

Stenographic Transcript  
Before the

COMMITTEE ON  
ARMED SERVICES

## **UNITED STATES SENATE**

HEARING TO CONSIDER THE NOMINATIONS OF GENERAL PAUL J.  
SELVA, USAF, TO BE VICE CHAIRMAN OF THE JOINT CHIEFS OF  
STAFF; AND GENERAL DARREN W. McDEW, USAF, TO BE  
COMMANDER, U.S. TRANSPORTATION COMMAND

Tuesday, July 14, 2015

Washington, D.C.

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U.S. Senate

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Committee on Armed Services

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Washington, D.C.

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12 The committee met, pursuant to notice, at 9:34 a.m. in  
13 Room SD-G50, Dirksen Senate Office Building, Hon. John  
14 McCain, chairman of the committee, presiding.

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Committee Members Present: Senators McCain

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[presiding], Inhofe, Ayotte, Fischer, Cotton, Rounds, Ernst,

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Tillis, Sullivan, Reed, McCaskill, Manchin, Shaheen,

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Gillibrand, Donnelly, and Kaine.

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1           OPENING STATEMENT OF HON. JOHN McCAIN, U.S. SENATOR  
2 FROM ARIZONA

3           Chairman McCain: Please take seats, gentlemen, and  
4 we'll begin the hearing. And thank you.

5           The Senate Armed Services Committee meets this morning  
6 to consider the nominations of General Paul Selva to be the  
7 Vice Chairman of the Joint Chiefs of Staff and General  
8 Darren McDew to be the Commander of U.S. Transportation  
9 Command, TRANSCOM.

10          We welcome you here this morning, as well as members of  
11 the Selva and McDew family. As is our tradition, at the  
12 beginning of your testimony, we welcome each of you to  
13 introduce the members of your family joining you this  
14 morning. We know the sacrifices your families make, and  
15 we're grateful to them for their continued support to our  
16 Nation.

17          Please proceed, General Selva.

18          General Selva: Senator McCain, I'd like to introduce  
19 you to my wife, Ricki, who's sitting right behind me. She's  
20 been with me for every day of my 35-year career. In fact,  
21 we are classmates from the United States Air Force Academy.  
22 She wore the uniform of our Air Force for 9 years. She's  
23 probably the only person in the world that can give me the  
24 kind of feedback I need when I stray from centerline. And  
25 she is a lifelong friend, and I love her for being by my

1 side.

2 Chairman McCain: Well, thank you, General. And  
3 welcome.

4 General McDew.

5 General McDew: You know, they trained me to do this,  
6 and the first thing I did was not do it.

7 [Laughter.]

8 General McDew: Thank you, Mr. Chairman, Senator Reed.

9 Behind me I have the folks that have been behind me for  
10 a long, long time. First, my beautiful wife, Evelyn, who's  
11 been with me for 40 years. We've been married for 31, we've  
12 known each other for 40. We have been blessed to have two  
13 children, who continue to grow our family. We've got my  
14 favorite daughter, Keisha. We also have our son, Keith, our  
15 daughter-in-law, Becca, and the most wonderful human in the  
16 world, our grandson, Henry, who's 5 weeks old -- 5 months  
17 old this week. But, also behind me --

18 Chairman McCain: Henry looks pretty healthy to me.

19 [Laughter.]

20 General McDew: And if he could just play, here, with  
21 my uniform, he'd be fine, but, otherwise, he'll probably  
22 sleep.

23 We also have behind us a very close friend and  
24 colleague, Dr. William R. Sutherland. I call him "my buddy,  
25 Bert." My buddy, Bert, has pinned on every rank since

1 colonel, and he's been a colleague, a friend, and a mentor.  
2 And I thank all of them for being here today and as they've  
3 been along the way.

4 Chairman McCain: Thank you. We are so pleased to see  
5 the families here today.

6 General Selva and General McDew, you come before this  
7 committee today amid a sweeping transition in military  
8 leadership that will take place over the coming months. In  
9 addition to your nominations, this committee is currently  
10 considering the nominations of a new Chairman of the Joint  
11 Chiefs of Staff, new service chiefs for the Army, Navy, and  
12 Marine Corps, and potentially others in the near future.  
13 This team of military leaders will be soon -- will soon be  
14 responsible for preparing our military to confront the most  
15 diverse and complex array of global crises since the end of  
16 World War II.

17 The list of challenges for our national security is as  
18 daunting as it is drearily familiar: the rampage of ISIS  
19 terrorist army, Iran's pursuit of nuclear weapons and  
20 support for its destabilizing proxies, revisionist Russia's  
21 invasion of Ukraine, and China's continued military buildup  
22 and aggressive behavior towards its neighbors. And yet,  
23 while worldwide challenges like these grow, the Defense  
24 Department has grown larger but less capable, more complex  
25 but less innovative, and more proficient at defeating low-

1 tech adversaries but more vulnerable to high-tech ones. And  
2 worse, the self-inflicted wounds of the Budget Control Act  
3 and sequestration-level defense spending have made all these  
4 problems worse.

5 Over the past 4 years, we've seen drastic reductions to  
6 defense spending that have cut Army and Marine Corps end  
7 strength dangerously low and slowed critical modernization  
8 priorities across the services, placing at risk our Nation's  
9 military technological superiority. At the same time, our  
10 military has maintained an accelerated operational tempo  
11 and, as a consequence, entered a dangerous downward spiral  
12 of military capacity and readiness that risk compromising  
13 each service's ability to execute our defense strategic  
14 guidance at a time of accumulating danger to our national  
15 security.

16 The current Chairman of the Joint Chiefs of Staff has  
17 stated that, even if the Defense Department receives the  
18 additional \$38 billion above the budget caps that the  
19 President's defense budget requests, our military would  
20 still, quote, "remain at the lower ragged edge of manageable  
21 of risk in our ability to execute the defense strategy,"  
22 unquote. More worrisome, every one of our military service  
23 chiefs has testified that continued sequestration-level  
24 defense spending puts American lives at greater risk.  
25 Unless we change course and return to strategy-driven

1 defense budgets, I fear our military will confront depleted  
2 readiness, chronic modernization problems, and deteriorating  
3 morale. No matter how many dollars we spend, we won't be  
4 able to provide our military the equipment they need with a  
5 broken defense acquisition system that takes too long and  
6 costs too much. For example, an Army study looked at the  
7 time it would take to go through all of the AT&L reviews and  
8 buy nothing. What was the answer? Ten years. Ten years to  
9 buy nothing. Our adversaries are not shuffling paper,  
10 they're building weapon systems, and it's time for us to do  
11 the same.

12 General Selva, if confirmed as the next Vice Chairman,  
13 in addition to your many responsibilities supporting the  
14 next Chairman, you would serve as the chairman of the Joint  
15 Requirements Oversight Council and an executive member of  
16 the Defense Acquisition Board. In these -- in this  
17 combination of roles, you will have a critical role in the  
18 defense acquisition system, from identifying and approving  
19 joint requirements to assessing cost, schedule, and  
20 performance. Members of this committee will be very  
21 interested to hear your thoughts on acquisition reform. In  
22 particular, we will be interested to hear your views on how  
23 we fix blurred lines of accountability inside the defense  
24 acquisition system that allow its leaders to evade  
25 responsibility for results. This is the central problem

1 this committee is trying to address in the acquisition  
2 reforms adopted in the Senate's defense authorization bill.  
3 There are diverse views on acquisition reform, but one thing  
4 is for sure: The status quo is unacceptable. And we need a  
5 Vice Chairman of the Joint Chiefs who recognizes that.

6 General McDew, as the Commander of Air Mobility  
7 Command, you are well aware of the challenges facing  
8 TRANSCOM in projecting and sustaining forces around the  
9 world amid ongoing budget cuts. But, TRANSCOM isn't just  
10 providing capability to support other commands in  
11 confronting escalating global threats. Some of these  
12 threats are aimed at TRANSCOM itself. For example, just last  
13 year, this committee conducted an exhaustive investigation  
14 of the cyberthreats facing TRANSCOM. The report documented  
15 at least 20 advanced cyberintrusions targeting TRANSCOM  
16 contractors, all attributed to China. That's because,  
17 according to the Pentagon, Chinese military analysts have  
18 identified logistics and mobilization as potential U.S.  
19 vulnerabilities, and their military doctrine advocates  
20 targeting these networks to impact our ability to operate  
21 during the early stages of conflict.

22 Given TRANSCOM's dependence upon the private sector and  
23 the fact that the vast majority of their business is  
24 conducted on unclassified networks, there's still important  
25 work left to be done to enhance the Defense Department's



1 ability to share information with its critical  
2 transportation contractors and assist them in detecting and  
3 mitigating cyberattacks.

4 General Selva, General McDew, we thank you for -- both  
5 for appearing before us today. We look forward to your  
6 testimony.

7 Senator Reed.

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1           STATEMENT OF HON. JACK REED, U.S. SENATOR FROM RHODE  
2 ISLAND

3           Senator Reed: Thank you very much, Mr. Chairman.

4           And let me join you in welcoming General Selva and  
5 General McDew. Thank you for your service and for your  
6 sacrifice, and also for your families' service and  
7 sacrifice.

8           And let me, too, welcome Ricki. And thank you, ma'am,  
9 for your service as well as your support.

10          And, General McDew, your wife, Evelyn -- Evelyn, hello  
11 -- and Keisha and Keith and Becca and, the most important  
12 person here, who just left, Henry.

13          I also want to commend Keith for his service in the  
14 Coast Guard. Thank you for your service.

15          And finally, Dr. Sutherland, thank you for being here,  
16 also.

17          The United States, as the Chairman indicated very  
18 astutely, faces challenges across the globe that are  
19 unprecedented in nature. And, if confirmed, you'll both be  
20 playing an important role in addressing these complex  
21 international issues.

22          Last week, we had General Dunford before the committee,  
23 the designated-to-be Chair of the Joint Chiefs of Staff, and  
24 he testified that the threats confronting the United States  
25 are multifaceted and varied, they include the campaign

1 against ISIL; building local forces to counter ISIL;  
2 deterring additional Russian aggression toward Ukraine and  
3 its European neighbors; our rebalance to the Asia-Pacific  
4 theater; and how best to address sequestration and the  
5 ongoing fiscal challenges of the Department. And, General  
6 Selva, if confirmed as Vice Chairman, you'll be working  
7 closely with General Dunford to address each of these  
8 issues. And we're looking forward to your views on all the  
9 issues that I've mentioned and the Chairman's mentioned.

10 In addition, if confirmed, you will assume a number of  
11 distinct responsibilities as the Vice Chairman. In the  
12 past, the Vice Chair has been an integral participant in the  
13 interagency process, working closely with senior  
14 policymakers within the Department and at the National  
15 Security Council on critical national security issues.  
16 Additionally, the Vice Chairman oversees the Joint  
17 Retirement -- Requirements Oversight Council, JROC, which is  
18 charged with reviewing requirements for acquisition programs  
19 to ensure they are reasonable and necessary. And finally,  
20 as a senior member of the Nuclear Weapons Council, the Vice  
21 Chairman plays a central role in ensuring the United States  
22 safely maintains its nuclear weapons stockpile. And I look  
23 forward to hearing more from you, General Selva, about how  
24 you'll prioritize and execute all these responsibilities as  
25 Vice Chairman.

