

Senate Armed Service Committee
Advance Policy Questions for General Randy A. George, USA
Nominee for Reappointment to the Grade of General and
Nominee for Appointment to be Chief of Staff of the Army

Duties

Section 7033 of title 10, U.S. Code, describes the duties and functions of the Chief of Staff of the Army and requires that the officer nominated for appointment to the position have had significant experience in joint duty assignments, including at least one full tour of duty in a joint duty assignment as a flag officer.

1. What is your understanding of the duties and responsibilities of the Chief of Staff of the Army?

Answer: The Chief of Staff of the Army is the senior military officer of the Army and serves as the senior military advisor to the Secretary of the Army. Unless otherwise prescribed by law, the Chief of Staff of the Army operates under the authority, direction, and control of the Secretary of the Army. Specifically, the Chief of Staff of the Army presides over the Army staff; supervises Army commands and organizations in executing their statutory missions; transmits the plans and recommendations of the Army Staff to the Secretary and advises the Secretary regarding those plans and recommendations; and upon approval, acts as the Secretary's agent in their implementation. Additionally, the Chief of Staff of the Army performs those duties prescribed for him as a member of the Joint Chiefs of Staff under section 151 of Title 10, U.S. Code. In that role, the Chief of Staff of the Army serves as a military adviser to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

2. What background and experience, including joint duty assignments, do you possess that you believe qualify you to perform these duties?

Answer: I am grateful to have over 35 years of service in our Army, including command at every level from company to the Commanding General of I Corps. During my career, I've had the honor to lead Soldiers into combat as a brigade commander in Afghanistan and as a battalion commander in Iraq. My experience in force management, including service as the Deputy Director for Regional Operations and Force Management, J-3 and the Director Force Management, Army G-3/5/7 has imparted an understanding of the methods for, importance of, adapting organizations in complex circumstances. Due to my experience as the Senior Military Assistant to the Secretary of Defense and the Commanding General of I Corps, I have learned the importance of cooperation across the joint force in a competitive environment. In my current position as the Vice Chief of Staff of the Army, I serve as the principal deputy to the Chief of Staff of the Army, lead the

day-to-day administration of the Army, and perform the duties of the Chief of Staff of the Army in his absence. If confirmed, my experiences will enable me to lead our Army to achieve our goals of protecting the American people, promoting global security, seizing new strategic opportunities, and defending our democratic values, in the face of increasing aggression from growing threats to our Nation.

3. Do you meet the joint duty requirements for this position?

Answer: Yes, I am designated as a fully qualified joint general officer (Level IV) due to the significant joint experience accumulated throughout my military career. My joint assignments include Senior Military Assistant to the Secretary of Defense from 2021 to 2022, Deputy Director for Regional Operations and Force Management, J-3, Joint Staff from 2016 to 2017, Executive Assistant to the Commander, United States Central Command from 2013 to 2014, Chief Strategic Policy Division, Pakistan Afghanistan Coordination Cell, Joint Staff from 2011 to 2012, and Commander 4th Brigade Combat Team, 4th Infantry Division during Operation ENDURING FREEDOM from 2009 to 2010. The Chairman of the Joint Chiefs of Staff has certified these assignments.

4. Do you believe that there are any steps that you need to take to enhance your ability to perform the duties and responsibilities of the Chief of Staff of the Army, particularly in regard to serving as a member of the Joint Chiefs of Staff and assisting the Secretary of the Army in performing certain acquisition-related functions?

Answer: I believe that my experience as Vice Chief of Staff of the Army, operational command experience and previous time serving on the Joint Staff has prepared me well for the duties required of the Chief of Staff of the Army. Over the course of the last year, I have grown immensely and learned a great deal, especially on matters related to the Army requirements development process and acquisition. I have developed and enjoyed a close working relationship with the Under Secretary of the Army and Secretary of the Army. At the same time, I believe in career-long learning and will continue to pursue personal and professional development for the remainder of my Army career.

5. If confirmed, what innovative ideas would you consider providing to the Secretary of Defense in your role as a member of the Armed Forces Policy Council?

Answer: If confirmed, I will eagerly serve on the Armed Forces Policy Council, in coordination with the Secretary of the Army, to share and receive lessons learned on defense policy. In my time as Vice Chief of Staff, I have sought opportunities to collaborate with the other service Vice Chiefs on various challenges and projects and have found this collaboration valuable. I would seek to share the Army's perspective on recruiting and retention, and welcome opportunity to innovate on these issues and force modernization initiatives with the whole defense enterprise. I would like to continue the

Joint collaboration already initiated on tackling counter-Unmanned Aircraft System (c-UAS) challenges and Joint Command and Control.

6. If confirmed, what innovative ideas would you consider providing to the Secretary of the Army for enhancing the organization, training, and equipping of the Army?

Answer: The Army is currently transforming from a Counter-Insurgency (COIN)-centric organization to one that is able to execute full spectrum operations across the globe. While both the world and warfare are evolving in complexity, our Army must transform to become simpler and more agile. The future battlefield will require our formations to operate as dispersed, mobile, and low-signature teams. As Vice Chief of Staff of the Army, I already have been involved in advising the Chief of Staff and Secretary of the Army on how to transform our organization effectively, as well as how to develop and communicate equipment requirements to meet the needs of Warfighters. If confirmed as Chief of Staff of the Army, I will continue to work closely with the Secretary to assess the readiness of our Army.

7. What are your goals, if confirmed, for the transformation of the Army to meet new and emerging threats?

Answer: The character of war is evolving, and our Army *must* intentionally transform to stay ahead of our potential adversaries. If confirmed, I will ensure that the Army is rapidly incorporating lessons learned from today's battlefields into our training, doctrine, and materiel development processes. Additionally, I will continue to lead change within the Army acquisition enterprise to ensure that our requirements process is responsive to Warfighter needs and flexible to advancements in technology. I will start with the processes that support Command and Control systems but will also look for ways to add agility into those that support other modernization efforts, like long range precision fires, Soldier lethality, and contested logistics.

Finally, I believe that there are few one-size-fits-all solutions to the various challenges that our Army faces. Therefore, if confirmed I will lean heavily on the chain of command, in accordance with the principles of mission command, to innovate and implement unit, installation and mission-specific solutions to Army challenges.

The Joint Chiefs of Staff

Section 921 of the FY17 NDAA made changes to section 151 of title 10, U. S. Code, concerning the service of members of the Joint Chiefs (other than the Chairman) as military advisors to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

8. What is your assessment of the authorities of, and process by which, members of the Joint Chiefs (other than the Chairman) provide military advice and opinions to

the President, National Security Council, the Homeland Security Council, and civilian leadership of the Department of Defense?

Answer: The Joint Chiefs of Staff have a responsibility to provide candid advice to the Chairman, the Secretary of Defense and, when necessary, the President, National Security Council or Homeland Security Council. They may do so collectively or individually. As a member of the Joint Chiefs of Staff, I may, after first informing the Secretary of Defense and the Chairman, provide my military advice to the President, National Security Council, the Homeland Security Council, or Secretary of Defense on a particular matter.

9. If confirmed, would you commit to provide your best military advice to the President, National Security Council, Homeland Security Council, and civilian leadership of the Department of Defense, even when your advice and opinions might differ from those of the Chairman or the other members of the Joint Chiefs of Staff?

Answer: I understand the importance of the Chief of Staff of the Army providing the best military advice and the responsibility to do so. If confirmed, I will dutifully provide my advice to the Chairman and civilian leaders appointed over me and join in candid discussion with the Joint Chiefs of Staff to hear and consider their own advice and opinions. In certain circumstances where my carefully considered advice differs from the Chairman's, I may request that the Chairman submit my dissenting recommendations to the President or other civilian leaders at the same time that he presents his own.

Use of Military Force

10. In your view, what factors should be considered in making recommendations to the President on the use of military force?

Answer: When considering and advising on use of force, I believe recommendations should be based on legal grounds, U.S. national security interests and objectives, and the interests of our allies and partners. I would provide my military advice, ensuring that any proposed use of military force considers domestic law, the President's constitutional authority, and any applicable international law, as recognized by the United States.

Major Challenges and Priorities

11. What is your vision for the Army of today? For the Army of the future?

Answer: Our Army today is the most lethal and decisive ground force in the world and remains an integral part of the Joint Team. We deter conflict by exercising and campaigning across the globe with our allies and partners, and we remain ready to defeat potential adversaries in conflict by training for the full spectrum of conflict and by

providing critical support – like logistics, fires, air defense, intelligence, and command and control – to the Joint Team.

Our Army is also comprised entirely of Americans who, for 50 years, have freely volunteered to serve. That is what makes us great – we are the most professional, best trained, and lethal Army in the world because of the quality and commitment of our Soldiers and leaders. They chose to be on a team of teams.

The Army will remain lethal, decisive, and professional into the future. By leveraging Army Futures Command, Training and Doctrine Command, Army Material Command and Forces Command we will modernize our capabilities and doctrine to stay ahead of our potential adversaries; recruit, retain and manage capable Soldiers and leaders; maintain the sustainment infrastructure and industrial base support to project the force, and ensure that our formation remains trained and ready for the full spectrum of conflict.

12. What do you consider to be the most significant challenges you will face if confirmed as the Chief of Staff of the Army?

Answer: The Army today faces a diverse set of challenges.

