Bureau. I will communicate with him directly and openly as he performs his prescribed duties.

The Director of the Army National Guard.

Answer:

The Director, Army National Guard is responsible to the Secretary and Chief of Staff of the Army for assisting the Chief, National Guard Bureau in carrying out his functions as they relate to the Army National Guard. Because the National Guard is a key element of the Reserve Component, the Assistant Secretary of the Army for Manpower and Reserve Affairs must work closely with the Chief, Army Reserve, to provide overall supervision of Reserve matters across all aspects of Army business. If confirmed, I will establish a close, professional

relationship with the Director of the Army National Guard. I will communicate with him directly and openly as he performs his prescribed duties.

The Chief, Army Reserve.

Answer:

The Chief, Army Reserve is the principal advisor to both the Secretary of the Army and Chief of Staff of the Army on all Army Reserve matters. Because the Army Reserve is a key element of the Reserve Component, the Assistant Secretary of the Army for Manpower and Reserve Affairs must work closely with the Chief, Army Reserve, to provide overall supervision of reserve matters across all aspects of Army business. If confirmed, I will establish a close, professional relationship with the Chief, Army Reserve. I will communicate with him directly and openly as he performs his prescribed duties.

Soldiers and their families.

Answer:

The Army owes its success to the versatile young Americans who answer the Call to Duty. These Soldiers serve as the centerpiece of the Army. Caring for Soldiers and the Army families through effective quality of life programs both demonstrates the Army's commitment to the total Army family and endeavors to reflect the value of their service to our Nation. If confirmed, I will work diligently to ensure the needs of Soldiers and their families are addressed across the total Army.

### **Qualifications**

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

Answer:

The diversity and complexity of issues confronting the Department of the Army are such that no one can have in-depth experience in all of them. However, an Assistant Secretary of the Army must possess absolute integrity, mature judgment, and strong interpersonal and leadership abilities. I believe that my background and diverse legal experiences in both the public and private sectors have prepared me to meet the challenges of this office.

I have more than 45 years of organizational experience, executive leadership and distinguished service, both in the public and private sectors. I believe that my human capital background and experience, including my most recent service

as the Chief Human Capital Officer for the Department of Homeland Security, a legal career in the private sector focusing on employment, labor and regulatory law cases, and a myriad of professional assignments at various levels of government, have prepared me to meet the challenges of this office.

I started my professional career by honorably serving as an officer in the U.S. Army. I received my undergraduate degree from the University of Missouri, a Masters of Arts from the Southern Illinois University, and my law degree from American University Law School. For the previous three years, I have served the Department of Homeland Security, primarily as the Senior Human Capital Officer, and my duties, among others, included serving as the senior policy advisor to the Secretary of Homeland Security on management, personnel, and employee relations. Before that, I worked for 26 years in the private sector, culminating in my service as a partner in a law firm that counseled and represented national and international clients in regulatory, labor and employment matters. Additionally, I have served at both local and national levels of government. Locally, I served as a Director on Commission of Human Rights and then an Assistant County Prosecutor in the State of Iowa. At the national level, I have served in diverse positions at numerous agencies and organizations throughout the Federal government: as an Analyst at the U.S. Commission on Civil Rights; a Special Assistant to the Counselor to the President and Director of Office of Economic Opportunity; a Trial Attorney at the Department of Transportation; an Assistant General Counsel at the Equal Employment Opportunity Commission; and the Administrator for the Wage-Hour Division of the Department of Labor.

If I am confirmed, I pledge my best effort every day to be worthy of the trust placed in me and to uphold the proud tradition of selfless service and duty that characterizes the United States Army.

Do you believe that there are any steps that you need to take to enhance expertise to perform the duties of the Assistant Secretary of the Army for Manpower and Reserve Affairs?

Answer:

Based on over 45 years of private sector experience and public service in both the Legislative and Executive Branches of government, I believe I have the requisite management abilities and leadership skills to serve as the Army Manpower and Reserve Affairs Assistant Secretary. I look forward to learning about and addressing the full array of manpower and reserve affairs issues associated with Army operations. If I am confirmed, I will work diligently to further my understanding and knowledge of the Army, its people, the resources necessary to sustain and transform it, and the challenges it faces. I will take advantage of the many educational programs available to senior Army officials and draw on the wealth of knowledge and experience available from dedicated

professionals, civilian and military, in the Department of Defense and throughout the Army family. I will seek advice and counsel from the many and diverse stakeholders dedicated to the success of the Army, including Members and staff of the Congress.

### **Major Challenges and Problems**

In your view, what are the major challenges and problems confronting the Assistant Secretary of the Army for Manpower and Reserve Affairs?

Answer:

In my view, the fundamental challenge facing the Assistant Secretary of the Army for Manpower and Reserve Affairs is manning the force. I view the recruitment and retention of high caliber citizens to man the active, reserve and civilian ranks as an important aspect of maintaining Army readiness. The Army's ability to staff the Army fully with military members (active and reserve), and civilians necessary to execute the complex and challenging missions of the Army today, and in the future, presents unprecedented challenges. The Army will continue to have a compelling need to garner support for Soldiers, obtain sufficient funding to achieve critical recruiting and retention goals, and maintain the financial investment in the quality of life programs that help to sustain the all-volunteer force. I believe that the Army must continue to actively engage in proactive advertising campaigns, pursue robust and attractive initiatives and incentives, and continue to seek ways to improve health and well-being programs. If confirmed, I would candidly assess the Army recruiting and retention posture and work to initiate or enhance programs of the type and quality most likely to support the Army's recruiting and retention needs.