1           General McDew, you've been nominated to be Commander of  
2 U.S. Transportation Command, TRANSCOM. It encompasses the  
3 Air Force's Mobility Command, the Navy's Military Sealift  
4 Command, and the Army's Surface Deployment and Distribution  
5 Command, and is really the backbone of our strategic  
6 mobility. And, for the past several years, TRANSCOM has  
7 played a critical role in supplying our operations in Iraq  
8 and Afghanistan, as well as bringing home our troops and  
9 equipment after deployments.

10           Given the myriad of national security challenges facing  
11 the United States and the long-term effects of sequestration  
12 on our defense budget, we will certainly look to your views  
13 on the challenges TRANSCOM must tackle in this environment.  
14 And, as the Chairman indicated, one of those challenges is  
15 cyberintrusions. It will become more of a problem as the  
16 days go on, rather than less of a problem. And your views  
17 are absolutely critical, and your actions will be critical,  
18 going forward.

19           So, Mr. Chairman, again, let me join you in welcoming  
20 our nominees and thanking them for their service.

21           Chairman McCain: Thank you.

22           I'd like to mention to the witnesses, we have standard  
23 questions that are asked of all military nominees. And I  
24 would now like to read them to you.

25           In order to exercise its legislative and oversight

1 responsibilities, it is important that this committee and  
2 other appropriate committees of the Congress are able to  
3 receive testimony, briefings, and other communications of  
4 information. Have you adhered to applicable laws and  
5 regulations governing conflicts of interest?

6 [Both witnesses answered in the affirmative.]

7 Chairman McCain: Do you agree, when asked, to give  
8 your personal views, even if those views differ from the  
9 administration in power?

10 [Both witnesses answered in the affirmative.]

11 Chairman McCain: Have you assumed any duties or  
12 undertaken any actions which would appear to presume the  
13 outcome of the confirmation process?

14 [Both witnesses answered in the negative.]

15 Chairman McCain: Will you ensure your staff complies  
16 with deadlines established for requested communications,  
17 including questions for the record in hearings?

18 [Both witnesses answered in the affirmative.]

19 Chairman McCain: Will you cooperate in providing  
20 witnesses and briefers in response to congressional  
21 requests?

22 [Both witnesses answered in the affirmative.]

23 Chairman McCain: Will those witnesses be protected  
24 from reprisal for their testimony or briefings?

25 [Both witnesses answered in the affirmative.]

1 Chairman McCain: Do you agree, if confirmed, to appear  
2 and testify, upon request, before this committee?

3 [Both witnesses answered in the affirmative.]

4 Chairman McCain: Do you agree to provide documents,  
5 including copies of electronic forms of communications, in a  
6 timely manner when requested by a duly-constituted  
7 committee, or to consult with the committee regarding the  
8 basis for any good-faith delay or denial in providing such  
9 documents?

10 [Both witnesses answered in the affirmative.]

11 Chairman McCain: Thank you very much.

12 General Selva, and then General McDew, please proceed.

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1           STATEMENT OF GENERAL PAUL J. SELVA, USAF, NOMINEE TO  
2 BE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

3           General Selva: Thank you.

4           Mr. Chairman, Ranking Member Reed, distinguished  
5 members of the Senate Armed Services Committee, it's a great  
6 honor to appear before you today as President Obama's  
7 nominee to become the Vice Chairman of the Joint Chiefs of  
8 Staff.

9           First, I want to thank all of you for your undying  
10 support for our soldiers, sailors, airmen, marines, and  
11 coastguardsmen who guard our liberty every single day,  
12 specifically those who serve today in the United States  
13 Transportation Command.

14           Leading the men and women of Transportation Command has  
15 been a distinct honor, and I have no doubt that they are  
16 representative of the servicemembers across our institution  
17 who are the best-trained, best-led, best-equipped, and most-  
18 capable military in the world.

19           I would like to acknowledge and congratulate my close  
20 friend and colleague, General Darren McDew, testifying  
21 beside me today. I can think of no person more qualified to  
22 lead the men and women of United States Transportation  
23 Command. And I wish him and Evelyn the greatest of success,  
24 subject to your confirmation.

25           If confirmed, I look forward to working with the senior

1 leadership in the Department of Defense, the combatant  
2 commanders, our friends, allies, and partners around the  
3 world, key members of the executive branch and the  
4 interagency process and Members of Congress, including this  
5 committee, to address a wide spectrum of challenges  
6 confronting our Nation. We are increasingly at risk in  
7 space, across the networks of cyberspace, and face a cast of  
8 regional and near-peer competitors who are fielding  
9 increasingly sophisticated conventional and nuclear  
10 arsenals. While these threats represent a clear and present  
11 danger to our security, we continue to front -- to confront  
12 violent extremists, such as ISIL, who shock the very core of  
13 our beliefs and threaten to further destabilize a very  
14 strategic region -- region that includes several of our key  
15 allies.

16 Effectively confronting these threats, as diverse as  
17 they are, requires a whole-of-government approach. Our  
18 soldiers, sailors, airmen, marines, and coastguardsmen truly  
19 are the heart and soul of our competitive advantage, and  
20 they are far more effective when the full weight of our  
21 country's power is working in unison. If confirmed, I look  
22 forward to being an advocate for those men and women who  
23 wear the uniform of our Nation, and their civilian  
24 counterparts in our Department.

25 Lastly, I want to say that I am humbled by the



1 President's nomination and the Secretary's confidence in  
2 putting me before this committee as the nominee to be the  
3 Vice Chairman of the Joint Chiefs of Staff. I'm grateful  
4 for the opportunity to appear before you today, and look  
5 forward to working with you, subject to your confirmation.

6 Thank you, Chairman.

7 [The prepared statement of General Selva follows:]

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1 Chairman McCain: Thank you.

2 General McDew.

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1           STATEMENT OF GENERAL DARREN W. McDEW, USAF, NOMINEE TO  
2 BE COMMANDER, U.S. TRANSPORTATION COMMAND

3           General McDew: Thank you, Mr. Chairman, Ranking Member  
4 Reed, and distinguished members of the committee. It is,  
5 indeed, a great honor for me and my family to sit before you  
6 today.

7           For 31 years, Evelyn and I have treated every single  
8 person that we've had the privilege to lead in our commands  
9 as an extension of our family. If confirmed, we look  
10 forward to welcoming the soldiers, sailors, airmen, marines,  
11 and coastguardsmen of Transportation Command to our extended  
12 family.

13           Before I go any further, I also owe a debt of gratitude  
14 to my esteemed colleague, General Paul Selva, for his  
15 support of Air Mobility Command and his dedicated leadership  
16 of Transportation Command. I have no doubt that, if  
17 confirmed, General Selva's service as Vice Chairman of the  
18 Joint Chiefs will benefit our Nation.

19           Members of the committee, thank you for your steadfast  
20 support of 118,000 men and women of Air Mobility Command.  
21 They are our Nation's finest. I hope I have the opportunity  
22 to tell you more about them during questioning.

23           If confirmed, I am excited to continue working with the  
24 men and women of U.S. Transportation Command -- Active Duty,  
25 Guard, Reserve, and civilian, as well as the vast network of

1 commercial carriers that support American forces worldwide.  
2 These unheralded professionals are the business end that  
3 project military power around the globe. I cannot overstate  
4 the importance of the often thankless work accomplished at  
5 TRANSCOM, and I am humbled to be considered to be their  
6 commander.

7 Members of the committee, I am committed to working  
8 with you and other committees to ensure our servicemembers  
9 and civilians have everything needed to support and defend  
10 the United States of America. If confirmed, I will provide  
11 the leadership the men and women of Transportation Command  
12 expect and deserve. I appreciate the trust and confidence  
13 the President, the Secretary of Defense, and General Dempsey  
14 have placed in me by considering me for this position.

15 I thank you, Mr. Chairman and the members of the  
16 committee, for continuing -- for conducting this hearing.  
17 And I look forward to your questions.

18 [The prepared statement of General McDew follows:]

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1 Chairman McCain: Well, thank you very much, General.  
2 Thank you.

3 General Selva, we had a hearing with the prospective  
4 Chairman of the Joint Chiefs of staff a few days ago, as you  
5 know, and one of the many members -- I believe it was  
6 Senator Manchin -- asked the prospective Chairman of the  
7 Joint Chiefs, General Dunford, what he believed was the  
8 greatest threat that the United States faces in the world  
9 today. And, to the surprise of some, General Dunford  
10 responded: Russia. What is your opinion on that response  
11 to that question, General?

12 General Selva: Thank you, Mr. Chairman. I would put  
13 the threats to this Nation in the following order: Russia,  
14 China, Iran, and North Korea, and all of the organizations  
15 that have grown around the ideology that was articulated by  
16 al-Qaeda early in the turn of this century. And that's not  
17 to say that each or any of those present a clear and present  
18 danger today. But, in that order, you see the countries  
19 that are peer and near-peer competitors who are developing  
20 conventional and nuclear weapons that match our own. You  
21 see opaque governments that have ideologies that we don't  
22 agree with. And you see the broad base of terrorist threats  
23 that might threaten our interests abroad, our --

24 Chairman McCain: I got all that.

25 General Selva: -- abroad, and our homeland.

1 Chairman McCain: I got all that. What -- your -- you  
2 agree with General Dunford that the first would be Russia?

3 General Selva: Yes, sir.

4 Chairman McCain: Because?

5 General Selva: Because Russia possesses the  
6 conventional and nuclear capability to be an existential  
7 threat to this Nation, should they choose to do so.

8 Chairman McCain: And you place ISIS last of those four  
9 priorities?

10 General Selva: Yes, sir, I do.

11 Chairman McCain: Because?

12 General Selva: Because right now ISIS does not present  
13 a clear and present threat to our homeland and to the  
14 existence of our Nation. It is a threat we must deal with,  
15 and we must help our regional partners deal with, but it  
16 does not threaten us at home.

17 Chairman McCain: Does it threaten us at home when  
18 these young men who have gone to Iraq and Syria and become  
19 radicalized and then return to the United States, that the  
20 Director of the FBI and the Director of Homeland Security  
21 have said is a direct threat to the United States? That's  
22 their testimony.

23 General Selva: Yes, sir. I would agree with their  
24 assessment. However, I would qualify it with the following.  
25 Those do not present an existential threat to the existence

1 of the Nation. ISIL does not possess the tools or the  
2 capabilities to threaten the existence of the United States  
3 as we know it.

4 Chairman McCain: I would like your and General McDew's  
5 comments and assessment of the effects of sequestration on  
6 our ability to defend the Nation, and its effect on the risk  
7 to the men and women who are serving, and the effect on  
8 their morale as they face this uncertainty that is dictated  
9 by sequestration. Beginning with you, General Selva.