First, we face challenges in maintaining our portion of the all-volunteer force. Due to myriad factors, including economics, public perceptions and declining mental and physical fitness across society, the Army is works to recruit the talent it requires to maintain our desired end strength.

Second, we are in an extremely complex strategic environment, and our Army faces potential adversaries with the capability and capacity to challenge us in all domains. If confirmed as Chief of Staff of the Army, I will have to ensure that the Army maintains its edge, even as the character of war changes and our potential adversaries continue to rapidly develop.

Third, our Army will face challenges in maintaining strategic readiness, especially maintaining the stockpiles and industrial base required to mobilize for full-scale combat operations.

Finally, our Army continues to work to provide quality of life required to retain talented Soldiers and their Families.

13. What plans do you have for addressing each of these challenges, if confirmed?

Answer: Our Army must deter war and, when called upon, to decisively win in combat. That means we must be prepared for a fight today, but also continue to evolve to be ready for the fight tomorrow.

If confirmed, I will focus first on the recruiting challenge. Our national environment has changed and continues to change; we must continue to assess where we need to recruit,

how we need to recruit, and who we need to recruit without lowering standards. We have already begun this process and found great success implementing innovative solutions like the Future Soldier Prep Course.

I will also continue to enforce agility and flexibility in our capabilities' requirements process, so that we can grow leaner, and more lethal and adapt to the challenges of large-scale Multi-Domain Operations.

I plan to continue efforts to modernize our organic industrial base (OIB) and foster transparent, collaborative relationships with private industry so we can capitalize on American ingenuity and maintain cutting-edge technology.

Quality-of-life programs are directly linked to recruiting, retention, and readiness. I plan to review our portfolio of quality-of-life programs to ensure that they are focused on the needs and interests of Soldiers and their families are adequately resourced to ensure the array of quality-of-life programs are effective and not redundant. Our people are our greatest weapons, and the Army must continue to honor its sacred commitment to Soldiers and their Families.

I believe that nothing of merit is accomplished in a vacuum. If confirmed, I plan to work closely with commanders, the Secretary of the Army, Department of Defense (DoD), Congress, and private industry to address these challenges.

14. Given the major challenges you identified above, what other priorities would you set for your term as Chief of Staff of the Army, if confirmed?

Answer: If confirmed, I will work closely with the Secretary of the Army on the Army's priorities – readiness, modernization, and people. All three of these priorities are enduring and fundamental to each of our Army's imperative missions – to fight and win our Nation's wars, transform ahead of our potential adversaries, remain a professional Army of the people, and maintain the infrastructure and industrial base to project the Force.

In the near term, I will continue to be laser focused on our recruiting challenge and acquisition requirements process. It is critical that our Army can bring motivated and capable men and women into the Army, retain talented Soldiers and the right leaders, build cohesive teams at every echelon, and provide Soldiers and Families opportunities to grow, thrive and make an impact. It is also imperative that we continually transform ahead of our potential adversaries, and that our requirements process stay attuned to Warfighter needs and the rapid evolution of technology.

Civilian Control of the Military

15. If confirmed, what specific actions would you take to ensure that your tenure on the Joint Chiefs of Staff epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?

Answer: As a military officer, I swore an oath to support and defend the Constitution and to obey the orders of the President of the United States and the orders of the officers appointed over me. Civilian control of the military is among those principles of the rule of law fundamental to the Constitutional framework. Moreover, the statute is clear the Chief of Staff of the Army is subject to the authority, direction, and control of the Secretary (10 U.S.C. 7033). I will foster mutual trust between civilian leaders and the military by demonstrating the utmost respect for the policies, priorities, and decisions of the Army's civilian leaders and encouraging open communication to gain shared understanding. I will provide our civilian leaders my best advice, grounded in my experience and best judgment, and seek clarification and guidance where needed.

16. If confirmed, what specific actions would you take to ensure that the Secretary of Defense and the Under Secretary of Defense for Policy are fully engaged in preparing guidance for and reviewing contingency plans?

Answer: If confirmed, my statutory role as a member of the Joint Chiefs of Staff would require that I support the Chairman as he provides military advice to the Secretary of Defense and other officials, including the Under Secretary of Defense for Policy. I would ensure that I am fulfilling my statutory duties as a member of the Joint Chiefs of Staff. Additionally, after first informing the Chairman, the law authorizes the Joint Chiefs of Staff to provide advice to the Secretary of Defense on matters in their capacity as military advisors. This authority would authorize direct advice regarding the preparation and review of contingency plans.

17. How would you define effective civilian control of the military? Aside from civilian control of the military via the Executive Branch, please describe the extent to which you believe Congress plays a role in furthering civilian control of our military?

Answer: Effective civilian control of the military is defined by those duly appointed civilian officials providing authority, direction, and control over members of the Armed Forces through law, regulation, policy, and orders. Specific to the Army, Congress' powers include declaring war and raising and supporting an Army. Congress determines the authorization for spending and appropriates funds for military activities. Congress has historically exercised its power to further civilian control of the military by structuring the chain of command, allocating responsibilities to specific personnel, and establishing military units. Finally, Congress furthers civilian control of the military by conducting oversight of all military activity through hearings, reporting requirements, and other oversight functions.

I will enable effective civilian control through close collaboration and transparent communication between policymakers and uniformed military leaders.

18. As a military officer, you take an oath to support and defend the Constitution. How do you balance this obligation with the responsibility to provide your best military advice to civilian leadership, even when that advice may differ from civilian political priorities?

Answer: My oath of office and my responsibility to provide my best military advice are complementary obligations. I have taken an oath to support and defend the Constitution of the United States, and to well and faithfully discharge my duties as an officer. Fulfilling those responsibilities requires that I provide my best military advice to civilian leadership that may differ from political considerations or priorities. If confirmed, my advice will be grounded in the oath I have taken, informed by my military experience and expertise, and free of personal or political bias. My duty will be to offer my best advice to inform the decision-making of the military's civilian leaders.

19. In your view, what is the appropriate role for the Department when supporting law enforcement in state or national emergencies?

Answer: The Department has resources, such as specialized personnel, training, equipment, and facilities that may be useful to civilian law enforcement responding to state or national emergencies. The provision of these resources must be consistent with the limits Congress placed on military support to civilian law enforcement through the Posse Comitatus Act and other laws governing Defense Support to Civilian Authorities. Support of civil authorities must also be appropriately balanced with the need to maintain readiness for other missions required of the Army in the defense of our Nation.

If confirmed as Chief of Staff of the Army, you will testify regularly before Congress, and may be asked to comment on partisan political matters.

20. What is your view of your responsibility to provide your best military advice to Congress while also ensuring that you and your office remain apolitical, recognizing that you serve as a model for other senior uniformed officers and the entire armed forces?

Answer: If confirmed, I will provide my best military advice regarding Army matters to Congress, including how law and policy will affect the Army, the Joint Force, our Soldiers, and our Family Members. At the same time, I will always uphold the traditional concept, enshrined in DoD policy, requiring that active-duty military members not engage in partisan political activity. Remaining apolitical is essential, and I will ensure that my military advice and opinions are grounded in my military experience and expertise, are steadfast between changes in political appointed leadership, and are focused on ensuring the Army is equipped, trained, and ready.

The 2022 National Defense Strategy (NDS) identified China as the “most consequential strategic competitor and the pacing challenge for the Department” and stated that Russia poses an “acute threat,” as illustrated by its brutal and unprovoked invasion of Ukraine. The NDS also identifies “[m]utually-beneficial Alliances and partnerships” as “an enduring strength for the United States.”

21. In your view, does the 2022 NDS accurately assess the current strategic environment, including prioritization among the most critical challenges and enduring threats to the national security of the United States and its allies? Please explain your answer.

Answer: Yes, in my view the 2022 National Defense Strategy (NDS) accurately assesses the current strategic environment, which identifies China as our pacing challenge, but outlines the acute threat posed by Russia and persistent threats posed by North Korea, Iran, and violent extremist organizations.

22. In your view, does the 2022 NDS correctly specify the priority missions of the DOD and the capabilities by which DOD can achieve its objectives in the context of the current strategic environment? What do you perceive as the areas of greatest risk?

Answer: Yes, in my view the 2022 NDS correctly specifies the priority missions of the DoD and the capabilities by which the DoD can achieve its objectives. In terms of our strategic environment, large-scale multi-domain conflict poses the greatest challenge to our military. Our Army is ready to meet that challenge. However, our ability to meet that challenge and maintain our portion of an all-volunteer force is at risk. We must ensure that we recruit and retain talent now and, in the future, to mitigate that risk.

23. Is the Army adequately sized, structured, and resourced to implement the 2022 NDS and the associated operational plans? Please explain your answer.

Answer: The Army is currently structured to support the NDS, but faces challenges. Today’s recruiting environment is impacting the force, and there is considerable risk with maintaining readiness into the future. We must fix recruiting with innovative, long-lasting solutions. Additionally, our potential adversaries are evolving at a rapid pace. To reduce risk in the future and ensure that the Army can compete and win in multiple theaters simultaneously, we must grow back end strength and continue to modernize.

24. If confirmed, how will you address any gaps or shortfalls in the ability of the Army to meet the demands placed on it by the 2022 NDS and the operational plans that implement the strategy?