Secondly, I believe that the Army's ability to prevail in the war on terror and to sustain global commitments is critical. The Army must continue to maintain the momentum of transformation by adapting the Army forces and balancing the employment of active and reserve component units and Soldiers. If confirmed, I would lead and partner on efforts to formulate policies that will help facilitate the Department's adaptation to the changing operational environment.

Finally, among the major challenges I would face, if confirmed, is the need to foster and maintain an environment in which Soldiers and civilian employees, regardless of race, creed or gender, can serve free of discrimination and harassment and pursue assignments and advancement, that while responsive to the needs of the Army, are based on individual qualification and performance.

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

Answer:

If confirmed, I will focus immediately on these matters, review those actions that are underway, and join with other civilian leaders and with my counterparts in uniform to resolve them to the best of my ability.

### **End Strength**

The 2006 Quadrennial Defense Review (QDR) Report recommended stabilizing the Army's end strength at 482,400 active personnel and 533,000 in the Army reserve components (consisting of 333,000 in the National Guard and 200,000 in the Army Reserve) by 2011. Subsequently, after an expression of bipartisan concern in Congress and by the Governors, senior Army leadership committed to retaining the Army National Guard at its current end strength of 350,000, if the Army National Guard could recruit to that level. Recently, strains on Army manpower have been demonstrated by extending the tour of at least one major ground combat unit serving in Iraq beyond 12 months, and additional troops have augmented forces in Iraq in an effort to stem sectarian violence.

What is your opinion of the long-term active-duty end strength necessary to support ongoing operations in Iraq and Afghanistan?

Answer:

It appears to me that there is general agreement on the need to increase the size of the pool of soldiers available for world-wide deployments. I understand that the Army leadership has developed a plan to increase the number of high demand Soldiers and capabilities through a temporary increase in Active Component end strength and transformation of all three components of the Army. Included in this plan is the increase in the size of the Active Component operational force from 315,000 to 355,000. It will require careful execution and sustained support and funding to be successful. The Army has been evaluating force requirements within the End Strength Plan outlined by the Secretary of the Army in August 2005. If confirmed, I will undertake to review the Army's end strength plan to ensure that it is appropriate to building an expeditionary, campaign quality force, capable of meeting a broad and complex array of challenges, while ensuring its forces remain the preeminent land power and ultimate instrument of national resolve.

Based on demands on the National Guard and the Army Reserve, what is your opinion of the optimal end strength for the Army National Guard and Army Reserve?

Answer:

I understand that the Army is working to balance force capabilities within and across the Active, Guard and Reserve to develop a total force with greater capabilities and greater accessibility. This rebalancing is designed to create a larger operational Army, improve readiness, and reduce the impact on Reserve Component structure. Based on my initial review, I support the current plan calling for Army Reserve end strength of 205,000, with 58 supporting brigades and to fund the Army National Guard to the level it can recruit, up to its congressionally mandated end strength of 350,000

How many troops have been shifted from the institutional Army to the operational Army in order to increase the number of soldiers who can be deployed without increasing end strength, and what is your understanding of how the Army will make up for the loss of manpower in the institutional Army?

Answer:

I understand that the Army's plan incorporates military to civilian conversions and business transformation efforts to accomplish the necessary changes. The Army plan will build the operational force up to 355,000, a growth of nearly 40,000 spaces over the Fiscal Year 2004 total through a combination of military-civilian conversions, Base Realignment and Closure and Global Defense Posture realignments, and business transformation. I have been advised that the Army is currently embarked on a holistic business transformation effort that relies on continuous process improvement techniques (using Lean Six Sigma) aimed at increasing quality, productivity, reliability and safety, while reducing costs and cycle time.

### **Reserve and National Guard Deployments**

Current policy of the Department provides that under section 12302 of title 10, United States Code, members of reserve components shall not be required to involuntarily deploy more than 24 months cumulatively in response to the existing national emergency. This policy has exempted thousands of members of the Selected Reserve from additional involuntary call ups in support of overseas operations in Iraq and Afghanistan.

What is your understanding of the current number of members of the Army Reserve who are unavailable for deployment as a result of the 24 month policy?

Answer:

I have been informed that to date, more than 425,000 Army National Guard and U. S. Army Reserve Soldiers have served in the Global War on Terror. It is my understanding that there are currently 263,000 National Guard and Reserve

Soldiers still in uniform who are or have served a portion or all of the 24 months associated with this policy. I understand that 40,000 Soldiers have served between 18 and 24 months.

What is your assessment of the Army's ability to support scheduled troop rotation planning beyond 2006, particularly in combat support and combat service support missions, given the 24-month policy?