10 General Selva: Mr. Chairman, I think sequestration  
11 presents a direct threat to the morale of our soldiers,  
12 sailors, airmen, and marines, who deserve the best-  
13 maintained and best equipment available to fight the threats  
14 that face this Nation. And, as we see the effects of  
15 sequestration and the potential declines in the defense  
16 budget affecting readiness, they affect our ability to train  
17 those young men and women to do their work, they affect our  
18 ability to maintain and reset the equipment that they have  
19 been using for the better part of the last decade and a half  
20 in Iraq and Afghanistan, and they affect our ability to  
21 retain the best of those soldiers, sailors, airmen, and  
22 marines as they make the decision on whether or not they  
23 believe they have the full support of the Nation in the work  
24 that they do to defend our freedom and liberty every day.

25 So, I do believe sequestration has readiness impacts,

1 it has impacts on our ability to maintain the force, and it  
2 has impacts on our ability to sustain the morale of the men  
3 and women who have committed to defending our freedom and  
4 liberty around the world.

5 Chairman McCain: And the OCO funding is a bandaid.

6 General Selva: Sir, I believe the OCO funding is a 1-  
7 year incremental fix to a long-term problem that we all need  
8 to address together. And, if confirmed, I look forward to  
9 working with this administration, with this Congress, and  
10 with this committee, and others, to try and find a long-term  
11 solution to that problem.

12 Chairman McCain: General McDew. First, the answer on  
13 the greatest threat, and then the second, if you would.

14 General McDew: One of the greatest threats that faces  
15 our Nation is our ability to deal with the cyberthreat. I  
16 will separate it slightly from the other discussion that you  
17 were having with General Selva, and focus on one that  
18 impacts Transportation Command and our network more readily  
19 today, and that is our ability to figure out how we will  
20 continue to work with commercial industry that we're  
21 required to work with, and need to work with. Ninety  
22 percent of our work is done on the commercial networks, and  
23 that is a threat that I have got to face, going forward, if  
24 confirmed.

25 Chairman McCain: It's an interesting perspective. And



1 so, right now there is the possibility that adversarial  
2 nations could shut down your business?

3 General McDew: There is always that threat that  
4 adversarial nations could shut down our Nation. But, what I  
5 -- and I think this is something that the entire Nation and  
6 a lot of folks in the whole-of-government --

7 Chairman McCain: But, particularly, your ability to  
8 get things to the warfighters.

9 General McDew: Senator, that threat is there. I  
10 believe that U.S. Transportation Command has put some things  
11 in place to make that less likely. But, as we go forward,  
12 the threat only gets worse. Our ability to deal with it  
13 must evolve, and we have to find ways to do better with it,  
14 going forward.

15 Chairman McCain: Thank you very much.

16 Senator Reed.

17 Senator Reed: Well, thank you very much, Mr. Chairman.

18 Thank you both, gentlemen, for your testimony.

19 And, General Selva, getting to one of your specific  
20 roles as Vice Chairman -- that's the Council of -- for the  
21 Command and Control -- National Leadership Command and  
22 Control Council of Nuclear Weapons -- can you comment about  
23 that? It appears that this issue, particularly over the  
24 last several years with our land-based forces, has become  
25 even more prominent with respect to not just aging

1 infrastructure, but leadership issues, a whole host of  
2 issues. Can you just comment upon how you perceive your  
3 role and what you will do?

4 General Selva: Senator, I believe the statutory roles  
5 that are defined for the Vice Chairman with respect to  
6 management of the Nuclear Weapons stockpile, the Nuclear  
7 Leadership Command and Control Network, as well as the  
8 National Deterrence Oversight Panel, are fairly clear. They  
9 require me to be able to assert with confidence that we have  
10 a safe, secure, and reliable arsenal that is connected to  
11 our leadership by a reliable, secure, and resilient command-  
12 and-control network, and that that puts the President of the  
13 United States, as the authority for use of those weapons, in  
14 direct control of the decisions that would accrue to our  
15 nuclear weapons inventory. And so, I look forward to working  
16 with this committee, if confirmed, to make sure that all the  
17 legs of our nuclear triad and all of the capabilities that  
18 make our nuclear deterrent believable and ready are in place  
19 to give us that capability.

20 Senator Reed: And looking forward, there's going to  
21 have to be a significant recapitalization of the nuclear  
22 enterprise, both land, air, and sea bases. And do you think  
23 we're fully prepared for that, in terms of -- particularly  
24 in terms of the issues the Chairman raised about  
25 sequestration and these budgets?

1           General Selva:  Senator Reed, I've only been recently  
2     studying the issues that accrue to the nuclear weapons  
3     enterprise as it relates to the nominations for this new  
4     position.  And, to be honest, I haven't had the time to look  
5     at all of the detail that would be required to answer that  
6     question.  I would look forward to answering it in a  
7     classified environment with a lot more detail.

8           Senator Reed:  But, I would assume your initial  
9     impression is that we have a big bill to pay, going forward,  
10    to maintain our current strategic dominance.

11          General Selva:  Yes, sir.  My understanding is that the  
12    current weapons stockpile and the current delivery platforms  
13    require significant maintenance and upgrades.  But, I'm also  
14    aware of the requirement to invest in the long-range strike  
15    bomber, the Ohio-class replacement, and potentially a  
16    follow-on intercontinental ballistic missile, to keep all  
17    three legs of our nuclear triad viable.

18          Senator Reed:  Let me switch gears, General McDew.  
19    You've really, I think, in your questions with the Chairman  
20    and your opening statement, put your finger on the cyber  
21    issue.  It seems to me that that's the first stage of any  
22    conflict today, which would be a cyberattack.  In fact, it's  
23    unclear when you cross the line into something that's a  
24    probing action or an act of war.  Not only do you have to  
25    maintain the infrastructure of the Department of Defense,

1 but you have numerous contractors. Can you comment on the  
2 challenge that you have with some of your contractors to  
3 maintain their cybersecurity, and the steps you're taking to  
4 ensure that, if they were compromised, it wouldn't cascade  
5 into your system?

6 General McDew: Senator, I am beginning to understand  
7 the vastness of the network. I am more familiar with the  
8 Air Mobility Command portion and its contractors. However,  
9 in some of the study that I've done so far, which has not  
10 been in great depth, I see that Transportation Command has  
11 put some things in place in their contracting system to  
12 allow the contractor to show assuredness of their network  
13 and to provide for requirements to report intrusions in  
14 their network. Those are, I think, very beneficial. I  
15 think, if confirmed, I will want to look deeper into that  
16 and to see where we can strengthen those places where we  
17 can.

18 Senator Reed: Thank you.

19 And, General Selva, a final question. And just -- you  
20 will also, as the JROC Chair, have a great deal to do about  
21 acquisition policy. Can you -- general comments about the  
22 efforts underway to engage the services more actively in  
23 acquisition?

24 General Selva: Senator, I'm aware that there is an  
25 active effort inside the Joint Requirements Oversight

1 Council to reinvigorate the relationship with the  
2 stakeholders who bring requirements to the table, and to  
3 look at the authorities and responsibilities for actually  
4 delivering the military capabilities as an outcome. If  
5 confirmed, I look forward to working with that body and with  
6 this committee as we continue the process of looking at the  
7 duplication of effort that might exist across the  
8 enterprise, and to come back to you with any potential  
9 legislative proposals that might be required to remove  
10 requirements that are currently articulated in statute.  
11 That is the extent to which I've studied that process.

12 Senator Reed: Thank you.

13 Thank you, Mr. Chairman.

14 Chairman McCain: Senator Inhofe.

15 Senator Inhofe: Thank you, Mr. Chairman.

16 Let me mention something that's not very often talked  
17 about. I have briefly mentioned it to each one of you. The  
18 fact that the airlines are anticipating hiring about 20,000  
19 pilots over the next 7 years due to the mandated retirement  
20 age in -- of 65. In fact, I authored the amendment that  
21 raised it from 60 to 65. Maybe it should have -- we should  
22 have put it at 70. It would have maybe put off that  
23 problem. But, it is a serious thing. RAND did a release --  
24 a study that the airlines have an average of 2,000 per year  
25 over the next 10 years, and that they will be upwards of

1 5,000 after that. That compares, over the last 10 years, to  
2 1500. So, this is something that's out there. And it's  
3 something that we -- first of all, I'd like to ask each one  
4 of you, consider this a problem, do you have any ideas right  
5 now that might help alleviate it?

6 General Selva: Senator, the problem of pilot inventory  
7 in this Nation, I believe, is going to become a readiness  
8 issue over time. It's -- it is not upon us, but it is  
9 approaching quickly.

10 Three dynamics play out that cause that to happen.  
11 First is the exponential expansion of the airline industry,  
12 internationally, which places a huge demand on the pilot  
13 inventory in the United States as the preference to have an  
14 English-speaking pilot in the cockpits is internationally  
15 known. The second, as you mentioned, is the approaching age  
16 of retirement for many of our pilots. The third is the  
17 decline in production of military pilots that are a  
18 preference across the network. And so, each of those three  
19 will conspire over time to place heavier demands by the  
20 industry on the military inventory of pilots that are their  
21 preference.

22 And so, working with the airlines on innovative ways to  
23 bring civilian-educated pilots out of our higher learning  
24 institutions directly into commercial air service is one of  
25 the initiatives that we've begun working with the airline

1 industry.

2 Senator Inhofe: Well, yeah. And I understand. This  
3 is not -- right now, we're putting out the fires that are  
4 burning today, but this is something that we know is coming.  
5 I've talked to General Welsh about this several times, and  
6 he agrees that the logical place for them to go is going to  
7 be going to the military. You know, we spend the money  
8 training them. The -- I guess, the cost of getting a pilot  
9 to an F-22 capability is about \$9 million. And so, this is  
10 a huge issue that's -- it's -- I'd suggest it's here. And  
11 any further thoughts on that, General McDew?

12 General McDew: Senator, the one thing I would add is  
13 that, although the numbers don't say that it's here with us  
14 today, the discussion is in our cockpits today. There is  
15 not a pilot that serves anywhere in any capacity across our  
16 Nation that doesn't understand --

17 Senator Inhofe: But --

18 General McDew: -- the demand.

19 Senator Inhofe: Yeah. And, you know, we tried  
20 something a year ago, when we stood down 17 combat-coded  
21 squadrons. That was supposed to be til the end of the year,  
22 which would have been 6 months. And then, 3 months later,  
23 they changed their mind and then stood them up again. It's  
24 my understanding that that actually costs more than what was  
25 saved during that 3-month period. And I don't -- I'm not

1 asking you if you were aware of that, but, nonetheless, it's  
2 something I believe.

3 I -- let me throw out three ideas here and just have  
4 you, maybe for the record, comment on each one of them.

5 First of all, the idea the -- of the cost of the  
6 training, \$9 million to get a pilot up to that -- those  
7 standards, and the fact that, with their aviation bonuses  
8 over the next 9 years amount to \$225,000. So, those are two  
9 things that we have to face as a reality.

10 The second thing that, to me, from my personal  
11 conversations with pilots, is the fact that they're not  
12 flying the sorties that they were flying before. They want  
13 to fly. And it used to average about six sorties a week, and  
14 now it's down to about three, from what we've found out.  
15 And then the additional duties, since we've downsized, a lot  
16 of the pilots are doing things that were heretofore not done  
17 by pilots.