Answer: We will address our gaps and shortfalls through the Total Army Analysis process with a combination of sustained growth, modifications to current formations, increased development of the Multi-Domain Operations concept, continuing our modernization efforts along our six operational imperatives (see and sense farther; mass dispersed forces with combat fist; win the fires fight; protect forces from air, missile, and drone threats; communicate and share data rapidly; and sustain the fight across long distance), and our partnerships and alliances. Additionally, we will use the Regionally Aligned Readiness and Modernization Model (ReARMM) to prioritize our resource allocation efforts. Such prioritization will allow us to start identifying requirements at the beginning of the Future Year Defense Program (FYDP).

25. If confirmed, what changes or adjustments would you advise the Secretary of the Army to make in the Army's implementation of the 2022 NDS?

Answer: If confirmed, I will advise the Secretary of the Army to continue to prioritize the Army's Multi-Domain Operations transformation, deliver the six modernization priorities (long range precision fires; next generation combat vehicles; future vertical lift; network, air, and missile defense; and Soldier lethality), and strategically adapt the way we recruit and retain talent. People, Readiness, and Modernization remain the Army's top priorities and the Army is uniquely qualified to strengthen collaboration with our Allies and partners. I would also advise the Secretary to ensure the Army continues to identify and recruit the military and civilian talents needed to organize, train, and equip a force ready for prompt and sustained ground combat.

26. Does the Army have the requisite analytic capabilities and tools to support you, if confirmed as the Chief of Staff of the Army, in developing and implementing the force structure, sizing, and shaping plans required to position the Army to execute the operational plans associated with the 2022 NDS? Please explain your answer.

Answer: Yes, the Army has the appropriate analytic capabilities. The Army uses the Center for Army Analysis to conduct analyses across the spectrum of conflict in a Joint, Interagency, Intergovernmental, and Multinational context to inform senior level decisions for current and future national security issues.

Overall Readiness of the Army

27. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2022 NDS and associated operational plans?

Answer: Our Army is ready today to deter adversaries and respond to threats while we continue to support current operations from the Southwest Border to Ukraine. We are well-trained, well-postured, and managing the pressures posed by recruiting challenges,

inflation effects, and current global demands. The Army requires support with timely, predictable, and sustained funding to continue to be able to win in conflict any potential adversary.

28. In your view, what are the priority missions for which current and future Army forces should be trained and ready in the context of day-to-day activities, as well as for contingencies?

Answer: The global environment is dynamic, and the character of war is evolving. Our Army must be ready to respond globally to the full spectrum of operations. This means we must be trained, equipped and ready for Multi-Domain Operations against a near-peer adversary, while simultaneously prepared to engage in counterinsurgency and irregular warfare. In my view, training across competition continuum comes down to maintaining core Warfighting competencies and applying them in large-scale combat operation training scenarios that incorporate all-domain maneuver. If we can maintain these competencies, then our formation will be ready to adapt to any threat.

29. In what specific ways has the Army improved or not improved its state of readiness across the domains of materiel and equipment, personnel, and training?

Answer: The Army is meeting readiness demands and managing risk posed by challenges such as the accessions environment, global demand, and sustained munitions and equipment support for Ukraine. The implementation of our Regionally Aligned Readiness and Modernization Model (ReARMM) is providing units with predictable periods for fielding equipment and training. Additionally, in Fiscal Year (FY) 2023, the Army programmed 22 Combat Training Center rotations. Finally, DoD and Service investments in the organic industrial base and supplemental replenishment funding in response to presidential drawdown decisions for Ukraine are critical.

30. If confirmed, what would you do to restore full spectrum Army readiness, and under what timelines?

Answer: Our formations are already training for full spectrum operations, and we are working to incorporate lessons learned from Ukraine into all aspects of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P). We are ready today to win in conflict against any potential adversary.

If confirmed, I will continue to lead the Army's transformation to ensure that we are keeping pace with evolutions in technology. This includes working with the Secretary to enforce a Warfighter-centric acquisition culture that is innovative, responsive, and collaborative to the needs of commanders.

Budget

31. If confirmed, by what standards would you measure the adequacy of the Army budget?

Answer: I measure the adequacy of the Army's budget by assessing the delta between the funds provided and the funding required to enable the Army to maintain its established readiness and modernization priorities to deliver the capabilities required to support the NDS. I am committed to providing the best Army possible with the resources that Congress appropriates.

Congress's ability to provide timely, adequate, predictable, and sustained funding year after year will allow the Army to meet its operational requirements and stay on track to maintain our readiness goals, meet our modernization priorities, and accomplish our responsibilities as part of the joint force as provided by the NDS.

Section 222a of title 10, U.S. Code, provides that not later than 10 days after the President's submission of the annual defense budget to Congress, each Service Chief must submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of his or her armed force.

32. What are your views of this statutory requirement and the utility of unfunded priorities lists?

Answer: From my experience as a commander and service as the Vice Chief of Staff of the Army, the unpredictable nature of world events necessitates flexible funding authorities to successfully address emergent threats, opportunities, and changing conditions in a volatile threat environment. The Unfunded Priorities List (UPL) process identifies Service Chief and Combatant Commander needs to respond to emerging events that occur post development of the annual budget and submission to Congress.

33. If confirmed, do you agree to provide your unfunded priorities list to Congress in a timely manner?

Answer: Yes, I will submit my unfunded priorities list to Congress in accordance with Title 10.

Audit

34. Why is it important for the Army to achieve a clean audit opinion?

Answer: Audit readiness is a tool we use to assist commanders in optimizing operational readiness for our warfighters. Compliance with Army regulations, policies, and procedures is critical to effective stewardship of every Army asset, as well as every dollar Congress appropriates. A clean audit opinion demonstrates not only the Army's commitment to being accountable to Congress, and transparent to the American taxpayer,

but also to enhancing mission readiness. The Army will continue its focus on operational excellence through modernization of its financial, audit, and business management processes. This will ensure that the data concerning the location, condition, and quantities of our equipment, munitions, inventory, and property throughout the enterprise is valid, accurate, and properly maintained to support the Army's mission.

35. What steps has the Army taken to evaluate unit readiness and commander performance based on audit results?

Answer: The Army is taking a data centric approach to assessing unit readiness based on audit results. The Army maintains web-based data analytics that visualize key performance indicators of audit execution as well as statistics for corrective action plans. This information is available across the Army enterprise and can be sorted by Command as well as business process owners to evaluate progress.

Strong governance includes the Army Audit Committee, Business Mission Area Champion forum, and Command Accountability Execution Review program, which drives readiness so commanders have a true enterprise-wide understanding of asset location and condition. This positions the Army to respond quickly and confidently to world events, allocating Army capital to the most critical areas of need.

Alliances and Partnerships

The 2022 NDS stresses the importance of U.S. alliances and partnerships and considers these relationships a critical strategic advantage.

36. If confirmed, what specific actions would you take to strengthen existing U.S. alliances and partnerships, build new partnerships, and leverage opportunities for international cooperation to advance U.S. security interests?

Answer: If confirmed, I will strengthen relationships with allies and partners and enhance international cooperation to advance the Army and DoD interests. I will leverage Army resources and relationships to facilitate stronger bilateral and multilateral relationships in support of combatant commanders. Our Foreign Area Officers and Army planners throughout the Army enterprise will employ an array of security cooperation tools such as International Military Education and Training, Foreign Military Sales, and Security Assistance Programs to support alliances and partnerships. I will also ensure our bilateral and multilateral exercises, senior leader engagements, military personnel exchanges, foreign student attendance at professional military education institutions such as the Army War College and Command and General Staff College, and U.S. attendance at our partners' professional military schools foster trust, mutual understanding, and interoperability.

37. What are the major challenges for strengthening existing alliances and partnerships or building new ones, including for improving interoperability and shared operational concepts? What steps would you recommend, if confirmed, for overcoming these challenges?

Answer: Regarding alliances and partnerships, our biggest interoperability challenges are our own policies and practices on information sharing. In line with the NDS's stated task to remove barriers to cooperation, the Army has been implementing policies and is working to create a culture of generating information with shareability in mind from inception. If confirmed, I will oversee the Army's ongoing work to create a Secret / Releasable network environment, as opposed to a U.S. only operating environment, and to transition to that by 2028 to enable greater sharing and compatibility with our allies and partners.

Joint Operations

38. How would you characterize your familiarity with other Services' capabilities, including how they organize, train, and equip their forces?

Answer: Throughout my entire career, I have commanded, collaborated, and fought alongside our sister services. Additionally, my service as deputy director for regional operations and force management on the Joint Staff and, most recently, as Vice Chief of Staff of the Army, during which I served as the Army's permanent member of the Joint Requirements Oversight Council (JROC), have given me a strong familiarity with our sister services' capabilities, including their organization, training, and equipping processes.

39. Which other Service doctrines and capabilities offer the greatest opportunity for synergy with the Army in joint operations?

Answer: The varied skills, capabilities and structures across the Joint Force make us a more lethal and effective military. We must continue to work closely with our sister services on the Joint Warfighting Concept and on joint experimentation efforts like Project Convergence so that, when called upon, we can leverage all domains – land, sea, air, space, and cyberspace – to present potential adversaries with multiple dilemmas

40. What innovative ideas are you considering increasing interoperability across services to accomplish missions and tasks in support of DOD objectives in joint operations?

Answer: If confirmed, I will continue to advocate for reinforcing the success of the Army's experimentation efforts and major exercises. Specifically, continued participation by our Sister Services in Project Convergence, the Army's annual Campaign of Learning,

will continue to be instrumental in the Army's contribution to Joint All-Domain Command and Control (JADC2) and the development of future ground capabilities that are interoperable among the Services. Meanwhile, exercises, such as Super Garuda Shield in the Indo-Pacific, that the Army conducts with other services and allies and partners increase both joint and multinational interoperability.