Answer:

It is my understanding that the Reserve Component contributions to next rotations for overseas Global War on Terror missions have almost all been sourced and are on track for deployment. Discussions on sourcing solutions for later in 2007 and beyond are ongoing and I am not familiar with the details of that planning. If confirmed I would work toward ensuring that the Army's Reserve Components can continue to serve alongside their Active Component brothers and sisters by developing and executing robust manning strategies, including recruiting and retention programs, that enhance the Guard and Reserve capabilities to continue the fight.

What is your understanding of the measures that are being taken in the Department to respond to operational requirements for low density, high demand units and personnel whose skills are found primarily in the Reserve Components, e.g., civil affairs, special operations, military police, truck drivers?

Answer:

I have been advised that the Army is pursuing several ways to ensure low density, high demand Reserve Component units are available for operational missions. First, the Army is implementing the Army Force Generation (ARFORGEN) readiness process, the structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.

Second, the Army has implemented the Active Component/Reserve Component rebalance initiative which is an incremental process that has evolved over time in a series of phases to hasten the transformation of post cold war Army into a force capable of efficiently and effectively addressing the Global War on Terror. I have been advised that to date, the cumulative effects of all phases have resulted in a rebalance or programmed rebalance of more than 234K of force structure spaces across all three components.

Third, I also understand that the Army has transferred the U.S. Army Civil Affairs and Psychological Operations Command from U.S. Army Special Operations to the U.S. Army Reserve Command. The transfer was intended to integrate Civil Affairs and Psychological Operations units into conventional operations, while maintaining support for special operations.

### **Mobilization and Demobilization of National Guard and Reserves**

In the aftermath of the attacks of September 11, 2001, the National Guard and Reserves have experienced their largest and most sustained employment since World War II. Numerous problems have been identified in the past in the planning and procedures for mobilization and demobilization, including inadequate health screening and medical readiness monitoring, antiquated pay systems, limited transitional assistance programs upon demobilization, and, most recently, lack of money to transport by air National Guardsmen returning from deployment to their home station.

What is your assessment of advances made in improving mobilization and demobilization procedures, and in what areas do problems still exist?

Answer:

The Army's Reserve Component Soldiers are an essential element in the Global War on Terror. It is my understanding that there is little difference in the processes and standards used to deploy Active or Reserve Soldiers which results in a homogeneous force in theater. It is also my understanding Reserve Soldiers are also afforded the same demobilization processes and procedures as Active Soldiers. The Army recognizes the inherent differences between the components and makes necessary adjustments in mobilization and demobilization procedures to accommodate the differences.

I understand the Army has made progress in policy, health screening, and medical readiness tracking. Individual Medical Readiness has been made a measure of unit readiness.

Another example of improvement is TRICARE Reserve Select which is a medical insurance program tailored specifically for the Reserve Component. I have been informed that The Federal Strategic Health Alliance contract has been very successful and serves as a critical tool for medical screening of Army Reserve Component Soldiers. If confirmed, I will continue to seek opportunities to improve the medical screening of Reserve Component Soldiers.

I understand that one area currently being improved is the automated systems that will improve and expedite the delivery of services to Soldiers and families,

and provide commanders, at all echelons, visibility of the status of their Soldiers throughout the mobilization and demobilization process. The Army is taking the lead to field the Defense Integrated Military Human Resources System which will provide more timely and accurate record keeping and the delivery of compensation, benefits, and entitlements.

What do you consider to be the most significant enduring changes to the organization and policies affecting the reserve components aimed at ensuring their readiness for future mobilization requirements?

Answer:

The Army National Guard and the Army Reserve are crucial to the success of the nation in fighting and winning the Global War on Terror. This fight places a high demand on the Reserve Component. To best manage and meet these requirements, the Army is implementing the Army Force Generation (ARFORGEN) process. Fundamentally, ARFORGEN is a cyclic training and readiness process that synchronizes strategic planning, prioritizing and resourcing to generate trained and ready modular expeditionary forces tailored to Joint mission requirements. In addition to providing the right force mix in support of the National Military Strategy, I understand that ARFORGEN provides Soldiers and their families with needed predictability, enabling them to foresee and plan out their future, which benefits recruiting and retention. I have been advised that ARFORGEN will also provide a means to integrate and prioritize medical and dental screening throughout the deployment cycle.

To your knowledge, what measures have been taken to avoid situations which would require demobilizing reservists to travel by bus from Camp Atterbury and other demobilization sites to distant home stations?

Answer:

I understand that this event was an anomaly in the demobilization and home station transportation process. A delay in the unit's movement from theater back to the United States compressed the demobilization timeline in such a way that the originally planned air travel to home station was not sufficient to meet homecoming events already scheduled in Massachusetts. The 1<sup>st</sup> Army and supporting garrison are examining this particular event to see what lessons can be learned and applied to future cases as they may arise. I understand that the Army's demobilization process is constantly reviewed to introduce improvements that will ensure that each Soldier is provided the best transition service and is reunited with families and communities in the most expeditious way. Soldiers' well-being and benefits should not be compromised in the interest of saving time or resources.

## **Recruiting**

The active duty component of the Army missed its FY05 recruiting goal of 80,000 by about 6,600. The active Army's goal for FY06 is another 80,000. What is your assessment of the Army's ability to reach its active duty recruiting goal in FY 2006 and 2007?