18 So, on those three issues, any comments you want to  
19 make now are fine, but why don't you -- for the record, if  
20 the two of you would respond to those as problems that are  
21 there.

22 Then the last thing I wanted to mention is -- General  
23 McDew, in your written testimony, you talked about  
24 infrastructure shortfalls, and you didn't say anything about  
25 that in your abbreviated testimony. Is there anything you



1 want to mention about the infrastructure problems that we're  
2 having right now?

3 General McDew: Senator, I have to get a little bit  
4 more depth, but one of the concerns I have is the ability to  
5 recapitalize the infrastructure, both on the sea, air, and  
6 land. There are considerable things that will need to be  
7 addressed over the next 5 to 10 years that will be  
8 problematic if we hit sequestration as we know it.

9 Senator Inhofe: Yeah. Appreciate that very much.  
10 Thank you, Mr. Chairman.

11 Chairman McCain: Senator Donnelly.

12 Senator Donnelly: Thank you, Mr. Chairman.

13 General Selva and your family, thank you very much.  
14 General McDew and your family, thank you very much. Both of  
15 you are very lucky guys to have such wonderful families.

16 General Selva, last week a new study showed that  
17 suicide attempts are most common in the newest enlisted  
18 soldiers who have never been deployed. In June, the Los  
19 Angeles Times brought attention to an unbelievable  
20 statistic. For women ages 18 to 29, women veterans have  
21 committed suicide at a rate nearly 12 times the rate of  
22 women non-veterans of the same age. And so, this -- these  
23 are folks who were Active Duty not too long before that  
24 time. And I want to know, if you're confirms, will you  
25 prioritize mental health as a critical readiness issue?

1           General Selva: I will, Senator, and I look forward to  
2 working with this committee to make sure that we have the  
3 mental health providers that are available to our soldiers,  
4 sailors, airmen, and marines, particularly those in crisis.  
5 So, subject to your confirmation, I commit to doing so.

6           Senator Donnelly: And how will you work to reach  
7 female servicemembers who face unique stressors, as well as  
8 also young enlisted troops who confront and worry about  
9 things like stigma regarding mental health care?

10          General Selva: Senator, I believe that there should be  
11 no stigma attached to a soldier, sailor, airmen, or marine  
12 who has the courage to seek mental health care when they're  
13 in crisis. And I will do everything in my power, in this  
14 job and any other job, to make sure that we try to remove  
15 that stigma from our military.

16          Senator Donnelly: Okay. And I would also encourage  
17 you to keep in mind some of the unique challenges that our  
18 female servicemembers face every single day.

19          In regards to what Senator McCain said before about  
20 General Dunford's testimony regarding Russia as perhaps the  
21 most dangerous threat to our country, there's recent reports  
22 that just came out about a directed energy weapon they've  
23 developed. This is incredibly troubling. It can disable  
24 sophisticated guidance systems, navigation systems,  
25 communications systems. And I was wondering if there has

1 been any discussion as to how to counter this threat at this  
2 time?

3 General Selva: Sir, in the position I hold at United  
4 States Transportation Command, I'm not aware of any  
5 conversations, but I will endeavor, if confirmed, to get  
6 briefed up on any --

7 Senator Donnelly: If you could, that would be very,  
8 very helpful, because it, from the description, seems to be  
9 an incredibly troubling and dangerous weapon that is being  
10 worked on right now.

11 Secondly is -- and you're with Transportation Command  
12 -- but, secondly is in regards to North Korea. I was  
13 recently there, and -- not in North Korea, but in South  
14 Korea -- met with the leadership there and met with some of  
15 the leaders in China to talk about this threat. And I'd  
16 like to get your perspective of how you assess that threat  
17 from North Korea, and what plans you're aware of right now  
18 to deal with it.

19 General Selva: Senator, North Korea represents one of  
20 those opaque governments that we have very little visibility  
21 into. So, assessing the intentions of the North Korean  
22 government is something that requires a very careful  
23 intelligence analysis of what we can learn about the  
24 country. If confirmed, I look forward to working with the  
25 Office of Defense Intelligence, as well as the interagency

1 and the intelligence community, to try to unpack the threat  
2 that is North Korea, not only from a perspective of their  
3 capabilities, but of their intentions.

4       Senator Donnelly: General McDew, I was in Iraq a few  
5 weeks ago with a group led by Senator Kaine, who's sitting  
6 next to me. And one of the things we talked about was with  
7 some Sunni tribal leaders. And one of them was from  
8 Haditha. And he said that his city was surrounded, at the  
9 present time, by ISIS, that many of the people who live  
10 there were eating grass because there is no food coming in,  
11 that babies were not able to get milk, and that the  
12 population was in an extraordinarily dire situation. We had  
13 discussed with the military there about having an airlift  
14 come in to Haditha. It was mentioned, in testimony here  
15 about a week or so ago by one of the witnesses, that, "Well,  
16 the Iraqi air force has the ability to put a C-130 in there,  
17 but they have not." And you will be in TRANSCOM. And so, I  
18 would ask you to take a look at this particular problem. I  
19 would love to discuss it further with you in the next few  
20 days. But, we have people who are starving, in effect, and  
21 we have the ability to try to do something about it.

22       Last, I would like to mention to you, General McDew,  
23 about the breach that we saw at OPM. It began in May 2014  
24 with hackers using a contractor's compromised username and  
25 password. And you had mentioned about working with our

1 commercial partners and civilian partners. I think it's  
2 critical, in your position coming up, to make sure to work  
3 with them to harden their networks, to harden their  
4 abilities. And I was wondering if you could talk to me a  
5 little bit about appropriate measures you think we need to  
6 take, moving forward.

7 General McDew: Senator, if confirmed, I will do all  
8 the things that you suggest. It is a threat that we must  
9 deal with. And I believe U.S. Transportation Command has  
10 done some things to date that are foundational. We would  
11 just try to extend those and strengthen them.

12 Senator Donnelly: Thank you very much.

13 Thank you, Mr. Chairman.

14 Chairman McCain: Senator Fischer.

15 Senator Fischer: Thank you, Mr. Chairman.

16 General Selva, as you know, the Department is currently  
17 building a cyber mission force of about 6,000. And,  
18 overall, how do you measure things like readiness or force  
19 structure adequacy when we're largely unable to do those  
20 conventional net assessments of our adversaries'  
21 capabilities?

22 General Selva: Senator, I think the first measure of  
23 our readiness in the cyberdomain is our ability to defend  
24 the networks that allow us to provide command and control of  
25 our military. And, as a result of that work, the cyber

1 mission teams and the cyber protection teams have been put  
2 in place to protect those networks that our combatant  
3 commanders depend on to execute command and control over  
4 their fielded forces.

5 I think three things have to accrue to cyber on a  
6 broader sense. The first is our ability to attribute  
7 whether or not the cyberintrusion is criminal activity,  
8 amateur hackers, or sponsored nation-state activity, because  
9 that then will condition the response of the Nation. Will  
10 we respond to the nation-state, will we respond to the  
11 criminal threat, or will we respond to the amateur hacker?  
12 And I think that will ultimately be the measure of the  
13 wisdom of how we have put together the cyberprotection teams  
14 on the cyber mission force.

15 Putting a number of 6,000 against it may or may not be  
16 the right measure. If confirmed, I look forward to working  
17 with Admiral Mike Rogers, in his roles in the National  
18 Security Agency as well as U.S. Cyber Command, to try to get  
19 to that definition and continue to advocate the capability  
20 that will allow us to defend our cybernetworks.

21 Senator Fischer: And as you look at those different  
22 threats and the sources of the -- those different threats,  
23 how are you willing to step forward, I guess, to look at  
24 developing a policy in what our response should be to each  
25 of those threats? And again, when you look at the size of

1 the force, with 6,000, do you differentiate within that  
2 cyber mission force the direction that each of those members  
3 will take once the threat is identified, the source of that  
4 threat is identified?

5 General Selva: Senator, I think --

6 Senator Fischer: But, my real question is, What are we  
7 going to do with policy?

8 General Selva: Senator, that was exactly where I was  
9 headed, which is, in the absence of statutes that define the  
10 responsibilities and authorities of our law enforcement  
11 agencies and our military capability to react in cyber, we  
12 run into those policy questions as a consequence of the  
13 nature of the threat. And so, I think one of the more  
14 powerful things we can do is to put the power of statute  
15 behind those authorities and responsibilities so that we can  
16 define the lanes in the road and allow law enforcement to  
17 work those issues that are uniquely law enforcement, and  
18 allow the military to respond to those military threats that  
19 emerge in cyber. And I look forward to be -- to working  
20 with the committee on those kinds of policies as we move  
21 forward on this issue.

22 Senator Fischer: I look forward to working with you on  
23 those issues, as well, because I think cybersecurity in all  
24 realms is a priority of this country, and should be, and we  
25 need to take action on it.

1           When General Rodriguez stated that Libya-based threats  
2 to the U.S. interests are growing and that Libya is emerging  
3 as a safe haven where terrorists are able to train, where  
4 they're able to rebuild with impunity, I think all of us on  
5 the panel realize that was the case, but my question to you  
6 is, Do you think that we are doing enough to prevent those  
7 terrorist groups from establishing these safe havens in  
8 Libya? And, down the road, what are the lessons that we've  
9 learned from our experiences in Syria with regards to what  
10 is now happening in Libya?

11           General Selva: Senator, I'm aware of the work we're  
12 doing with our allies, partners, and friends across all of  
13 North Africa to look at the growing threat from al-Qaeda and  
14 al-Qaeda-related terrorist organizations. I have not had an  
15 opportunity to dive into some of other issues that are going  
16 on right now in the ungoverned regions in Libya,  
17 specifically. But, I think the lesson of the last decade  
18 and a half is, in areas that are poorly governed or  
19 ungoverned, those radical elements are given the freedom to  
20 develop their violent capabilities and to inflict damage on  
21 U.S. interests and our citizens abroad. And the extent to  
22 which those areas are left ungoverned, they have the freedom  
23 to do that. So, I look forward to working with Dave  
24 Rodriguez and his team in AFRICOM, and the Congress and the  
25 committee, to look at opportunities to continue to counter



1 those threats across North Africa.

2 Senator Fischer: When we look at the time that we've  
3 watched Syria fall into chaos and again become a training  
4 ground for terrorists, and we compare that to what's  
5 happening in Libya, though, what -- at what point do you  
6 say, "Enough. This is -- it is time now for the United  
7 States to step forward"? What have we learned in Syria?

8 General Selva: Senator, I think the policy of the  
9 United States is an issue that we ought to discuss about our  
10 position in the -- in regards to all of the parties that are  
11 fighting in Syria. And we have to make a decision. And  
12 that decision shouldn't be the consequence of one person's  
13 opinion, but the collected opinions of the people who have  
14 studied the area. And so, I worry a little bit that we not  
15 jump to a conclusion on what the best outcome would be for  
16 Syria, that -- but we take a reasoned approach to our  
17 national interests in the region and to the stability of the  
18 region, writ large, with respect to all of the parties that  
19 are now fighting in Syria.

20 Senator Fischer: I know you served at SAC, and you've  
21 recently been at STRATCOM. And I welcome you back anytime  
22 so we can continue our discussion on the need for  
23 modernization of our triad.