Army Capabilities

The Army is in the midst of a major modernization effort. What is your understanding and assessment of the research, development, and acquisition of the capabilities nest under the following priority modernization efforts?

- **Long Range Precision Fires**
- **Next Generation Combat Vehicles**
- **Future Vertical Lift**
- **Network**
- **Air and Missile Defense**
- **Soldier Lethality**

41. If confirmed, are there any other modernization efforts you would prioritize?

Answer: First, we must continue to develop capabilities that reduce Army resource requirements. The Contested Logistics Cross Functional Team (CFT) announced in April 2023 provides us that potential by focusing on optimizing logistics for future battlefields.

Second, we must continue to improve command and control systems to ensure that our commanders can maintain battlefield awareness in a multi-domain fight. Our systems must be mobile, learnable, and rapidly updatable and low signature.

Finally, we must continue to advance in areas like Deep Sensing and Human-Machine Integration to reduce the physical and cognitive loads on our Soldiers.

Integral to all of our modernization priorities is ensuring that non-material transformation efforts are integrated and keep pace with material ones. As we modernize our equipment, we must also modernize our doctrine, organization, training, leadership and education, personnel, facilities, OIB, and policy.

42. If confirmed, how would you assess the appropriate level of investment necessary to maintain Army enduring capabilities and ensure the Army invests to keep these capabilities sufficiently modernized?

Answer: The Army is transforming to conduct Multi-Domain Operations as a part of the Joint Force and has significantly invested in six modernization capabilities. If confirmed,

I will advise the Secretary of the Army to continue investing in the capabilities that maintain the Army's capacity to win in any conflict against peer or near peer adversaries. In addition, I will work closely with the Assistant Secretary of the Army for Acquisition, Logistics and Technology to ensure acquisition programs are programmed and executable.

Joint Acquisition Programs

43. What are your views regarding the merit and feasibility of joint development and acquisition programs, such as the Joint Light Tactical Vehicle, Future Vertical Lift, and hypersonic weapons?

Answer: Where requirements and opportunities align, Joint programs provide efficiencies for all Services. The Joint Light Tactical Vehicle is one example where both the Army and the Marine Corps had similar requirements, and, through collaboration, developed a shared baseline vehicle. The Future Long Range Assault Aircraft, part of the Army's Future Vertical Lift portfolio, has multi-service interest and the potential to be the premier air assault aircraft beginning in the 2030s. Ongoing cooperation between the Army and Navy led to the successful development of a hypersonic missile that will benefit both Services well into the future. Again, when requirements and funding align, the joint development of an acquisition program is often the best approach.

44. What additional programs would you consider to be candidates for joint development and acquisition?

Answer: Any future requirements of the Services that align are potential joint development and acquisition programs. Efficiencies are realized by all Services when the Army can lay out a common baseline development for a system. Cooperation between the Services is very important to the Army, and the Army will continue to develop efforts with the other Services where shared requirements exist.

45. What are your views on joint, enabling or cross-cutting capabilities that may not be treated as acquisition programs, such as JADC2? Do you have sufficient authority to advocate or manage Army capabilities to ensure there are no seams in planning or execution of such efforts?

Answer: As demonstrated during Project Convergence and the Army's campaign of persistent experimentation, JADC2 is indispensable in integrating Joint Force capabilities and concepts against near peer competitors and represents how we will fight and win as a Joint Force. Within the Army, I have sufficient authorities to synchronize our efforts for both materiel and non-materiel aspects of JADC2 to ensure we are fully able to support the Joint Force's needs.

46. If confirmed, how would you facilitate processes for the Army that empower acquisition professionals and reduce institutional policy barriers to enable cross service requirements development and capabilities discussions?

Answer: There is significant cross-Service collaboration and coordination in the development of joint requirements and capabilities in several key areas today. If confirmed, I would support our acquisition professionals continuing and expanding those collaboration activities in areas such as missile defense, autonomy, artificial intelligence, and munitions.

Acquisition

In recent National Defense Authorization Acts (NDAAs), Congress expanded and refined the acquisition-related functions of the Chief of Staff of the Army.

47. If confirmed, how would you assist the Secretary of the Army in the performance of certain acquisition-related functions, while ensuring compatibility with the duties and responsibilities of the Assistant Secretary of the Army for Acquisition, Technology, and Logistics, as established in title 10, U.S. Code, sections 7014 and 7016?

Answer: If confirmed, I would assist and advise the Secretary of the Army in the performance of acquisition-related functions as requested and tasked, but would specifically lead Army efforts to set requirements and ensure that the requirements process is agile to the needs of Warfighters. Over the course of the last year, I have developed a close working relationship with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology and across the Army acquisition enterprise, and consider the Army leadership team to be well synchronized in our vision for the future.

48. If confirmed, what actions would you take to improve all three aspects of the acquisition process—requirements, acquisition, and budgeting?

Answer: In terms of the requirements process, I would ensure that the Army is remaining agile to the needs of Warfighters. As the Army looks to the future, it is clear that the Army must be more mobile and more agile – able to operate in dispersed teams using mission command principals. The Army's equipment must keep pace with evolving technology and be able to accept rapid updates based on the changing needs of leaders on the ground. Finally, the Army must be able to manage electromagnetic signatures, as the battlespace today is characterized by ubiquitous sensors. As Vice Chief of Staff of the Army, I have worked closely with the Under Secretary of the Army, the Chief of Staff and the Secretary of the Army to advance and communicate these needs and will continue to do so if confirmed as the Chief of Staff of the Army.

I will continue to advise the Secretary of where we can enhance and reform the acquisition process and stay intimately involved in the budgeting process. Finally, I will maintain transparency with Congress to ensure that we communicate the Army's needs and facilitate a relationship that enables the on-time, predictable and sustained funding required for readiness.

49. What actions would you propose, if any, to ensure that requirements are realistic, technically achievable, and prioritized?

Answer: Fighting and winning in war is the Army's mandate. Therefore, the requirements process for new Army equipment must be responsive to Warfighter needs. We must ensure that we have clearly assessed the core warfighting challenges and needs, at echelon, for large-scale multi-domain conflict, that requirements developers are aligned and nested with Warfighting units, that we are iterating on prototypes and seeking solutions that truly meet Warfighter needs, and that we are continuing to incorporate industry best practices into our development processes to ensure that program outputs meet intent.

50. What specific measures would you recommend to control "requirements creep" in the defense acquisition system?

Answer: Soldiers need mobile, sustainable, and learnable equipment with manageable electromagnetic spectrum signatures for the future fight, and they need them to be delivered at the pace of war. To do this, we have to balance priorities, find best-value solutions, and ensure that we are incorporating Warfighter touchpoints into our developments process. Success is measured in readiness to deter, fight and win.

51. If confirmed, how would you utilize your authority to arrest the exponential escalation in cost that, in recent history, has marked the acquisition life-cycle of service platforms and weapons systems?

Answer: If confirmed, I would seek to control the costs of acquisition programs by ensuring that requirements are realistic and achievable prior to program initiation, and that the appropriate trade-offs are being made throughout the program's lifecycle to best manage cost, schedule, and performance. Customizable, complex systems are not necessarily what the Army is looking for on the future battlefield. Instead, the Army needs to be able to deploy and command and control formations that are mobile, dispersible, and able to manage electromagnetic signatures and hide in plain sight through camouflage and deception. The Army must get away from stove-piped, parochial systems and moved towards open architecture that capitalizes on American ingenuity and technological advances. If confirmed, I will use my authority to enforce this mindset and divest of COIN-centered systems in favor of leaner, more agile, more sustainable systems that will enhance the Army's lethality in the future fight.

52. In your view, in whom should accountability for large-scale acquisition failures or extraordinary cost overruns vest?

Answer: The Secretary of the Army and the Chief of Staff of the Army bear responsibility for ensuring that the enterprise delivers timely, lethal, effective systems to Soldiers.

53. In your view, are the roles and responsibilities in the acquisition process now assigned to the Chief of Staff of the Army and the other Service Chiefs appropriate? Are there other acquisition-related roles or responsibilities that should be assigned to the Service Chiefs?

Answer: I currently view the acquisition-related roles and responsibilities assigned to the Chief of Staff of the Army to be appropriate. Should I see a need for change, I will ensure that I advise the Secretary of the Army or other civilian overseers as appropriate.

A natural tension exists between the objectives of major defense acquisition programs to reduce cost and accelerate schedule, and the need to ensure performance meets requirements and specifications, which is the objective of the test and evaluation function.

54. Has the Secretary of the Army assigned to the Chief of Staff of the Army responsibility for those aspects of the function of research and development relating to test and evaluation for Army acquisition programs? If so, how would you exercise this responsibility, if confirmed?

Answer: Yes. The Army Test and Evaluation Command (ATEC) serves as the operational test agency that plans and conducts all operational tests, reports results, and provides evaluations on the operational effectiveness, operational suitability and survivability for all Army acquisition programs. The ATEC Commanding General reports to the Vice Chief of Staff and ultimately to the Chief of Staff.

55. What is your assessment of the appropriate balance between the desire to reduce acquisition cycle times and the need to perform adequate test and evaluation?