### **Answer:**

Based on initial briefings I have had I understand that the Army is optimistic about meeting its recruiting goal for all three components for FY 2006. The Army is facing a similar challenge for FY07 given the relatively strong economy and the continued deployments in support of the Global War on Terror. I believe that the Army must continue to implement innovative recruiting programs, improve recruiter productivity, and offer attractive incentives to meet the challenges.

What is your view about the appropriate assignment and overall numbers, if any, of "Category IV" recruits in the Army, i.e., those individuals who score below the 31st percentile on the Armed Forces Qualification Test (AFQT)?

### **Answer:**

The Army has entrance standards for all specialties based on scores taken from the Armed Forces Qualification Test. These standards are used to screen applicants and assign recruits to specialties commensurate with their ability. Given all of the circumstances, I believe it is appropriate to give an opportunity to a portion of those scoring below the 31<sup>st</sup> percentile to serve. The four percent standard is probably the right percentage based on the DoD goal.

What is your understanding of trends in the Army with respect to incidents of recruiter sexual misconduct with potential recruits, and, if confirmed, what actions, if any, would you take to prevent such incidents?

### **Answer:**

If confirmed, I would ensure that Army programs and policies focus on preventing recruiter sexual misconduct and fully investigating all allegations. If confirmed, I would monitor this area closely to ensure that policies and practices are effective.

## **Implementation of TRICARE for Reservists**

The National Defense Authorization Act for Fiscal Year 2006 authorized new categories of eligibility for TRICARE for members of the Selected Reserve, which are required to be implemented by October 1, 2006.

What is your assessment of the Army's ability to timely implement the new benefits and the challenges it will have to overcome?

Answer:

I understand that on October 1, 2006, the Army will implement the TRICARE Reserve Select benefits required by the National Defense Authorization Act of FY06. I understand that the Army has published a plan for each Army Component which establishes policies and procedures for administration of the TRICARE Reserve Select program.

I have been advised that the Army will be able to meet the challenges associated with TRICARE Reserve Select implementation.

If confirmed, what role would you play in leading the Army's efforts implementing these new benefits?

Answer:

If confirmed, I would fulfill my responsibilities as the Secretariat's principal advisor on all military health affairs. This includes providing the programming and oversight responsibility for implementing the TRICARE Reserve Select benefits required by the National Defense Authorization Act of FY06. Additionally, the Assistant Secretary (M&RA) assumes planning and marketing coordination responsibility for programs affecting medical readiness, force protection, and Army maintenance of the TRICARE Reserve Select program for the military health system. If confirmed, I will support any appropriate healthcare benefits which assist contingency efforts and positively impact readiness, recruitment, and/or retention for Soldier's and their family members.

## **Employment of Military Spouses**

In your view, what progress has been made, and what actions need to be taken in the Army to provide increased employment opportunities for military spouses?

Answer:

I understand over the last four years great progress has been made in providing increased employment opportunities for military spouses. In December 2002, the Chief of Staff of the Army hosted a summit with private and public sector senior executives to establish a framework for a collaborative partnership that would increase opportunities for spouse employment and career advancement. In October 2003, the Army formally established the Army Spouse Employment Partnership (ASEP) by signing a Statement of Support with 13 Fortune 100 and 500 companies and two military agencies who pledged their best effort to increase employment and career opportunities for Army spouses. I understand that ASEP has 21 partners and that, through this program, more than 11,000 spouses have been hired. The Army continues to recruit additional partners and plans to enter into a memorandum of agreement with a non-profit agency dedicated to providing career opportunities and job portability for military spouses.

### **Officer Shortages**

A report issued by the Congressional Research Service (CRS) in July 2006 found that the Army projects an officer shortage of nearly 3000 in FY 2007, with the most acute shortfalls in the grades of captain and major with 11 to 17 years of service. Unless corrective action is taken, CRS found that shortages will persist through 2013 unless accessions are increased and retention improves.

What is your understanding of the reasons for the current shortfall, and what steps is the Army taking to meet this mid-career officer shortfall?

#### **Answer:**

I have been advised that the shortage of officers is a result of increased officer force structure at the mid-grade ranks (senior captain and major ranks). With the increase in end strength (482K to 512K), the active component picked up an additional 8,000 officer authorizations. Most of the growth (88%) was in the mid-grade officer ranks.

Because it takes 10 years to “grow” a major, the immediate addition of force structure creates officer shortages which the Army estimates total approximately 3,000 by FY08.

If confirmed, what actions would you take to ensure adequate numbers of highly qualified captains and majors are serving on active duty over the next ten years?

#### **Answer:**

Clearly, the Army must retain more of the “best and brightest” officers to meet future manning requirements. I believe that the Army needs to continue to look at innovative ways to achieve this. If confirmed, I would pursue initiatives that include a balance between monetary and non-monetary incentives.

### **Medical Personnel Shortfalls**

The Army Surgeon General has stated that the Health Professions Scholarship Program is failing to attract critically needed medical personnel. Shortfalls in health professional recruiting endanger future medical readiness for all the services.

If confirmed, what approach would you take to addressing this looming problem for the Army?