24 General Selva: Thank you, Senator.

25 Senator Fischer: Thank you, sir.

1 Chairman McCain: Senator Selva, the conflict in Syria  
2 has been going on for 4 years.

3 Senator Kaine.

4 Senator Kaine: Thank you, Mr. Chair.

5 And thank you to our witnesses. Congratulations on  
6 your nominations.

7 Just to pick up on Senator Fischer, I also agree that  
8 the policies around cyber is really important for us to  
9 continue to dialogue about. We had testimony within the  
10 last year, I think it was from Admiral Rogers -- it was  
11 somebody connected with Cyber Command -- and the testimony  
12 was, with respect to a particular cyberattack, if there was  
13 this kind of cyberattack, it could lead to war. And so, my  
14 followup question is, Well, so then a cyberattack, in and of  
15 itself, is not war? It's some prewar kind of an attack?  
16 And then the answer to that was pretty hazy. I have been on  
17 this committee for 2 and a half years now. I don't really  
18 have an understanding for what our cyberstrategy is. Do we  
19 have a line by which we would say a cyberattack constitutes  
20 war? Do we have a clear doctrine for the kind of response  
21 that we should make to cyberattack? What is the policy with  
22 respect to cyberdeterrence, cyberdefense, and then offensive  
23 use of cyber so that -- this is not really sort of TRANSCOM.  
24 I'm not directing a question to you. But, it's more to  
25 colleagues on the committee. I think we need to educate

1 ourselves more and challenge our military brass to  
2 understand what the current dimension of cyberstrategy is.  
3 And I appreciate Senator Fischer's questions in that regard.  
4 A compliment to each of you with respect to TRANSCOM.  
5 I think TRANSCOM is a great example of integration. I mean,  
6 TRANSCOM is cross-service. It is public and private. You  
7 probably do as good a job of -- at balancing Active,  
8 Reserve, and Guard as any of the components of the military.  
9 Senator Donnelly and I were in Iraq, and the folks flying us  
10 around in C-130s were -- I think they were Pennsylvania air  
11 reservists on a 4-month stint. And that's pretty common. I  
12 hope that, in your new role, General McDew, as the head of  
13 TRANSCOM, and General Selva, taking that lesson from  
14 TRANSCOM to the Vice position with the Joint Chiefs, I hope  
15 you'll take that -- the lessons of that kind of integration  
16 -- public/private, cross-service, Guard/Active/Reserve --  
17 and spread how that can be done more generally throughout  
18 the DOD. And if you want to just comment upon that, I'd  
19 love to hear what you have to say.

20 General Selva: Senator, I appreciate the compliment to  
21 United States Transportation Command. It is true that the  
22 Command absolutely depends on the total force and the  
23 contribution of our commercial partners to our strategic  
24 lift around the world. If confirmed for the job as Vice  
25 Chairman, I look forward to bringing some of those lessons

1 into the Joint Staff and into the interagency. And I look  
2 forward to working with this committee and finding ways to  
3 make that possible.

4 Senator Kaine: General McDew?

5 General McDew: If you allow me, Senator, just to brag  
6 on the men and women of the -- my current command, Air  
7 Mobility Command, they do it better than anyone, because  
8 they've lived through this together since 1968. We have had  
9 these bonds and these alliances and -- with the Guard and  
10 Reserve -- and we cannot operate without them.

11 Senator Kaine: General Selva, the military leadership  
12 at the Pentagon that gets over the finish line on audited  
13 financial statements, they'll have a star put on the  
14 sidewalk up here. I hope that you're going to be part of  
15 the team that gets us there. We've got a 2017 date by which  
16 we're supposed to be there. This is a question that Senator  
17 Manchin has been a real birddog about, always asking about  
18 it. Talk to us about the status of the move toward audited  
19 financial statements for the DOD. Because it sure makes it  
20 a lot easier for us to advocate, for example, about  
21 sequester relief if we know that we are on a path to be able  
22 to do that.

23 General Selva: Senator, from my position at TRANSCOM,  
24 we are one of the combatant commands that will have to  
25 assert our audit readiness as a consequence of managing a

1 working capital fund that moves all of our equipment and  
2 personnel around the world. From that perspective, I can  
3 tell you, we're making significant progress towards audit  
4 readiness, towards being able to account for every dollar  
5 that we spend.

6 Across the Department, I'm going to need some time to  
7 take a look at where each of the individual services are,  
8 but I will continue to be an advocate, across the  
9 enterprise, that we be prepared for our audit readiness  
10 deadline of October 2017. If confirmed, I look forward to  
11 working with all of the services chiefs and secretaries to  
12 make that happen.

13 Senator Kaine: Thank you.

14 And just one last comment. I think we're about 24  
15 hours into the Ramadi campaign in Iraq, and it's going to be  
16 a real test of the training and the work we've done with the  
17 Iraqi military and Sunni leaders in the last year, the  
18 success of this campaign. And I just know that we're all  
19 thinking about that and monitoring the success of that  
20 mission carefully.

21 Thank you for your service.

22 And thank you, Mr. Chair.

23 Chairman McCain: Senator Rounds.

24 Senator Rounds: Thank you, Mr. Chairman.

25 Gentlemen, thank you both for your service. Thank you

1 also to your families for their backing of you, and their  
2 sacrifice. It is greatly appreciated, and it does not go  
3 unnoticed.

4 Let me just begin. I find it interesting that both of  
5 you have -- or that you have identified, General Selva, in  
6 your opening comments or in response to the Chairman, the  
7 list of where you see our greatest threats. And I'm just  
8 going to identify that, in the new national military  
9 strategy, General Martin Dempsey, current Chairman,  
10 describes the need to counter revisionist states that  
11 threaten international peace and security. The strategy  
12 identifies Russia, China, Iran, and North Korea as the four  
13 principal revisionist states. General Dempsey also writes  
14 that the U.S. military advantage has begun to erode and that  
15 future conflicts will come more rapidly, last longer, and  
16 take place on a more technically challenging battlefield.

17 In which areas -- General Selva, in which areas has the  
18 U.S. military advantage begun to erode, if you agree with  
19 his statement? And where would you recommend that the  
20 Department of Defense focus its investments in response to  
21 this erosion?

22 General Selva: Senator, I think there are four  
23 principal areas where that erosion has started to take  
24 place. The first is space. Up until the turn of this  
25 decade, the United States had pretty much dominance in

1 space. That's no longer true. Across the networks of  
2 cyberspace, we see intruders and nation-states acting to  
3 counter our capability to provide the command and control  
4 for our military that gives us the speed of decision on the  
5 modern battlefield. And then, I'd -- it wouldn't be fair  
6 not to highlight the fact that our opponents are look -- and  
7 our potential adversaries are looking for asymmetries across  
8 our conventional and nuclear capabilities. And, as they  
9 detect and act against those asymmetries, they erode the  
10 capability that we have within our current force structure  
11 to react to threats that might emerge.

12 So, I would place the four in about that order.

13 Senator Rounds: Okay.

14 General McDew, you identified cyber as being an item of  
15 major concern. I agree with your assessment. I'm just  
16 curious, though, it -- with regard to whether we're talking  
17 about policy or as we talk about statutory assistance, if  
18 you've looked at, and you've begun, the process, where do  
19 you see the most important statutory changes, if any, that  
20 DOD would be required to make recommendations with regard to  
21 cyber capabilities and operations? Are there specific  
22 statutes that you've identified yet in your review?

23 General McDew: Senator, I have not had that level of  
24 depth to have specific statutes. But, if confirmed, I will  
25 endeavor to do so.

1 Senator Rounds: General Selva?

2 General Selva: Senator, the only area that, as the  
3 Transportation Command Commander, that I looked for  
4 increasing capabilities is the ability -- having looked into  
5 contract law and the imposition of specific requirements for  
6 reporting on intrusions to work across the interagency, to  
7 make sure that any location, any organization that received  
8 a notification of an intrusion into a commercial or military  
9 network had an affirmative obligation to report that  
10 intrusion so that we could defend the networks that make us  
11 successful. That authority is tied up in a variety of  
12 statutes that prevent agencies from speaking to each other  
13 clearly across law enforcement and the military.

14 Beyond that, I have not spent the time and effort yet  
15 to work with Admiral Rodgers at Cyber Command to look at the  
16 broader national issue of cyberdefense.

17 Senator Rounds: Okay.

18 You identified, as one of those four existential  
19 threats, the country of Iran. In your view, is Iran still  
20 the leading state sponsor of terror?

21 General Selva: Yes, sir, they are.

22 With the proposed nuclear treaty or nuclear agreement  
23 which was announced this morning, if Iran is provided  
24 economic sanctions relief, do you believe Tehran would use  
25 some of these funds to enhance its military capabilities in



1 support for terrorist organizations?

2 General Selva: Senator, I haven't yet had the  
3 opportunity to study the entire agreement, but, on its face,  
4 what I've heard from the press, the immediate lifting of  
5 sanctions or the sequential lifting of sanctions will give  
6 Iran the access to more economic assets with which to  
7 sponsor state terrorism, should they choose to do so. And I  
8 think we need to be alert to that possibility. And, as the  
9 military, we have an obligation to provide the President  
10 with a full range of options to respond. So, if confirmed,  
11 I look forward to working with the Department to examine  
12 those issues more deeply.

13 Senator Rounds: How do you respond to any additional  
14 Iranian aggression that may be forthcoming with their  
15 additional capabilities for procuring weapons?

16 General Selva: Senator, absent the actual context of  
17 that specific intervention and that specific sponsorship of  
18 terrorism or other malign activities, it's difficult me --  
19 for me to actually give you an answer to that question,  
20 other than to say we need to have a range of available  
21 options with which to respond, whether it's militarily,  
22 diplomatically, economically, or otherwise.

23 Senator Rounds: But, you clearly recognize that the  
24 additional threat would now exist.

25 General Selva: Absolutely.

1 Senator Rounds: Thank you, sir.

2 Chairman McCain: Senator Manchin.

3 Senator Manchin: Thank you very much, Mr. Chairman.

4 And thanks, both of you all, for your service. And  
5 also, congratulations on your nominations. And I'm looking  
6 forward to working with you in the future.

7 Let me just say -- and maybe, General Selva, if I may  
8 ask this question, because I think both of you have  
9 answered, and General Dunford answered the question I asked  
10 last week and Senator McCain just asked again -- the  
11 greatest threat -- and I think you all identified Russia --  
12 is that opinion held by most of our military higher echelon,  
13 if you will?

14 General Selva: Senator, I believe it is, but I would  
15 actually quote an article I read early this morning from Dr.  
16 Andy Krepinevich. A quote in the article said that, over  
17 the better part of the last decade and a half, and in the  
18 years that preceded it, this Nation was able to look at the  
19 threats to our security through a periscope. And today we  
20 find ourselves having to analyze them through a  
21 kaleidoscope. And so, as each facet of the threat becomes  
22 apparent to us, we have to have the capability to react.  
23 And so, my reaction to the four major threats to the  
24 security of the United States comes from a military  
25 perspective. I'm not necessarily indicating that any of

1 those states has a current intent to attack the United  
2 States.