Answer: The Army can reduce the acquisition timelines by conducting rigorous test and evaluation early in a program's development and continue throughout programs lifecycle. Early collaboration with industry enables the Army to observe their testing and use their data and digital engineering tools thereby reducing the need for unnecessary duplicate and costly tests. The goal is to gain information on equipment performance issues and to fix the problem early in the development cycle. Also, performing continuous and cumulative evaluation of an acquisition program will keep senior Army leaders informed

on system performance and schedule. Beginning the continuous and comprehensive evaluation early in a program's lifecycle can significantly reduce test time and cost by thorough comparative analysis, data sharing and integrated testing.

56. Under what circumstances, if any, do you believe it appropriate to procure weapon systems and equipment that have not been demonstrated through test and evaluation to be operationally effective, suitable, and survivable?

Answer: When Soldiers are deployed on an operational mission and the warfighter determines there is an urgent requirement for a particular weapon system or item of equipment it may be appropriate to accept that risk. Senior leaders must assess whether the weapon system provides an improved capability over the system Soldiers are currently using or provides a new capability where there currently is none. Otherwise, I do not believe it would ever be appropriate to field a weapon system that has not been demonstrated as operationally effective, operationally suitable or survivable. If the Army, due to operational imperatives, fields a weapon system that has operational effectiveness, operational suitability or survivability shortfalls, Army testers will continue to test those systems until all noted deficiencies are rectified and the Army will make the upgrades required to fix all issues. Above all, we will never jeopardize the life, health, or safety of our Warfighters through the fielding of new capabilities.

57. What do you see as the role of the developmental and operational test and evaluation communities with respect to rapid acquisition, spiral acquisition, and other evolutionary acquisition processes?

Answer: The role of test and evaluation in any acquisition pathway is paramount. The Army Test and Evaluation enterprise is evolving to execute agile yet robust test events to speed up the acquisition process. These agile test and evaluation processes will provide senior leaders the opportunity to gain early system insights, provide continuous feedback and fix systems early in the acquisition process. Accelerating the test and evaluation processes does not equate to cutting corners. Army testers must ensure the weapons we provide Soldiers are operationally effective, operationally suitable, survivable, and safe. Doing so helps improve Soldier confidence in their weapons.

58. Are you satisfied with Army test and evaluation capabilities, including the test and evaluation workforce and infrastructure?

Answer: I am satisfied with the test and evaluation infrastructure and workforce today and confident in our plans to make important improvements in the future. The Army is making capital investments in workforce and instrumentation to test emerging capabilities and the modern weapon systems of the future. The Army invests in providing operationally realistic threats and operationally relevant test environments. This requires a shift from twenty years of counterinsurgency warfare to focusing on peer and near peer

threats and will require continued Army focus. I am confident the Army has a solid plan that is adequately resourced.

59. In which areas, if any, do you feel the Army should be developing new test and evaluation capabilities?

Answer: There are several test and evaluation areas that require attention to meet future needs.

Multi-Domain Operations that combine the effects of air, land, maritime, space, cyberspace and electromagnetic spectrum warfare will require the Army to incorporate all those domains to adequately assess program operational effectiveness, operational suitability and survivability. The range of weapon systems is increasing significantly. The Army must have the ability to test those systems at the maximum range. Directed energy weapons, autonomous systems, and artificial intelligence-based systems will also require investment to ensure adequate test and evaluation of those systems. The Army will continue to focus its test and evaluation investment resources on those areas. In addition to direct Army funding, the Army is working closely with the DoD Test Resource Management Center (TRMC) to leverage Central Test and Evaluation Investment Program (CTEIP) funding which is providing significant resources to help the Army modernize its test infrastructure for the future.

60. If confirmed, how would you accelerate the development of these new capabilities?

Answer: I believe the Army Test and Evaluation enterprise has adequately identified the capital investments it requires. If confirmed, I will closely monitor the delivery of those capabilities during the annual POM process. The investments the Army is making today in the Test and Evaluation enterprise are critical to the "Deliver Army 2030" mission. I will ensure the testers get what they need to meet this important mission.

61. What are your views on the appropriate roles of Office of the Secretary of Defense developmental and operational testing organizations with respect to testing of Army systems?

Answer: By law, the OSD developmental and operational test and evaluation organizations are responsible for providing oversight of all major defense acquisition programs, major automated information systems and other acquisition programs. The OSD test organizations ensure the Services are conducting adequate testing and asking the right questions at each level and checking the response. I believe the statutory roles are appropriate.

62. Do you think the current operational test and evaluation system also provides for the flexibility to assess commercial technologies that might be acquired or fields by the Department of Defense through means or processes that are not traditional acquisition programs of record?

Answer: Yes, however, systems should not proceed directly to the operational test. The ATEC must still conduct thorough developmental testing first before proceeding to the operational test to confirm operational effectiveness, operational suitability, and survivability under realistic conditions. The extent of this testing is driven by the degree of difference between how a system was designed and used in the commercial sector compared to how it will be used in the military. The Army Test and Evaluation Enterprise has significant developmental test capabilities to test all facets of a system. The Army will also use Soldier Touch Points that obtain user input early to inform development of technologies and initiatives. These have proven invaluable in getting early feedback and gaining operational insights during developmental testing on all types of systems.

63. If confirmed, how would you ensure the “process” of programs of record do not limit service investment in portfolios of capabilities or mission threads?

Answer: The adoption of the Adaptive Acquisition Framework (AAF), which codifies several different pathways besides the standard Major Defense Acquisition Program route, has created flexibility within the Acquisition system. The framework enables the Acquisition community to utilize a multi-pathway approach, if required, to invest in portfolios of capabilities without overly restrictive processes.

64. If confirmed, how would you resource enablers, such as authorities to operate or data or certification, that Program Managers and Program Executive Officers see as outside of their requirements?

Answer: If confirmed, I would ensure that the Army is working with organizations across the DoD to address areas where flexible authorities, improved governance, or resources are needed to enable the development and fielding of capabilities for warfighters.

Equipment Repair/Reset

65. Is it your understanding that Army repair depots are operating at optimal capacity to meet rebuild and repair requirements?

Answer: Army depots are postured to meet current rebuild and repair requirements for existing fleets, and continued investment will be required to ensure the OIB is postured to accommodate the range of modernized weapon systems under development as part of the Army Modernization Strategy. If confirmed, I will support the Army’s OIB Modernization Implementation Plan to ensure our facilities, tooling and processes, and

our workforce can sustain modernized equipment without disrupting the OIB's ability to support current operations.

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

Answer: While the Army's OIB is postured to meet current sustainment requirements, investment in the Army's OIB Modernization Implementation Plan is necessary to ensure capacity and capability to sustain the future force. If confirmed, I will support this investment. I will also support efforts to improve efficiencies that enable more time to maintain equipment and generate readiness. For example, I will support efforts to digitalize manual processes; to improve the diagnostic capabilities within our units; to review policy to ensure the Army does not spend precious resources on unnecessary tasks; and to invest in training programs to increase maintainer proficiency. Recognizing the difficulty associated with maintaining multiple fleet variations, I will support efforts to reduce fleet variability across formations (for example, by divesting legacy equipment and seeking commonality across platforms) and will maintain pace on fielding modernized combat systems.

67. In your view, is the level of funding budgeted and programmed for equipment repair and reset sufficient?

Answer: The Army's FY 2024 budget request and programming efforts sufficiently fund equipment repair and reset. If confirmed, I will continue to evaluate our equipment repair and reset funding along with other readiness and modernization priorities.

68. What impact is this level of funding likely to have, if any, on the ability of Army National Guard units to respond to Homeland Defense and defense support to civil authorities missions?

Answer: Timely adequate, predictable, and sustained funding is essential to enable the Army National Guard to perform its full set of mission requirements. As currently resourced, the Army National Guard's funding is adequate to enable the Guard to respond to Defense Support of Civil Authorities or Homeland Defense missions.

Special Operations Enabling Capabilities

69. If confirmed, how would you work with the Commander of U.S. Special Operations Command to address the enabling requirements of Army special operations personnel throughout the deployment cycle?

Answer: I will address enabling requirements of the Army special operations personnel throughout the deployment cycle by working closely with U.S. Special Operations Command and U.S. Army Special Operations Command (USASOC). This collaboration will ensure the Army meets service responsibilities related to Special Operations. Regular engagements will ensure Army and Special Operations equities are integrated and adequately addressed.

National Guard Equipment

70. What is your understanding and assessment of changes in the global and domestic roles and missions of the Army National Guard and the National Guard Bureau in the last decade?

Answer: Over the last decade, the Army National Guard's unique dual status has enabled its members to support a broad array of domestic and global requirements, from being the primary response mechanism to domestic emergencies such as COVID-19 to leading U.S. efforts to assist Ukrainian forces in countering Russian aggression at the Joint Multinational Training Group – Ukraine. The changing global operational environment necessitates continued and increased integration of the Army National Guard with the active Army to achieve 2022 NDS objectives and deter potential adversaries. The Army National Guard is and will remain a critical enduring advantage that enables the Army to efficiently deter adversaries while building strategic depth, enhancing partner and ally relationships, and enabling Combatant Commander campaigning efforts.

71. What is your understanding and assessment of the Army's commitment to fully fund DOD requirements for Army National Guard equipment?