Answer:

If confirmed, I would evaluate current recruiting approaches and partner with my counterparts in other Services, DoD, the private sector, and Members of Congress and their staffs to ensure that the Army has relevant and competitive programs in today's market place without endangering other existing programs.

### **National Security Personnel System**

Congress enacted broad changes in the DOD civilian personnel system in 2004 to provide the Department with more flexible tools for the management of its civilian workforce in support of national security. Although the Department is presently enjoined from implementation of a new labor-relations system, the Department is planning to move ahead in the implementation of a new pay-for-performance system for its non-union employees.

Based on your experience, what are the critical factors for successful implementation of a total transformation of work force policies and rules, including performance-based pay?

Answer:

Trust, leadership, communication and training are vital to successful implementation of this new system. DoD is making fundamental changes to its pay and performance system, moving away from a one size fits all, longevity-based approach, to one that is based on performance and results. There are challenges associated with ensuring the credibility and transparency of this system. DoD is mitigating this challenge by taking a deliberate, spiraled implementation approach, permitting the early identification of problems in early

spirals and facilitating the correction of those problems before the system is implemented throughout the entire department. Training employees and managers on the behavioral and functional aspects of National Security Personnel System is key to the system's success. Participants need to be informed and educated about the National Security Personnel System and trust and value it as a system that fosters accountability, respects the individual, and protects rights under the law. Senior leadership commitment and involvement is critical to ease the transition process and to help create an environment where people can excel every day.

If confirmed, how would you monitor the acceptance of the National Security Personnel System (NSPS) and what role would you expect to play in managing the NSPS implementation in the Army?

Answer:

If confirmed, I expect to play a critical role in monitoring the acceptance of National Security Personnel System and managing National Security Personnel System implementation in the Army. Managers must be held accountable and evaluated on how well they perform their National Security Personnel System responsibilities and their effectiveness should affect their pay increases. As the Department moves away from the General Schedule system, it will become more competitive in setting salaries. A more flexible, mission-driven human resources system will provide a more cohesive total force. DoD's senior leaders must carefully monitor workforce data to ensure that the Department has leveraged the flexibilities and advantages that National Security Personnel System offers. Ongoing evaluation, as well as workforce surveys, will be critical to ensuring that the system is credible, trusted and transparent. Employee perceptions of the new system are important.

If confirmed, I will seek to leverage authorities within National Security Personnel System to promote a performance culture in which the performance and contributions of the civilian workforce are more fully recognized and rewarded. The National Security Personnel System will allow the Army to be more competitive in setting salaries and to attract and retain skilled, talented, and motivated people. The National Security Personnel System will provide greater opportunities for Army civilians by easing the administrative burden routinely associated with the current system and providing incentives for managers to turn first to civilian employees to accomplish certain vital tasks. This will free Army Soldiers to focus on matters unique to the military.

If confirmed, I will help lead the Army in adopting the National Security Personnel System by providing reliable and consistent information to all employees, and ensuring ongoing communications to the workforce. Additionally, I will develop and implement methodologies for measuring, evaluating, and improving Human Capital results to ensure mission alignment, effective Human Resources

management programs, efficient Human Relations processes, and merit-based decision-making in compliance with laws and regulations.

### **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. 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:

The Army should carefully manage and develop the senior executive workforce to meet the evolving work force challenges facing the Department. With transformation, members of the senior executive service are increasingly being looked to as military replacements in critically important areas of acquisition, financial management, and the scientific and technical fields. To support this effort, I understand the Army is reviewing the quality and potential of the existing senior executive pool, reallocating positions to ensure senior executives are aligned with evolving business strategy. Since January 2006, twenty-two senior executives have been reassigned within the Department of Army to fully utilize their capabilities to lead and manage complex organizations during the transformation of the Armed Forces. I understand that the current Army's senior executive program also includes periodic education and development opportunities and performance based evaluations.

If confirmed, what role will you, as Assistant Secretary of the Army for Manpower and Reserve Affairs, have in the management of the Army's SES personnel?

Answer:

I understand that the Army has centralized the day-to-day management of its senior executives in a new office that reports directly to the Secretary of the Army. Therefore, if confirmed, I would not directly manage the Army SES personnel program. However, if confirmed, I would have the responsibility for management, development and mentoring of senior executives assigned in the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs.

It is the Army's intent to develop these executives in a manner similar to that in which it has historically developed General Officers. This includes implementing a systemic and progressive assignment pattern leading to positions of greater responsibility. The Civilian Senior Leader Management Office (CSLMO), reporting to the Secretary of the Army, manages the development and

assignment of the Army's senior executive workforce and ensures that succession planning is an integral part of the management process.

### **Support for Severely Wounded Soldiers**

The Committee has been concerned by reports that some severely wounded or ill soldiers who do not remain on active duty have encountered significant problems in obtaining needed health care, and rehabilitative and employment related services upon separation from active duty service and that the Army's Wounded Warrior Program (AW2) is insufficiently resourced to adequately perform its mission.

What is your understanding of the sufficiency of the manning and resources devoted to the AW2 program?