3 Senator Manchin: Sure.

4 General Selva: But, all of them have the capability.  
5 And so, we need to be ready to respond.

6 Senator Manchin: I've had the opportunity to have some  
7 dialogue with some of the people that were concerned about  
8 the relationships of the United States and Russia. And with  
9 that being said, could you comment on the state of the  
10 relationships, the dialogue going on, and what you would do  
11 to either improve, change, or have a different direction?

12 General Selva: Senator, I haven't personally been  
13 involved in the dialogue, so it wouldn't be fair for me to  
14 comment on the dialogue itself, but what I will say to you  
15 --

16 Senator Manchin: Do we have one, of your knowledge?

17 General Selva: Yes, sir. And what I will say to you  
18 and the committee is, if confirmed for the position of Vice  
19 Chairman, I think it is very important that our senior  
20 military leaders maintain an open dialogue with the senior  
21 military leaders of competitor nations so that we can  
22 minimize the chance of miscalculation or missteps in any  
23 military operation anywhere in the world. That goes for  
24 Russia and China, specifically, and for any other country  
25 that might wish us ill. We need to open those dialogues to

1 make sure that we --

2 Senator Manchin: What I'm -- and we're speaking about  
3 Russia being our greatest challenge right now, and the  
4 greatest threat, or possible threat, because of their  
5 capabilities. With that being said, I've spoken to some  
6 people from that arena, and they're telling me that the Cold  
7 War is colder today than it was when it declared.

8 General Selva: Senator, I don't know that to be true  
9 or false, other than that they have said it. But, what I  
10 will tell you is that my experience is that the dialogue  
11 between senior leaders across our militaries has been open  
12 and frank. That helps us avoid miscalculation, and --

13 Senator Manchin: I'm just saying we're not hearing an  
14 awful lot of dialogue about this relationship or lack of a  
15 relationship. And now, when two of our top people who  
16 basically are on the verge of being nominated to lead our  
17 military forces have identified it, and not hearing anything  
18 before, I think it kind of caught a lot of us by surprise,  
19 if you will --

20 General Selva: Yes, sir.

21 Senator Manchin: -- that that would be your direction.

22 With that being said, I know the Iran nuclear deal we  
23 just talked about, it was revealed today that we have  
24 tentative agreement on that. I think, when we asked for  
25 your response on policy, you said -- when we asked what

1 would be a good deal for the U.S. from a security  
2 standpoint, your response was "Important outcomes includes  
3 rolling back Iran's nuclear program, providing the  
4 international community with necessary access and  
5 transparency while preserving the sanctions imposed on  
6 conventional arms and ballistic missiles." And I believe  
7 some of those, conventional arms and ballistic missiles,  
8 have expired terms on them at time -- do you consider that a  
9 concern or a problem?

10 General Selva: Senator, my understanding is that those  
11 sanctions have a 5-year and an 8-year term, having read the  
12 open press this morning. I haven't seen the details of the  
13 agreement and how those sanctions will be rolled back. But,  
14 it is my understanding, within the agreement, that there are  
15 snap-back provisions, that if we find Iranian behavior not  
16 to comport with the agreement, that we can snap back the  
17 original sanctions. What I don't know is whether that  
18 applies to the conventional weapons and the ballistic  
19 missile technologies. So, if confirmed, I'm committed to  
20 taking a much deeper look at the text of the agreement to  
21 determine where our maneuvering --

22 Senator Manchin: One final question I have. Shortly  
23 after the fall of Ramadi, Secretary Carter stated the Iraqi  
24 forces showed no will to fight despite vastly outnumbering  
25 ISIS fighters. There is at least one group in Iraq that I

1 have no doubt has the will to fight, and that are the Kurds.  
2 And we've spoken about that. Are there ways to empower the  
3 Kurds and the Sunnis to engage and to help them without  
4 undermining, I guess, the one-country solution or one-state  
5 solution, if that's our policy? -- which I'm not certain I  
6 agree with, but, for the sake of discussion, if you would  
7 have any comment on that.

8 General Selva: Senator, our policy is to continue to  
9 work through the government in Iraq to empower all of the  
10 parties in Iraq that are willing to fight against ISIL and  
11 to defend Iraqi sovereignty. I would need more time to be  
12 able to examine the issue of whether or not supporting one  
13 party over the other makes more sense, or not. If  
14 confirmed, I look forward to doing so.

15 Senator Manchin: Thank you, sir.

16 My time is expired.

17 General Selva: Thank you, sir.

18 Chairman McCain: Senator Ernst.

19 Senator Ernst: Thank you, Mr. Chair.

20 And thank you, gentlemen, for being here today. U.S.  
21 TRANSCOM is always very exciting to me. I am a transporter  
22 and a logistician, so I appreciate your service, especially  
23 in that area, very, very much.

24 General McDew, I'd like to start with you. Senator  
25 Kaine had pointed out the fact that TRANSCOM does work

1 between the National Guard, the U.S. Army Reserves, Active  
2 Duty component, and many, many contractors, wonderful  
3 civilians who fill in those gaps. So, I would just like to  
4 visit with you a little bit about your thoughts on the role  
5 of the National Guard in supporting TRANSCOM's mission to  
6 provide full-spectrum mobility solutions and enabling  
7 capabilities. And, obviously, I have strong opinions there,  
8 but I'd like to hear yours, General McDew.

9 General McDew: Senator, I believe we may share the  
10 same opinion.

11 Senator Ernst: I think so.

12 General McDew: I am a strong supporter, and I am a  
13 huge fan, of our National Guard and Air Force Reserves. We  
14 could not operate without them. It is vital to the defense  
15 of this Nation and vital to everything we do in the  
16 transportation business. I can't imagine doing it without  
17 them.

18 Senator Ernst: Thank you. And do you see that there  
19 are ways that we could further enhance working with our  
20 Reserve and our National Guard units? Is there a way to  
21 complete that bridge that we have existing out there?

22 General McDew: I believe, Senator, that we need to  
23 continue to look at the authorities which our guardsmen and  
24 reservists come to work under, look at the different  
25 statuses they work in, and see where those can be

1 streamlined. We also need to be very careful, though, that  
2 we understand and fully appreciate the differences between  
3 the Active Duty, the Guard, and the Reserves, and work with  
4 employers to ensure that that remains as strong as we think  
5 it ought to be.

6 Senator Ernst: That's exceptional. I appreciate that  
7 very much. And you brought up a great point that we don't  
8 often discuss is our employees that do see us gone for an  
9 extremely long periods of time, whether it's just from a 2-  
10 week annual training period or an IDT weekend to the year-  
11 long deployments that we have seen overseas. But, I do  
12 believe that the National Guard and Reserve components  
13 within transportation are essential to supporting any  
14 mission that we have overseas. And so, I thank you for  
15 that. I'd like to thank our employers out there for being  
16 willing to support our men and women that serve in uniform  
17 in a Reserve and Guard status.

18 General Selva, of course, let's go back to U.S.  
19 TRANSCOM, as well. And what lessons learned, significant  
20 events, are you taking forward from TRANSCOM into the Vice  
21 Chair's position? What are some of the greatest assets that  
22 you will bring forward, having those types of  
23 responsibilities with TRANSCOM?

24 General Selva: Senator, I think the greatest lesson I  
25 carry forward into any job is the dedication of our



1 soldiers, sailors, airmen, and marines, and coastguardsmen,  
2 and all of their civilian counterparts, both in and out of  
3 government, to get the job done. They depend on us for  
4 sound leadership and for advocacy. And so, what I will take  
5 into the position as Vice Chairman, if confirmed, is that --  
6 that undying obligation to be an advocate for the soldiers,  
7 sailors, airmen, marines, and coastguardsmen who lay their  
8 lives on the line for all of us every day.

9 Senator Ernst: Thank you very much.

10 I just want to score again -- or underscore again what  
11 some of the conversation has been today with regards to the  
12 Iran deal. And while we continue as legislators to work  
13 through what this deal entails, as well, I did hear you say,  
14 General Selva, that you do believe that Iran with potential  
15 nuclear capabilities is a great threat to the United States.  
16 Is that correct?

17 General Selva: Iran with nuclear capabilities would be  
18 a threat to our regional partners, to our allies, our  
19 friends, and to the United States. And so, the extent to  
20 which this agreement forestalls their ability to build a  
21 nuclear weapon, I think we ought to look at all of the  
22 provisions therein to make sure that we're ready to respond  
23 for whatever else might come.

24 Senator Ernst: Thank you.

25 And again, as well, with sanctions relief providing

1 approximately \$100 billion to Iran, I also believe that this  
2 would serve Iran's purpose of funding proxies throughout  
3 that region and being a state sponsor of terrorism. So, I  
4 do have great concerns with this deal. I have great  
5 concerns with Iran, overall, as well as a number of issues  
6 that we have worldwide. But, that's for yet another day.

7 Thank you, General Selva. Thank you, General McDew. I  
8 appreciate your service very much to our Nation.

9 Thank you.

10 Chairman McCain: Senator King.

11 Senator King: Thank you, Mr. Chair.

12 I want to thank our witnesses for their service.

13 And, General Selva, you and I have met before. You are  
14 a extraordinarily thoughtful and straightforward officer,  
15 and I hope to encourage you, in your new position, which is  
16 one of the most important in our government, where you will  
17 be directly advising the President, particularly the --  
18 being on the Deputies Committee of the National Security  
19 Council. Will you be straightforward, honest, and  
20 courageous in providing your best advice, and not be  
21 intimidated by the circumstances that surround your being in  
22 that position?

23 General Selva: I will, Senator. That's the only  
24 person I know how to be.

25 Senator King: Well, I certainly hope so, because in

1 situations like this, policymakers don't need "yes" men,  
2 they need criticism and straightforward advice. And I  
3 certainly hope that you're prepared to provide that. That,  
4 to me, is really the fundamental responsibility of this  
5 position.

6 To go to a more specific question, we had a -- an  
7 explosion in Afghanistan a few days ago. Apparently over 30  
8 people were killed. Do you have a view of the security  
9 situation in Afghanistan, and what we can and should do in  
10 order to maintain the progress that's been made in that  
11 country?

12 General Selva: Senator, it's been some time since I  
13 traveled to Afghanistan, but my overall impression is that  
14 the Afghan national security services, both their military  
15 and their national police, are making progress. And they  
16 are confronting the Taliban, insurgents, and terrorists  
17 where they present themselves. And so, my view is that we  
18 need to empower them to continue that work. They have taken  
19 ownership of the sovereignty of the country of Afghanistan,  
20 and that is the place where we want them to be. And so, I  
21 think we need to be careful about the assumptions we made,  
22 relative to the timelines for their willingness and ability  
23 to manage their own sovereignty. And that goes to the  
24 stability of the government and the central government's  
25 command and control over those forces. And I think that's

1 the place we need to go, is to think that through in that  
2 domain.

3 Senator King: So, I take it your advice would be that  
4 our disengagement should be based upon conditions on the  
5 ground and not arbitrary dates in a calendar.