Answer: If confirmed, I will ensure the Army continues to equip and modernize the Total Force in accordance with established priorities and available funding. I am committed to ensuring that Army units remain interoperable, deployable, and sustainable across the Total Force, with targeted modernization during the appropriate phase of the Regionally Aligned Readiness and Modernization Model.

72. In your view, do Army processes for planning, programming, budgeting, and execution sufficiently address requirements for National Guard equipment modernization?

Answer: Yes, the Army processes for planning, programming, budgeting, and execution sufficiently address the requirements for National Guard equipment modernization. The National Guard is included in every step of the processes and the Army's transparency initiative closely monitors equipment procurement quantities to ensure they are delivered to the Reserve Components. Reserve Component equipment modernization has improved considerably over the past ten years.

73. If confirmed, how would you ensure that these equipment needs of the Army National Guard are fully considered and resourced through the Army budget process?

Answer: If confirmed, I will ensure National Guard and Reserve equipment needs continue to be fully considered through the Army budget process and that equipment is resourced based on the needs of the Total Force, regardless of component.

74. What is your understanding and assessment of the role and authorities of the Director of the Army National Guard, and, in your view, how does this compare with the role and authorities of the Chief of the Army Reserve?

Answer: The Chief, National Guard Bureau (CNGB) is the principal adviser to Army senior leaders on matters related to the Army National Guard (ARNG) and the Army National Guard of the United States (ARNGUS), which is one of the Army's two Reserve Component. The Director of the Army National Guard does not command the ARNG. Rather, the Director assists the CNGB in carrying out that organization's functions of the National Guard Bureau as they relate to the ARNG and ARNGUS, and the Director performs these functions on behalf of the CNGB by delegation of authority, to include representing the ARNG in Army corporate processes.

The Chief of the Army Reserve serves as the principal adviser to Army senior leaders on matters related to the U.S. Army Reserve, the other Reserve Component. Her position is unique in comparison to the Director of the Army National Guard because she also serves as the Commanding General of U.S. Army Reserve Command and therefore commands the personnel and units assigned to the U.S. Army Reserve Command. In her capacity as the Chief of the Army Reserve, she has similar responsibilities as the Director of the Army National Guard to ensure proper consideration of U.S. Army Reserve issues within the Army.

Both positions are vital for ensuring the overall preparedness and effectiveness of the Reserve Component and their seamless integration into the Total Force to ensure our Army is ready to fight and win our Nation's wars.

75. If confirmed, what specific actions would you take to ensure the number of Reserve Component General Officers are sufficient to fill the highly qualified "bench" from which the Director of the Army National Guard and the senior leaders of the National Guard Bureau can be selected?

Answer: If confirmed, I will advocate for increased opportunities for Army National Guard officers to fill Army and Joint positions to be competitive for the most senior level positions in the Army National Guard and National Guard Bureau. In coordination with the Chief, National Guard Bureau, I will solicit recommendations from Governors across

the 54 states and territories to nominate the best-qualified candidates for those senior level positions. Additionally, I will review Army policies to identify and address any potential barriers to growing a diverse bench of senior officers who understand the magnitude of the states' missions and the strategic role Army National Guard officers fulfill in support of national defense.

Power Projection

The ability of U.S. ground forces to hold at risk adversary ships and aircraft; intercept missiles aimed at our ships, airfields, ports and other fixed facilities; and provide electronic warfare and communications support for our air and naval forces could enable the United States to present adversaries with our own “anti-access/area denial” (A2AD) challenge.

76. Do you believe the current ground force posture in INDOPACOM is adequate? If not, what would you recommend to bolster it?

Answer: The current ground force posture is adequate to meet the U.S. Indo-Pacific Command (USINDOPACOM) tasks today. We are continuing to improve the Army's posture in the Indo-Pacific based on implementation guidance from the NDS, fielding new capabilities like Army watercraft, and continued collaboration with USINDOPACOM to set conditions for possible contingencies in the region.

77. Do you concur that U.S. defense policy would be better served were the Army to develop the capabilities and operational concepts for a “power projection” role, for both the European and Indo-Pacific theaters?

Answer: The development of capabilities and operational concepts for power projection to the European and Indo-Pacific theaters is consistent with the Secretary of Defense's NDS.

78. Do you perceive a need for, and benefit to, enhanced U.S. security engagement in the Indian Ocean, and if so, in what areas and with whom?

Answer: Yes. Enhanced security engagement in the Indian Ocean region – particularly with key partners like India – is essential to our broader goal of a free and open Indo-Pacific. We increasingly share security priorities with India that include concerns about Violent Extremist Organizations and encroachment by the People's Republic of China. If confirmed, I will explore the need for enhanced security engagements with other countries in the Indian Ocean region as well.

Munitions

Army munitions inventories—particularly for precision guided munitions and artillery—have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies. Due to draw down of certain weapons systems to support Ukraine, the Department of Defense has begun efforts to increase production and bolster the industrial base.

79. If confirmed, what steps would you take to ensure the Army has sufficient inventories of munitions to meet the needs of combatant commanders?

Answer: The Army has a solid plan to address munitions inventories. The Army is taking a multi-pronged approach of expanding production in the U.S. industrial base and leveraging available capacity from foreign sources to meet immediate demand, replenish our nation's stocks, and support the industrial base for sustained long-term demand and surge capacity. The Army is investing in both organic and commercial industrial base to address production increases of key systems while also expanding production at existing suppliers and standing up new suppliers for certain items.

80. What changes in budgeting and acquisition processes would you recommend to facilitate faster Army munitions replenishment rates?

Answer: I want to thank Congress for its current support to Army munitions production. The temporary authorities provided under Section 1244 of the FY 2023 National Defense Authorization Act (NDAA) provide contracting flexibility and the potential commitment to multiyear procurement contracts for select munitions beginning in FY 2023. These authorities enable the Army to accelerate munitions production, modernize the munitions industrial base, and help meet replenishment rates. The Army will continue to work with Congress to assess the need for extending or modifying these authorities as appropriate. Additionally, Congress's supplemental funding has enabled the Army to meet many of its munitions-related requirements.

81. How should the Army adapt to self-imposed DOD restrictions on area attack and denial munitions, consistent with the Ottawa Agreements?

Answer: Army is pursuing the Cannon Delivered Area Effects Munitions (C-DAEM) and XM250 programs to replace these capabilities. While the U.S. is not an Ottawa Convention signatory, it is the stated intent under current U.S. policy to develop area denial capabilities to be compliant with the Convention's restrictions. The XM250 Top Attack system currently in development will provide an Ottawa-compliant, Soldier-emplaced, anti-vehicle munition system enabling US and friendly forces to maneuver freely on the battlefield while denying hostile forces freedom of maneuver in the same battlespace. Future area denial development efforts will provide the ability to create Ottawa-compliant complex obstacles at extended ranges, fully replacing the current area

denial capabilities. The C-DAEM program is developing more reliable (1% UXO standard) munitions to meet area attack targets and precision guided munitions to attack both moving and stationary armored vehicles. Until such time as these munitions are available in sufficient quantities to meet warfighting needs, the Army will retain sufficient legacy munitions in the inventory to meet current requirements within the restrictions laid out in the respective landmine and cluster munition policies.

Conventional Prompt Strike

The Army and the Navy are conducting a joint program for conventional prompt strike using long range hypersonic weapons. The Navy is designing and fabricating the warhead while the Army is fabricating the missile body for the Army designed Long Range Hypersonic Weapon (LRHW) system. The Army is proposing three batteries of the weapon system.

82. What is your assessment of the current testing pace of this program?

Answer: I am confident that our current flight test campaign pace supports the delivery of an operational capability for both the Army and Navy. In addition to flight tests, the Army unit continues to exercise the hypersonic mission execution chain through garrison and field events, increasing both the capability and the confidence of the unit in the equipment. Moving forward, increased ability to test components and subsystems of the Common Hypersonic Glide Body in relevant environments will be critical to future upgrades. We work closely with the test community to schedule and support these activities.

83. Do you believe the current testing pace can be accelerated similar to the commercial space industry?

Answer: The appropriate pace of testing for long-range weapons and space systems depends on many factors. The Army is balancing the need for rapid development of a prototype hypersonic weapon with the need to put a safe and credible system in the hands of warfighters. Increased investment in hypersonic test infrastructure would indeed increase test efficiency, and we are working closely with many stakeholders to leverage all available test resources and investments to date.

84. What is your assessment of the overall readiness and principal risks of the entire LRHW system which not only includes the missile and warhead but the fire control and industrial base to support its production?

Answer: The industrial base to support hypersonic development is still immature, as the technology solely existed in government lab environments for several decades. The DoD has made significant investments in the industrial base capacity through the Industrial

Base Analysis and Sustainment and other programs to support production of hypersonic weapons. While we experience the challenges expected in any new production effort, I am confident that the industrial base can support the Army's current required production capacity.

85. Do you believe the current scope and work structure between the Army and Navy is satisfactory? If not, what suggestions would you make?

Answer: Yes. The Army and Navy partnership has been crucial in moving at the speed of relevancy with the development of hypersonic weapons, and I believe that relationship will be the foundation to our success in the future.

86. What is your assessment of the funding and planning for force structure and training for the three batteries the Army plans to field over the Future Years Defense Program (FYDP)?

Answer: The Army has prioritized the design and development of three long range Long Range Hypersonic Weapons (LRHW) system batteries and there are no projected shortfalls in funding for the system or the required training. The first battery is participating in the joint program testing, allowing the Army to refine the structure, training, and procedures that will enable expansion to the full capability over the FYDP.