Answer:

The Army has established the U.S. Army Wounded Warrior Program as an outreach-driven program to provide severely-wounded Soldiers and their families with a system of advocacy and personal support from the time of initial notification to return to military service or to the civilian sector. From what I have learned thus far, this program has been effective. Although I have not been briefed on the details of manning and resources for this program, if confirmed, I will be committed to ensuring that injured soldiers receive the best care possible and receive support to address their needs and issues throughout the recovery process and beyond. I will continually assess the effectiveness of this program.

What suggestions do you have for improving the Army's support for severely wounded soldiers?

Answer:

If confirmed, I would work with Department leaders, Department of Veteran Affairs, and the Congress to seek innovative approaches to this critical challenge. The Department must also continue strategies that will result in health care advances and promote rehabilitation research for its Soldiers with traumatic injuries. Additionally, private industry should be engaged in pursuing strategies for expanded employment opportunities.

### **Individual Ready Reserve Recall Policy**

A recent July 2006 report by the Center for Strategic and International Studies (CSIS) recommended that the Army revitalize its Individual Ready Reserve (IRR) program by culling existing IRR databases and ensuring that the

Army has valid contact information on IRR members who may be recalled to serve.

What has the Army done to clarify the mobilization policy that applies to both officer and enlisted members of the IRR?

Answer:

I am informed that the Army continues to mobilize members of the Individual Ready Reserve in accordance with statute and existing DoD and Army policies. My understanding is that the Army has made changes in enlistment contracts to emphasize, in greater detail, the totality of mandatory service obligations undertaken. Army Transition Centers now brief Soldiers who are completing their initial enlistments or service obligations on their future service options, to include membership in the Individual Ready Reserve. Current selection criteria for mobilizing the Individual Ready Reserve eliminates from mobilization consideration those soldiers who are within nine months of completing their Military Service Obligation and those officers that are within three months of completing their Military Service Obligation. Those Individual Ready Reserve Soldiers and officers that are called back to active duty are afforded the opportunity to request exemption from mobilization through a Delay and Exemption Board.

What has the Army done to update its IRR mobilization database?

Answer:

As part of the recent, Secretary of the Army approved, Individual Ready Reserve Transformation Plan, the Army Human Resources Command (HRC) is making progress to capture and record Individual Ready Reserve member records. The Individual Ready Reserve database is constantly evaluated to ensure it accurately reflects the status of the Individual Ready Reserve as a viable mobilization asset.

### **Interservice Transfers**

At the same time that the Army and Marine Corps are working harder than ever to achieve recruiting goals, the Navy and the Air Force are planning for significant reductions in active-duty and reserve military personnel. Under section 641 of the National Defense Authorization Act for Fiscal Year 2006, an inter-service bonus of \$2,500 for transfer was authorized and recently has been implemented.

What is your assessment of the adequacy of existing incentives for inter-service transfers?

Answer:

I understand that the response to the inter-service bonus has been positive. The number of interservice transfers increased from 11 in Fiscal Year 2004 to 156 for Fiscal Year 2006.

If confirmed, what steps would you take to enhance the number of "blue to green" interservice transfers?

Answer:

I have been advised that the inter-service monetary incentive will increase to \$10,000 for Fiscal Year 2007. If confirmed, I will work with the other Military Departments to garner continued support for the "Blue to Green" program. I will continually monitor its progress and I will ensure the Army continues to research and address any shortcomings or issues that may cause a lack of attractiveness of the interservice transfer option.

### **Diversity in the Army**

In its policies and practices, the Army is committed to the principles of equal opportunity and promoting fairness, justice, and equity, eliminating unlawful discrimination, and building teamwork and readiness. What is your understanding of the Army's current policies regarding affirmative action and achievement of diversity with respect to race, gender, and ethnic origin?

Answer:

I believe that Army policies and programs must be committed to ensure that the Department's diverse workforce is valued and is afforded equal opportunity to reach its potential and to help execute the Army's mission." Although the Army is already a diverse institution in terms of race, ethnicity and gender, the true value of workforce diversity can best be achieved by removing any identified obstacles, barriers or practices that may compromise the organizational vision of equal opportunity treatment of all individuals consistent with legal requirements. I understand that the Army recently established the Army Diversity Office to develop and coordinate policy, plans, and programs that support the Army mission.

Do the Army's published regulations on equal opportunity reflect this policy?

Answer:

In my initial assessment, I believe that the Army's equal opportunity policy and program are effective in ensuring fair treatment for all persons based solely on merit, fitness, and capability in support of the Army mission. I understand that the Army policies are aligned with DoD directives and instructions. If confirmed, I would work diligently toward ensuring Army policies and programs are effective in eliminating discriminatory behaviors and practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice.

What is your view of the proper use of affirmative action plans and measures aimed at achieving or nurturing diversity in the Army?

Answer:

An affirmative action plan is a management tool intended to assist in overcoming the present effects of discriminatory treatment as it affects equal opportunity, upward mobility, and the quality of life for all qualified personnel, consistent with the law.

In your opinion, how, if at all, should considerations relating to gender and minority status with respect to race, ethnicity, and national origin be addressed in the guidance provided by the Secretary of the Army to promotion selection boards and how have federal court decisions involving the Army affected that decision?

Answer:

It is my opinion, that the Army, consistent with DoD policy, is making every effort to encourage service by individuals from all backgrounds by providing for the equal treatment and equitable consideration of all personnel considered for promotion.