6 General Selva: Senator, I believe that's true.

7 Senator King: Thank you. I hope you will pass that  
8 advice on in the strongest possible terms.

9 We've talked a lot about cyber this morning. And I  
10 think there's plenty of responsibility to be spread around.  
11 I think it's one of the great disappointments of my 2 and a  
12 half years here that we have not yet brought significant  
13 cyberlegislation to the floor of the United States Senate.  
14 And when we have a catastrophic breach, to go home to our  
15 constituents and say, "Well, we couldn't do it because four  
16 different committees had authority, and we really just  
17 couldn't get our act together," that's not going to be  
18 satisfactory to the people of the United States. So,  
19 certainly there needs to be action here in the Congress.  
20 And hopefully that will be forthcoming this year.

21 On the other hand, it seems to me that we need to be  
22 thinking about doctrine and the development of a doctrine of  
23 cyber, which we don't seem to have now, other than defense.  
24 And in my view, the -- there has to be an offensive  
25 capability which our adversaries understand, and understand

1 will be applied. The only good thing about the theory of  
2 deterrence and the mutually assured destruction which  
3 applied to our nuclear posture for 70 years is that it  
4 worked. And it just seems to me logical that if our policy  
5 is strictly defensive, we're like a guy in a fight who won't  
6 be allowed to punch. Eventually, you're going to lose that  
7 fight. And I would urge you to think about this. And I'd  
8 appreciate your thoughts. Assuming we can identify it's a  
9 state actor, not an amateur hacker or a criminal conspiracy,  
10 but a state actor, it seems to me there has to be some price  
11 to be paid. Would you agree, General?

12 General Selva: I do agree, Senator, and I look forward  
13 to working with the committee, if confirmed, to examine the  
14 doctrine for the offensive use of cyber capabilities, both  
15 as a deterrent and as an offensive weapon in warfare.

16 Senator King: And I hope not only with the committee  
17 and with the Congress, but also with that all-important  
18 Deputies Committee of the National Security Council. That's  
19 where it seems to me this policy has to emanate, and then we  
20 can work it over here.

21 General McDew, I assume you agree?

22 General McDew: I do agree, Senator, in that the role  
23 of attribution -- the interesting part, for me, as I evolve  
24 my knowledge of the cyberthreat, is that it is such a low  
25 cost of entry, and so much damage can be wielded from it.

1 Senator King: Without consequence.

2 General McDew: Right.

3 Senator King: And we need to be talking about -- there  
4 need to be consequences.

5 Well, I hope you gentlemen will pursue that, because  
6 right now we're playing defense, and we're not winning very  
7 -- we're not getting very far. We're getting -- it's  
8 getting more and more serious, and we are facing a  
9 catastrophic attack, in my view, akin to the next Pearl  
10 Harbor. And both we in the Congress and the administration  
11 have to be thinking about a more comprehensive doctrine and  
12 not just talking about how do we work together for defensive  
13 purposes.

14 Again, gentlemen, thank you very much.

15 General McDew, I understand your early flying career  
16 took place at Loring Air Force Base in northern Maine, and  
17 delighted to have you before us.

18 Congratulations on your nominations. Thank you.

19 Thank you, Mr. Chair.

20 Chairman McCain: Senator Sullivan.

21 Senator Sullivan: Thank you, Mr. Chair.

22 Gentlemen, thank you for your service. And  
23 congratulations on your nomination.

24 General McDew, I just want to add a compliment. At  
25 least in my career, I've had the opportunity to work with

1 some of the TRANSCOM military members and, you're correct, I  
2 think, in many ways, unheralded workhorse for the U.S.  
3 military in many ways behind the scenes. So, I just want to  
4 commend all of your members on a great job, and want to  
5 commend your families for their service, as well.

6 General Selva, I just wanted to touch briefly -- it's  
7 obviously getting a lot of press right now -- on Iran. And  
8 in one of the most powerful testimonies we had in front of  
9 this committee in the last half year was Henry Kissinger,  
10 who came in and talked to this committee about devising  
11 strategy. And one of the things he mentioned, that one of  
12 the most important things we need to ask ourselves as we're  
13 putting together strategy is, What do we seek to prevent as  
14 a country, no matter how it happens, and, if necessary,  
15 alone? Kind of his top strategic thought for this  
16 committee.

17 I had asked Secretary Carter, during his confirmation  
18 hearing, if he thought preventing Iran from obtaining a  
19 nuclear weapon would fall into that category? What do we  
20 seek to prevent, no matter how it happens, and, if  
21 necessary, alone? He said yes, absolutely. Preventing Iran  
22 from obtaining a nuclear weapon. Now, that was during his  
23 confirmation testimony. It'll be interesting to see if he  
24 still believes that, given the agreement that's been  
25 announced. If -- do you agree with him on that?

1           General Selva: I agree with Dr. Kissinger, that if we  
2 can find no allies, partners, and friends to help us achieve  
3 the results that we believe are important, we have to be  
4 willing and able to go it alone.

5           Senator Sullivan: But, do you think that preventing  
6 Iran from obtaining a nuclear weapon falls into that  
7 category, like Secretary Carter did in his confirmation  
8 hearing?

9           General Selva: Senator, I agree that preventing the  
10 Iranians from getting a nuclear weapon is a critical  
11 national interest.

12          Senator Sullivan: So, if this agreement, once we  
13 unpack it, allows for a pathway to develop a nuclear weapon  
14 after 10 or 15 years, would you disagree with it --

15          General Selva: I will reserve --

16          Senator Sullivan: -- in your personal view?

17          General Selva: I will reserve judgment until I've had  
18 the opportunity to look at the entire agreement.

19          Senator Sullivan: Well, I'm just posing a  
20 hypothetical. In your personal view, if the agreement, in  
21 10 to 15 years, allow the Iranians to have a pathway to  
22 obtain a nuclear weapon, do you think that's in the national  
23 interest of the United States?

24          General Selva: Then we will have to have the  
25 capability to address that eventuality when it's presented,



1 Senator.

2 Senator Sullivan: You're not answering my question,  
3 General.

4 General Selva: Sir, I am opposed to the Iranians  
5 possessing a nuclear weapon.

6 Senator Sullivan: In 15 years?

7 General Selva: Ever.

8 Senator Sullivan: Okay.

9 General Selva: Because --

10 Senator Sullivan: So, if this agreement allows that in  
11 15 years, you would think that's not in the interest of the  
12 United States?

13 General Selva: Correct.

14 Senator Sullivan: Thank you.

15 Let me ask a question. You know, you've spent a lot of  
16 time, in your career, in the Asia-Pacific. This committee's  
17 been very interested in the rebalance strategy. And the  
18 NDAA that just passed with bipartisan numbers had a strong  
19 provision in supporting the President's Asia-Pacific  
20 rebalance. The countries that you actually mentioned as the  
21 top threats are all in the Asia-Pacific. And what we were  
22 trying to do in that -- in the NDAA is provide additional  
23 credibility to the President. In that kind of defense  
24 guidance from the Congress, should the Department of Defense  
25 be listening to the Congress?

1           General Selva:  Senator, I think the Department always  
2 has an obligation to listen to the will of the Congress.

3           Senator Sullivan:  So, if there's provisions in the  
4 NDAA that say we should not be decreasing, but increasing  
5 our force posture in the Asia-Pacific to enhance and provide  
6 credibility to the President's Asia-Pacific rebalance  
7 strategy, the DOD should be doing that?

8           General Selva:  To the extent that supports our  
9 national objectives globally, yes, sir.

10          Senator Sullivan:  And if it seems that we're not doing  
11 this, if you're confirmed, will you work with this committee  
12 to make sure that the Department of Defense is implementing  
13 the Congress's defense guidance to increase forces in the  
14 Asia-Pacific?

15          General Selva:  Senator, I will commit to you and to  
16 any Member of Congress to work with the Congress to make  
17 sure that we have a balanced approach to the reaction that  
18 we have to have to the fiscal environment we live in.  If  
19 that means we have to adjust our force structure on any part  
20 of the globe, I'll make sure that I articulate the position  
21 that the services and the combatant commanders have taken in  
22 making that happen.

23          Senator Sullivan:  But, the Congress said we need to be  
24 increasing forces in the Asia-Pacific.  Should the  
25 Department of Defense be doing that, given that that's what

1 we're saying here, in terms of our constitutional oversight  
2 role for the defense of the Nation?

3 General Selva: Sir, the extent to which the Congress  
4 funds the capabilities and provides the Department the  
5 flexibility within those funds to make the will of the  
6 Congress happen, yes, sir, we should.

7 Senator Sullivan: Thank you, Mr. Chairman.

8 Chairman McCain: Senator Shaheen.

9 Senator Shaheen: Thank you, Mr. Chairman.

10 And thank you both for being here today and for your  
11 willingness to continue to serve.

12 I want to just follow up a little bit on the cyber  
13 comments -- discussion that has been made this morning,  
14 because I notice that we are opening a Silicon Valley  
15 outreach office, called the Defense Innovation Unit,  
16 experimental. And I wonder if you could speak to what the  
17 goal of that office is.

18 General Selva: Senator, I'm not aware of the detail of  
19 that specific office, but I am aware of broad outreach  
20 across the Department to try and examine opportunities to  
21 better understand our capacity to defend and protect the  
22 networks that are represented across all of our  
23 infrastructure, commercial and military, in cyber. I look  
24 forward to actually digging into that particular issue a  
25 little bit, if confirmed for the position of Vice Chairman.

1 Senator Shaheen: Thank you.

2 I appreciated the opportunity for us to talk a little  
3 bit before this hearing. And one of the things that we  
4 talked about when we met, General Selva, is the challenge  
5 that we're facing from Russia, and that one of the areas  
6 where it's a real problem is the Russian propaganda campaign  
7 that, particularly in eastern Europe, in the Baltics, they  
8 are dealing with. So, can you tell me what we're doing to  
9 respond to that Russia propaganda campaign, and whether you  
10 believe the DOD is coordinating as -- in the best way to  
11 address that with the Department of State?

12 General Selva: Senator, subject to our meeting, I did  
13 a good bit more research on that subject, and it is my  
14 understanding that there is an operational and tactical-  
15 level capability inside the Department to react to  
16 propaganda campaigns against our allies, partners, and  
17 friends. But, that is done in close collaboration with the  
18 Department of State and their broader responsibility for  
19 public diplomacy.

20 Senator Shaheen: And so, do you have thoughts about  
21 whether there are more efforts that can be undertaken, where  
22 we can, not only cooperate more closely, but be more  
23 proactive in our response to what Russia is doing?

24 General Selva: Senator, I think we need to evaluate  
25 each of the situations where the Russians are imposing their

1 will on their close neighbors, some of whom are our allies,  
2 and make sure that we are, in fact, telling the truth when  
3 Russian intervention threatens the security of those  
4 sovereign states.

5       Senator Shaheen: General Selva and General McDew, as  
6 you're both aware, one of the real costs within the  
7 Department of Defense is for energy. And, as you're -- you  
8 have an overlapping responsibility for TRANSCOM, can you  
9 talk -- I guess, General McDew, I will go to you first --  
10 about efforts to reduce energy use across the Department and  
11 why that's important?