87. What is your assessment of the Army's capability as a force provider to the combatant commands of the LRHW? Do you anticipate it will be similar to the Terminal High Altitude Area Defense (THAAD) systems which is a low density system under high demand which cannot be fully satisfied?

Answer: LRHW will provide the Joint Force commander with unprecedented long-range capability to neutralize peer competitor Anti-Access Area Denial as part of the Army's Multi Domain Task Force. For LRHW, the Army currently plans to resource Combatant Commanders with three batteries, the first already in operation. This capability will provide these commanders with options to hold adversaries at risk across multiple theaters – and from a standoff distance. I anticipate LRHW, like Terminal High Altitude Area Defense (THAAD) will be a high demand capability that will require deliberate decision making to effectively meet global demands.

Integrated Air and Missile Defense

The current validated requirement for THAAD batteries is nine, yet only seven are both manned and equipped. The Army has allocated manning for an eighth battery, but has no equipment. The ninth battery has neither manning nor equipment. THAAD and Patriot batteries, in the meantime, are some of the highest-demand, lowest-density assets in the Army, and the soldier who man them are deployed with great frequency.

88. Do you believe the Army's current program of record is sufficient to address theater missile defense requirements?

Answer: The Army Integrated Air and Missile Defense (IAMD) is undergoing its most significant modernization effort in the last 40 years, increasing in both capacity and capability to support the Joint Force with establishing air superiority. Additionally, the current Army program of record supports theater missile defense through growth of new battalions, including addition of a 16th Patriot battalion, new Maneuver-Short Range Air Defense (M-SHORAD) battalions and Indirect Fire Protection Capability (IFPC) battalions. The program of record also meets Joint Force requirements against advanced threats through development and fielding of Lower Tier Air Defense Sensor (LTAMDS), Missile Segment Enhancement (MSE) missile, and Sentinel A4 radar, all fused by a common command and control – Integrated Air and Missile Defense Battle Command System (IBCS).

89. What has the conflict in Ukraine informed the Army regarding Integrated Air and Missile Defense (IAMD) as a force presenter to the Combatant Commands now and in the future?

Answer: The Army is reviewing potential insights from the Ukraine conflict and identifying ways to leverage applicable lessons learned for U.S. forces. Specifically, the Center for Army Lessons Learned is standing up a Ukraine-focused group to consolidate and vet these insights. Ukraine has demonstrated tactics, techniques, and procedures that may be advantageous to incorporate into U.S. doctrine. Similarly, Ukraine's use of Air and Missile Defense resources may help inform future U.S. defense design. After identifying lessons learned, the Army will build them, as applicable, into Professional Military Education. Lessons learned may also inform future Air and Missile Defense utilization for employment within Combatant Command (CCMD) Operational Plans (OPLANs). Additionally, observations on the Ukraine conflict improve U.S. understanding of Russian threat capability and combat power, which will inform CCMDs moving forward.

90. What is your assessment of the Army's force structure supporting their current Integrated Air and Missile Defense requirements from the Combatant Commands?

Answer: Each year, the Army models the requirement for Integrated Air and Missile Defense (IAMD) in support of NDS requirements and based on available resources, determines the appropriate force structure level for IAMD.

U.S. Indo-Pacific Command has a requirement to defend Guam, which is a central logistics and force projection hub in the Indo-Pacific theater and necessary to deter China.

A central element of that defense is a robust Integrated Air and Missile System in Guam of which the Army is now a major contributor, along with the Navy and Air Force.

91. What are your views, in terms of risk, for the Army to meet the IAMD requirements of Indo-Pacific Command against what is currently reflected in the Army's FYDP with respect to time, funding, and Army personnel to maintain and operate such an IAMD system in Guam?

Answer: The Army appreciates the importance of Guam in the USINDOPACOM theater and as part of the Homeland. We are working to establish the Army Component for the IAMD of Guam, which together with the Aegis component being developed by the Missile Defense Agency (MDA) will address the USINDOPACOM Commander's requirements. We are planning for FY 2027 delivery and are working personnel requirements in our Total Army Analysis (TAA) process. Establishing the Army IAMD component on Guam is a complex undertaking, involving state of the art prototype capabilities and substantial military construction. I believe the Army is on track to deliver and operate our portion of the defense and will coordinate that delivery with MDA, the Navy and USINDOPACOM.

Space and Electronic Warfare

The United States is increasingly dependent on space, both economically and militarily—from the Global Positioning System (GPS) on which many industries and military capabilities rely, to the missile warning systems that underpin U.S. nuclear deterrence as well as our regional Integrated Air and Missile systems. Likewise, great power competition has revitalized the need for joint electronic warfare capabilities that essentially laid dormant over the past twenty years. In particular, the Ukraine conflict has shown extensive Electronic Warfare operations by both the Russian and Ukrainian Armed Forces.

92. What actions is the Army taking to operate in a GPS denied environment now and in the context of future operations?

Answer: The Army established the Assured Positioning, Navigation and Timing (APNT) CFT in 2018 to ensure reliable future Global Positioning System (GPS) or GPS-like capability for the Army. We have completed initial testing and evaluation of both mounted and dismounted systems designed and have begun fielding them. Additionally, we are exploring and experimenting with several alternative navigation systems untethered to the GPS constellation. All these capabilities are tested annually in a APNT Assessment Exercise, where actual enemy capabilities in this space are replicated. If confirmed, I can arrange for the Army to provide additional information on these capabilities in a classified setting.

93. How confident are you that the Army can fight effectively and achieve its objectives in a GPS denied environment?

Answer: The Army is improving our ability to train in realistic combat environments, including GPS-denied environments. These improvements are being incorporated into the modeling and simulation capabilities such as WARSIM and WARFIGHTER exercises. Our efforts to mitigate adversary attempts to deny GPS, improve robustness of positioning, navigation, and timing (PNT) through alternative navigation (ALTNAV) signals, and train in realistic combat environments will enable the Army to achieve our objectives despite adversary attempts to deny PNT capabilities.

94. What actions is the Army taking in terms of training and material development based on the results of Tier One exercises to maintain effective command and control of its forces in an electronic warfare environment based on systems developed by either Russia or China? Do you feel confident at present in the Army's ability to operate in such an environment?

Answer: The electromagnetic spectrum permeates each of the operational domains – operating in this space provides a military force the ability to deliver effects and create dilemmas for air, land, maritime, space and cyber forces. It is critical that the Army can fight and win in this space. To ensure our Soldiers can operate in transparent, congested, degraded and area-denied environments, the Army is rapidly evolving the exercise capabilities of our combat training centers (CTC), including our recently established Joint Pacific Multinational Readiness Center - the Army's Indo-Pacific regional combat training center. This critical training center provides realistic training designed to build readiness and enhance interoperability throughout the Indo-Pacific region. A recent exercise enabled the 25th Infantry Division, alongside units from Thailand, Indonesia, and the Philippines to experience all-domain training challenges in conditions that replicated the operational environments of competition and conflict. The Army is working to ensure similar upgrades to other events and exercises, including Balikatan in the Philippines, Yama Sakura in Japan and Cobra Gold in Thailand. These exercises will continue to inform updated requirements, materiel development efforts, testing, and training to ensure that our force has the right mix of capabilities to enable the Combatant Commander to converge effects at the desired range and speed necessary to win the operational fight in forward theaters.

95. What actions is the Army taking to organize its force structure, material development, and training for offensive electronic warfare operations now and in the future?

Answer: The Army pairs a training focus that informs material development efforts with a deliberately experimental, dynamic, and agile force structure with our Multi-Domain Task Forces. The electromagnetic warfare forces of the Army's Multi-Domain Task

Forces are uniquely structured to establish presence in theater with a suite of offensive and defensive electronic warfare capabilities that provide depth of range and speed, and benefit from extensive land power networks with partner nation armed forces.

Competitive, calibrated force posture (CFP) is an explicit requirement for the Joint Force to be able to transition to crisis or conflict. The Army's Multi-Domain Operations concept addresses these challenges to ensure success in competition and conflict.

Indo-Pacific Region

96. In your view, how should the Army contribute to competition and deterrence activities in the Indo-Pacific region? In the event of a contingency in the Indo-Pacific region, how do you believe the Army would contribute to the joint force?

Answer: The Army contributes to competition and deterrence activities in the Indo-Pacific region. The Army provides the Joint Force with the necessary lethal ground forces to provide defense and control of key terrain, long-range precision fires and air and missile defense for vital protection support, and the logistics to ensure the Joint Force is successful. In the event of a contingency, the Army will provide command and control at scale, intra-theater logistics, key air and naval bases protection, long-range fires, and maneuver forces capable of holding and seizing terrain.

97. If confirmed, how will you ensure that the Army's posture, basing, force structure, and logistics networks evolve to support your vision?

Answer: The Army should continue to provide lethal ground forces, long range precision fires, command and control, Integrated Air and Missile Defense, engineering, intelligence, space, cyber, sustainment, and contested logistics in the Indo-Pacific. As we integrate Multi-Domain Operation capabilities into Army formations, we must continue to refine our posture to be adequately positioned in terms of forces, footprint, and authorities throughout the region. This will include rotations of forces for exercises or specific operations as well as consideration for forward stationing.

98. In your assessment, what capability or capacity shortfalls present the most significant challenge for the Army in executing contingency plans on the Korean Peninsula?