What is your understanding of the manner in which considerations relating to gender and race, ethnicity, and national origin are used in selection processes for the U. S. Military Academy, and do you agree with this approach?

Answer:

I understand that the Military Academy has implemented an admissions strategy carefully tailored to expand interest on the part of a number of highly qualified candidates, regardless of race, gender, ethnicity or national origin. The admissions office has a minority outreach section whose specific focus is to inspire quality minority candidates to apply to USMA and nurtures these candidates throughout the admissions process. If confirmed, I would support an

approach that ensures that qualified individuals regardless of their background have an opportunity for commissioning in the Army through the USMA.

### **Sexual Assault**

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 at which the service vice chiefs endorsed a “zero tolerance” standard. Subsequently, in response to Congressional direction, the Department developed a comprehensive set of policies and procedures aimed at improving prevention of and response to incidents of sexual assaults, including appropriate resources and care for victims of sexual assault.

What is your understanding of the practices currently in use in the Army to ensure awareness of and tracking of the disposition of reported sexual assaults?

#### **Answer:**

It is my understanding that the Army recently implemented a comprehensive Sexual Assault Prevention and Response Program. A key element of this program is the awareness training developed and taught at every level of the Army’s institutional training – from initial entry to the Army War College. Additionally, unit refresher training is an annual requirement for all Army units. As part of this program, the Army collects and analyzes selected sexual assault incident data which is provided for quarterly and annual reports to the Department of Defense for consolidation into the Secretary of Defense’s annual report to Congress.

What progress has been made in ensuring that adequate numbers of sexual assault victim advocates are available in Army units worldwide?

#### **Answer:**

I understand that the Army has taken significant steps to improve the assistance to victims of all sexual assaults, with enhanced recognition of the special circumstances that apply to deployments. The Army recently implemented a comprehensive Sexual Assault Prevention and Response Program.

I understand that a key element of the Program is the victim advocacy component which is led by Sexual Assault Response Coordinators at every Army installation. These Sexual Assault Response Coordinators are supported by a cadre of full-time, professional Installation Victim Advocates and Unit Victim Advocates who interact directly with victims of sexual assault. Deployable

Sexual Assault Victim Coordinators and Unit Victim Advocates provide advocacy services in a deployed environment. Deployable Sexual Assault Response Coordinators are Soldiers trained and responsible for coordinating the sexual assault prevention and response program in a specified area of a deployed theater. Current Army policy requires one deployable Sexual Assault Response Coordinator at each brigade level unit and higher echelon. Unit Victim Advocates are Soldiers trained to provide victim advocacy as a collateral duty while deployed. Army policy requires two Unit Victim Advocates for each battalion sized unit. If confirmed, I will stress the importance of ensuring that the Army is taking appropriate steps to provide help to Soldiers who are victims of sexual assault, both in garrison and in deployed locations.

If confirmed, what oversight role, if any, would you expect to play?

Answer:

If confirmed, I will ensure compliance with established policies, procedures, and program implementation at all levels of command, including those at the Army National Guard and U.S. Army Reserve.

### **U. S. Military Academy**

The *Service Academy 2005 Sexual Harassment and Assault Survey* found that even with the implementation of corrective measures, sexual assault and harassment continue to be factors negatively affecting female cadets at the military academies.

What is your evaluation of the conclusions and recommendations of the *Service Academy 2005 Sexual Harassment and Assault Survey* and the Report of the Defense Task Force on Sexual Harassment & Violence at the Military Service Academies?

Answer:

The Academy must continue to evaluate and shape its culture to create an environment in which the cadets understand that sexual harassment and sexual assault is in opposition to everything the Army stands for and will not be tolerated. If confirmed, I will support the Academy's progress toward this goal. This important Survey has identified several critical problems that must be addressed, and, if confirmed, I will work with Academy officials to ensure that policies and programs are in place to correct them.

What actions would you expect to take, if confirmed, to address the problems of sexual assault and sexual harassment at the U. S. Military Academy and with respect to the Army's programs in this regard?

Answer:

I understand that the U.S. Military Academy has developed a comprehensive action plan to address the findings and recommendations from the 2005 Report of the Defense Task Force on Sexual Harassment and Violence at the Military Service Academies. I have been advised that the Superintendent provides quarterly reports to the Secretary of the Army on the progress the Academy has made with respect to its action plan. If confirmed, I will ensure that the U.S. Military Academy leadership continues to take this mission seriously and aggressively pursues actions to better educate cadets and to foster a climate geared to eliminating the behaviors that may lead to incidents of sexual assault. If confirmed, I will work to ensure that the Superintendent of the U. S. Military Academy has the resources and support necessary to advance the Army's commitment to attacking this problem.

What do you consider to be the policy and procedural elements that must be in place at each of the service academies in order to prevent and respond appropriately to sexual assaults and sexual harassment and to ensure essential oversight?

Answer:

I have been advised that the United States Military Academy policy is consistent with that of the Army and the Department of Defense: sexual assault and sexual harassment will not be tolerated. Taking care of victims and holding offenders accountable are essential elements of their programs.