12       General McDew: As the largest user of energy in the  
13 Federal Government, it is very important that we get our act  
14 together on how we do that. Our chief scientist and several  
15 people in my command, in Air Mobility Command, have worked  
16 with U.S. Transportation Command and the Department of  
17 Transportation at a lot of -- a number of initiatives, from  
18 how we fly our routes, how we configure our airplanes. We  
19 have done a number of initiatives to take weight off  
20 airplanes. It seems like not a big deal, but if you talk  
21 about 1 or 2 percent on an airplane that flies as often as  
22 we fly, it becomes actually significant. Flying in  
23 formation with another airplane, and all the things we can  
24 do to take the guesswork out of some of the things we do,  
25 there's more than that.

1           Senator Shaheen: Well, talk, if you will, about the  
2 targeted savings that we're looking for -- that we saw last  
3 year, that we're looking for this year, and what potential  
4 you think there is in the future.

5           General Selva?

6           General Selva: Senator, I would point out two within  
7 the transportation enterprise. First is an initiative to  
8 more effectively package the commodities that we ship over  
9 the ocean. The normal process, years ago, had us at about a  
10 55-percent utilization rate of the space in the containers  
11 that travel over ocean. We have raised that metric to 85  
12 percent, and are on a pathway to raise it to 90 percent, by  
13 volume. The same has been applied to our aircraft, where we  
14 build the cargo loads to a higher density. We have combined  
15 that with an algorithm that tells us where it's the cheapest  
16 to buy the fuel that we carry. All in combination, those  
17 initiatives, have yielded about a billion and a half in  
18 savings over the last 18 months.

19          Senator Shaheen: So, it's significant to the  
20 Department.

21          General Selva: Yes, ma'am.

22          Senator Shaheen: Let me also -- I only have a little  
23 time left, but I understand, General McDew, that you have  
24 experience flying the KC-135s, and you may be aware that  
25 Pease Air Base in New Hampshire is the first base to receive

1 the new KC-46A aerial refueling tankers. We are a lot proud  
2 of that. I wonder if you could talk about the importance of  
3 that program and also its future role in supporting military  
4 operations around the world.

5 General McDew: Absolutely, Senator. The unit at Pease  
6 has a strong history in air refueling and will be a valuable  
7 partner for decades to come. I have personally been to that  
8 unit. I have flown with members of that unit, and I've  
9 known that unit for a long time. The KC-135 has been the  
10 backbone of our air-refueling fleet for decades, and will be  
11 for decades to come. The KC-46 will bring new capabilities  
12 and a younger airplane to the fight. And it is great to  
13 have Pease partner. You have embraced our airmen, our  
14 Active Duty airmen who have joined that unit, and we can't  
15 thank you enough for the work that's done at Pease to bring  
16 on that airplane.

17 Senator Shaheen: Well, thank you. I think it's a  
18 great model for integration between Active Duty and the  
19 Guard. And hopefully we will continue to see the role of  
20 the KC-46 be more prominent as we look at what's happening  
21 around the world.

22 Thank you both very much.

23 Chairman McCain: Thank you for that commercial,  
24 General McDew.

25 Senator Ayotte.

1           Senator Ayotte: Well, I want to thank both of you for  
2 being here and for your service to the Nation.

3           And, following up on that commercial very much, I  
4 wanted to ask you right now, as I understand, with Pease and  
5 the 157th receiving the first National Guard unit to receive  
6 the basing of the KC-46A, there actually is the Site  
7 Activation Task Force right now at Pease, today, and that  
8 means approximately 60 subject-matter experts from the  
9 National Guard Bureau Air Mobility Command and the Program  
10 Office at Wright-Patterson are at Pease to prepare for the  
11 arrival of the KC-46A. I just want to ask both of you --  
12 General Selva, General McDew -- is Pease still scheduled to  
13 receive 12 primary aircraft in December of 2017?

14           General McDew: Absolutely.

15           General Selva: I will echo my colleague. Yes, ma'am.

16           Senator Ayotte: Well, that's terrific. And they're  
17 ready to receive them, and looking forward to it. So, we're  
18 glad that the Site Activation Task Force is there today.

19           In addition to that, you've spoken, General McDew,  
20 about having actually flown with the 157th and the  
21 outstanding work that they've done for the Nation. And one  
22 of the things that's important is the strategic location of  
23 Pease in the Northeast, and the ability that we've been able  
24 to provide that support for U.S. TRANSCOM. And so, one of  
25 the things that I think makes it strategic is also the



1 facilities that we have there.

2 So, General Selva and General McDew, do you believe  
3 it's important to maintain the existing facilities,  
4 including specifically the aircraft parking ramps, to  
5 support the day-to-day operations and contingency operations  
6 supporting TRANSCOM in the Northeast from Pease?

7 General Selva: Senator, as the combatant commander  
8 responsible for managing air refueling, the ability to  
9 deploy from, and employ from, sufficient ramp space that has  
10 hydrant refueling capable of handling tankers is a strategic  
11 asset up and down the eastern seaboard. Pease is one of  
12 several locations that has that capability, but it is one we  
13 use significantly.

14 Senator Ayotte: So, General McDew, do you think it's  
15 important that we maintain that, especially with the basing  
16 of the new KC-46A at Pease?

17 General McDew: I do, Senator.

18 Senator Ayotte: Thank you. I appreciate it, General.

19 I also wanted to follow up on some of the cyber  
20 questions that you've been asked. And what is it that we're  
21 seeing, in terms of TRANSCOM, with additional cyberattacks?  
22 What do you believe are the biggest challenges for this area  
23 of command which is so critical to everything else we do in  
24 our ability, obviously, to defend the Nation?

25 General Selva: So, being in the awkward position of

1 having the sitting TRANSCOM Commander and the nominated  
2 TRANSCOM Commander at the table, let me open.

3 As a consequence of the work that this committee did in  
4 addition to work that the intelligence community had been --  
5 had ongoing on the threats to TRANSCOM, we've actually  
6 completely rewired the way we do cyberdefense and  
7 cyberhygiene within the Command. So, we have put our  
8 forces, essentially, on the offense, looking for people that  
9 are intruding into the network. And the extent to which  
10 those are in law enforcement issue, we have a liaison from  
11 the FBI and local law enforcement in our headquarters that  
12 attends to those parts of the issues. We have members of  
13 the intelligence community that provide the liaison into the  
14 interagency intelligence community if it's an intelligence  
15 issue. And then we have the capacity to turn those  
16 intrusions over to Cyber Command for our cyber mission team  
17 to begin defensive, and potentially offensive, action, if  
18 required. We exercised that in a recent exercise. Without  
19 getting into the classified results, we had a pretty good  
20 outcome with the Red Team trying to attack our networks.  
21 So, management of our cybercapability to do the command and  
22 control work that we do across such a broad network is  
23 incredibly important to us.

24 Senator Ayotte: Is that model that you've talked,  
25 which sounds like a very important model, and obviously I'm

1 glad to hear you're seeing some success with it -- is that  
2 something that we're going to see, now that you're nominated  
3 to be the Vice Chairman, being implemented in other  
4 commands?

5 General Selva: Senator, we've taken all the benchmarks  
6 from that set of lessons learned and shared them with all  
7 the other combatant commanders and with CYBERCOM. I will  
8 commit, if confirmed to becoming the Vice Chairman, to make  
9 sure that all the combatant commanders continue to share  
10 those kinds of lessons learned and improve our cyberdefense  
11 capability.

12 Senator Ayotte: Well, I think that's really important.  
13 I appreciate it. And I want to thank both of you for your  
14 service -- and your family -- to the Nation. We deeply  
15 appreciate it.

16 General Selva: Thank you, Senator.

17 Chairman McCain: Would the Senator from Maine have any  
18 additional comments about the criticality of Pease Air Force  
19 Base to western civilization as we know it?

20 [Laughter.]

21 Senator King: I was just going to comment that if I  
22 were running out of fuel over the North Atlantic, I would  
23 want the Maniacs from 101st Air Refueling Wing in Bangor to  
24 come and --

25 Chairman McCain: Ah, I see. I thank the Senator from

1 Maine.

2 Senator King: There are other air refueling wings in  
3 New England. I'm glad -- I appreciate the Chairman's  
4 opportunity to make that point.

5 Chairman McCain: Thank you.

6 Senator Blumenthal.

7 Senator Blumenthal: Thanks, Mr. Chairman.

8 Thank you for your service, and thank you to your  
9 families, as well, for their extraordinarily valuable  
10 support and service.

11 I want to talk about a subject that has not been  
12 covered so far, small business set-asides. I'm a strong  
13 supporter of small business set-asides and the American  
14 shipping industry and our country's domestic merchant marine  
15 sector. A number of constituents of mine have raised this  
16 issue with me, saying that the Department of Defense has  
17 moved away from the dedicated service contract model, and  
18 started using a new system, called Universal Service  
19 Contracts, to transport goods via ocean from the U.S.  
20 mainland to United States military installations around the  
21 globe. My constituent has raised concerns with TRANSCOM  
22 regarding the statutory requirement to use small businesses  
23 and mandatory small business preferences, but those concerns  
24 have not been met. I suspect others have raised similar  
25 kinds of concerns from other States. And so, I'm going to

1 ask you whether, if you're confirmed, you will work with my  
2 office to ensure that the statutory requirement to use small  
3 business and mandatory small business preferences is  
4 complied with.

5 General McDew: Senator, I will do so, if confirmed.

6 Senator Blumenthal: Are you aware of this change of  
7 policy?

8 General McDew: I am not aware of that one, Senator,  
9 specifically.

10 Senator Blumenthal: Could you look into it and get  
11 back to me?

12 General McDew: I can, Senator.

13 [The information referred to follows:]

14 [COMMITTEE INSERT]

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1           Senator Blumenthal:  And, if confirmed, what steps or  
2 policy changes can you take to ensure that small businesses,  
3 in fact, have a fair shot at doing business with TRANSCOM?

4           General McDew:  Senator, I've been a proponent and  
5 advocate for small businesses for my entire career.  I will  
6 pledge to you, if confirmed, I will look deeply into this.  
7 And I can't imagine us having a process that discounts small  
8 businesses, so I'll have to see how we can encounter small  
9 business.

10          Senator Blumenthal:  What changes or policies in the  
11 course of your commitment, your past commitment -- and I  
12 welcome it -- have you seen the Department of Defense  
13 undertake?  What kinds of initiatives?

14          General McDew:  I can -- well, other than the fact that  
15 I can tell you the Department of Defense measures how often  
16 we actually contract with small businesses in several  
17 different categories, there is a grade for an organization  
18 inside, at least I'm familiar right now, the Department of  
19 the Air Force, on how we do with small businesses.  So, I am  
20 very -- I'm somewhat surprised by your comments right now,  
21 Senator.

22          Senator Blumenthal:  Well, I hope that it is a surprise  
23 that is based on a misunderstanding that can be easily  
24 corrected.  And I welcome your comments.  Thank you very  
25 much.

1           Thanks, Mr. Chairman.

2           Senator Reed [presiding]: Thank you, Senator  
3 Blumenthal.

4           Gentlemen, thank you for your service, along with your  
5 families.

6           And, on behalf of Chairman McCain, I would declare the  
7 hearing adjourned.

8           [Whereupon, at 11:09 a.m., the hearing was adjourned.]

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