### **Religious Practices in the Army**

What is your assessment of policies within the Army aimed at ensuring religious tolerance and respect?

Answer:

I have been informed that the Army's policies support religious tolerance and respect and are consistent with the First Amendment. If confirmed, I would make it an objective to continue the Army's firm commitment to upholding the Constitutional tenets of the "free exercise" and "establishment" clauses. I am informed that as they now stand, Army policies require chaplains to support all unit personnel, regardless of their beliefs.

## **Women in Combat**

Section 541 of the National Defense Authorization Act for Fiscal Year 2006 requires the Secretary of Defense to report to Congress not later than March 31, 2006, on his review of the current and future implementation of the policy regarding assignment of women in combat. In conducting the review, the Secretary of Defense is directed to closely examine Army unit modularization efforts and associated personnel assignment policies to ensure their compliance with the Department of Defense policy on women in combat that has been in effect since 1994.

What is your view of the appropriate combat role for female soldiers on the modern battlefield?

Answer:

It is my view that women have been and will continue to be an integral part of the Army team, performing exceptionally well in all specialties and positions open to them. Men and women serving in combat service and combat service support branches are performing in an outstanding manner, particularly given the complexity and ambiguity of combat. Female Soldier duty performance in Operation Iraqi Freedom and Operations Enduring Freedom has been exemplified by competence, dedication, and bravery.

In your opinion, is the current and planned future Army personnel assignment policy for women consistent with the Department of Defense ground combat exclusion policy in effect since October 1994?

Answer:

I have been advised that the Army policy is consistent with the Department of Defense policy, and if confirmed, I will continue to monitor the execution of this assignment policy to ensure the Army maintains compliance.

How do you anticipate you will participate in the review of the policy required by section 541?

Answer:

I am informed that the Office of the Secretary of Defense has undertaken to complete the comprehensive review requested by this committee and Congress. It is an important study of complex issues critical to the Department. The Army, DoD, and the Congress must work together closely on this issue. If confirmed I will work to provide the Secretary with cogent advice regarding implementation of this policy.

## **Foreign Language Transformation Roadmap**

A Foreign Language Transformation Roadmap announced by the Department on March 30, 2005, directed a series of actions aimed at transforming the Department's foreign language capabilities, to include revision of policy and doctrine, building a capabilities based requirements process, and enhancing foreign language capability for both military and civilian personnel.

What is your understanding of steps being taken within the Army to achieve the goals of the Defense Language Transformation roadmap?

Answer:

I understand that the Army's Senior Language Authority (Deputy Chief of Staff, G-3/5/7 and Deputy Chief of Staff, G-2) offices led the Army's efforts to accomplish actions required by the Defense Language Transformation Roadmap, working in accordance with validated requirements and approved resourcing. I have been advised that the Army will continue to integrate its efforts for increasing cultural understanding, regional awareness, and language proficiency while supporting the Defense Language Transformation Roadmap goals. The Army is actively pursuing a number of directed measures, while continuing to refine its strategic vision of leader skill needs. Some examples of these measures are improving the foreign language testing system, providing language support to warfighters in theater and expanding immersion opportunities for Military Academy Cadets, foreign area officers, and the professional linguist corps. The most critical challenge facing the Army appears to be determining what will be needed 10-20 years from now in terms of foreign language, cultural awareness, and regional expertise. Currently, language familiarization and cultural awareness training are integrated into every phase of pre-deployment training.

What is your assessment of an appropriate time frame within which results can be realized in this critical area?

Answer:

I have been advised that there are several areas that meet the Defense Language Transformation Roadmap timeline, such as the expansion of the Translator Aide Program, on-line language training for the entire force, and web-delivered Defense Language Proficiency testing. I understand that the Army is striving to fulfill the actions required by the Defense Language Transformation Roadmap with the introduction of programs and processes that brings us closer to DoD goals within resource availability. I fully appreciate that this is a dynamic

requirement that changes as the challenges of Global War on Terror moves from region to region, demanding different language skills.

### **Military Quality of Life**

In May 2004 the Department published its first Quadrennial Quality of Life Review, which articulated a compact with military families on key quality of life factors, such as family support, child care, education, health care and morale, welfare and recreation services.

How do you perceive the relationship between quality of life and your own top priorities for recruitment, retention and readiness of Army personnel?

Answer:

To sustain an All-Volunteer Force composed of highly competent Soldiers, I believe the Army must ensure Soldiers and their families are provided a high quality of life. Caring for Soldiers and Army families through tangible quality of life programs provides a sense of belonging and sustains motivation for continued service. This will be one of my high priorities if I am confirmed.

If confirmed, what further enhancements to military quality of life would you make a priority, and how do you envision working within the Army to achieve them?

Answer:

My understanding is the Army Well-Being programs provide Army's leaders a variety of ways to care for Soldiers and their families. If confirmed, I will partner with other Army leaders in their commitment to enhance numerous programs such as Soldier and family housing, education, health care, Morale, Welfare, and Recreation; family programs, and the US Army Wounded Warrior Program which will have an enduring effect on Soldiers' morale, and contribute immeasurably to the Army's ability to sustain a volunteer force.

### **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 Assistant Secretary of the Army for Manpower and Reserve Affairs.

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.