Answer: Continued teamwork with the Joint Force and Korean partners will enhance the Army's ability to address challenges in executing combat operations on the Korean Peninsula. Current capability and shortfall analysis is critical to executing contingency plans. If confirmed, I will arrange for a classified briefing.

99. What are the key areas in which the Army must improve to provide the necessary capabilities and capacity to the joint force to prevail in a potential conflict with China?

Answer: Our Army is continually transforming so that we may prevail in *any* potential conflict. In this effort we are focused on six operational imperatives: (1) Sense farther (2) converge forces; (3) precise, longer-range fires; (4) protect forces; (5) communicate and share data, and (6) Sustain the fight.

Additionally, the Army must improve recruiting and manage talent to ensure it attracts and retains Soldiers with the skills needed to maintain overmatch against great power competitors.

100. What is your understanding of what the Army is doing to provide cruise missile defense for the joint force in Indo-Pacific to defend against fixed locations such as bases and other critical infrastructure? When will this capability be available to the joint force at scale?

Answer: The Army currently has two batteries of the Iron Dome Defense System-Army (IDDS-A) assigned to USINDOPACOM as an interim cruise missile defense solution. The Army is developing the Indirect Fire Protection Capability (IFPC) as the weapon system to defend assets and critical infrastructure against cruise missile threats. IFPC battalions will be assigned to the Corps and Multi-Domain Task Force (MDTF). Currently, USINDOPACOM has one Corps and one MDTF assigned and the Army is assessing assignment of additional MDTF's to the Indo-Pacific theater. This capability will be available beginning in FY 2026. Additionally, the USINDOPACOM area of responsibility has forward stationed Patriot battalions that contribute capability to defend critical infrastructure against supersonic cruise missiles. The Army is procuring additional Patriot and IFPC capability as part of the Defense of Guam architecture.

Europe

101. In your view, what are the key areas in which the Army must improve to provide the necessary capabilities and capacity to the joint force to support integrated deterrence, and if necessary, prevail in a potential conflict with Russia?

Answer: To deter and, if necessary, prevail in a potential conflict with Russia, the Army must continue to focus on providing combat ready ground forces to the Joint Force. This includes remaining committed to our six modernization priorities, addressing the recruiting challenge, and learning lessons from the conflict. The Army must be able to see and sense more, farther, and more persistently; concentrate combat forces rapidly from dispersed locations; win the long-range fires fight; protect our forces from air, missile, and drone attacks; rapidly and reliably communicate; and sustain the fight across contested terrain.

102. In your opinion, what are the key takeaways from the Ukraine conflicts for U.S. Army investments in Europe, particularly as it relates to the location, equipment content and readiness levels, and speed of deployment for Army prepositioned stocks in Europe?

Answer: The deployment of Army forces to the European theater in 2022 demonstrated the value of Army prepositioned stocks as an accelerator for Joint Force projection. The future of the stocks in Europe will include a new storage location in Poland which will better position the Army to support the U.S. European Command Commander.

Operational Energy

DOD defines operational energy as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. Longer operating distances, remote and austere geography, and anti-access/area denial threats are challenging DOD's ability to assure the delivery of fuel. As the ability to deliver energy is placed at risk, so too is the Department's ability to deploy and sustain Army forces around the globe.

103. What are your ideas for future capabilities that would enable an expeditionary Army through the assured delivery of energy to the warfighter?

Answer: Power generation and energy delivery are critical to warfighting. As the global environment continues to change and we deliberately transform to address that change, the Army continues to seek innovative ways to address power and energy challenges. In April 2023, the Army established a Contested Logistics Cross Functional Team (CFT) to explore novel solutions for conducting sustainment activities on the future battlefield. Additionally, the Army continues to pursue energy resiliency efforts to reduce our reliance on fuel and reduce base vulnerabilities. Finally, our science and technology organizations continue to explore cutting-edge technologies which may enable dispersed formations to do things like create their own fuel from local water systems, employ vertical landing and takeoff flight capability, or utilize vehicle-centric micro-gridding to rapidly create and conserve energy at the point of need. These advancements have the potential to reduce maintenance burdens and logistics tails, help with electromagnetic spectrum signature management, and lower operations and support costs.

104. What are your ideas for reducing the risks associated with the Army's dependence on vulnerable supply lines?

Answer: The Army is continually working to review, assess and mitigate supply chain risks before they become a problem, focusing on our most sensitive capability development efforts first. Meanwhile, our newly formed Contested Logistics CFT is working to increase resilience in our physical and cyber logistics networks and Army

Materiel Command and the Army G-4 are engaged in getting materiel to Soldiers quickly and securely.

Cyber

The readiness of the Cyber Mission Forces assigned to U.S. Cyber Command is substantially below acceptable levels. This shortfall is due primarily to the lack of sufficient numbers of personnel in each of the services in three critical work roles that are especially demanding: tool developers, exploitation analysts, and interactive on-net operators.

105. What is your understanding of the causes for the Army's shortfalls in recruiting, training, and retaining personnel qualified for these work roles?

Answer: The Army's priority for readiness of its cyber forces is to fill U.S. Cyber Command and other cyber force structure's most critical work roles. In this field, competition for top talent with the private sector will be an enduring challenge. The Army must balance both quantitative goals, in the number of developers, analysts, and operators, as well as qualitative goals to ensure these individuals are highly trained and experienced to conduct challenging defensive and offensive cyber assignments.

106. What is your understanding of the Army's plans to correct this shortfall?

Answer: While an OSD-led force-generation study is ongoing to recommend cross-DoD opportunities to correct readiness shortfalls across the Cyber Mission Force, the Army is looking to expand the application of the Cyber Excepted Service to provide expedited recruiting and more flexible retention options for civilians. The Army will also assess the length of tours to ensure the Army realizes the full return on its investment in those personnel who have been through the most rigorous training. Finally, the Army will always look to expand and offer other broadening retention opportunities.

The mission of U.S. Cyber Command (CYBERCOM) is offensive and defense warfighting in the cyber domain. However, so far, General and Flag Officers selected to serve as Commander of Cyber Command have been intelligence specialists rather than line officers. If confirmed, you will be a member of the Joint Chiefs of Staff, and an adviser to the Chairman of the Joint Chiefs and the Secretary of Defense.

107. Do you think that CYBERCOM as a warfighting command could or should be led by an officer trained and experienced in commanding joint operations?

Answer: It could be. If confirmed, I will recommend to the Chairman of the Joint Chiefs of Staff with only those officers I consider the best-qualified to serve as Commander, USCYBERCOM based on the totality of their skills, knowledge, behaviors, and

experience. I would consider an officer's joint experience as a factor in my recommendation.

Science, Technology, and Innovation

U.S. superiority in key areas of innovation is decreasing or has disappeared, while our competitors are engaging in aggressive military modernization and advanced weaponry development. DOD has identified 14 critical technology areas in which investment to develop next generation operational capabilities is imperative: hypersonics; future generation wireless technology; advanced materials; integrated network systems-of-systems; directed energy; integrated sensing and cyber; space technology; quantum science; trusted artificial intelligence (AI) and autonomy; microelectronics; renewable energy generation and storage; advanced computing and software; human-machine interfaces; and biotechnology. Much of the innovation in these technologies that could prove suitable for national defense purposes is occurring outside of the traditional defense industry.

108. What do you see as the most significant challenges (e.g., technical, organizational, or cultural) to U.S. development of these key technologies, or gaining access to such technologies from the commercial marketplace?

Answer: In my view, the Army's most significant challenge is gaining access to technological innovations outside of the traditional defense industrial base. The Army needs to be able to tap private sector innovation from firms that may be reluctant to engage with the Army's complex acquisition system. The Army also needs the ability to recruit and retain scientists and engineers in areas such as Artificial Intelligence/Machine Learning and Biotechnology where competition for talent from the private sector is fierce.

109. How well do you think those Department investments in these technologies are appropriately focused, integrated, and synchronized across all Military Departments and Agencies?

Answer: The Army, along with the other Services, coordinates and synchronizes research activities through a number of mechanisms, such as the DoD Communities of Interest and the Defense Innovation Steering Group. This helps ensure proper investment in defense priorities while eliminating duplicative efforts. These working groups and associated coordination mechanisms also ensure the Army can focus on specific areas of need, while benefitting from any advances or breakthroughs in the other Services.

110. How has the Army prioritized limited R&D funding across your technology focus areas? Specifically, where is the Army either increasing or decreasing focus and funding?

Answer: The Army's S&T program funds priority research and development efforts guided by the Army's Modernization Priorities, and ultimately the NDS. Budget prioritization focuses on balancing near- and mid-term efforts in support of the Modernization Priorities. Conversely, investments in foundational science form the backbone of capabilities our Soldiers will need in the long term. In recent years, the Army has increased focus and investment in areas such as Artificial Intelligence/Machine Learning and biotechnology.

111. In your view, which of these DOD key technologies map most directly to the Army's own modernization priorities (i.e., long-range precision fires, next generation combat vehicle, vertical lift, robust networks, air and missile defense, soldier lethality)?

Answer: In my view, many of the OSD critical technology areas map directly to the Army's Modernization Priorities. For example, *hypersonics* maps to Long Range Precision Fires; *autonomy* maps to both next generation combat vehicle and future vertical lift; *future generation wireless technology* maps to robust networks; and *directed energy* maps to air and missile defense. Overall, I believe all of the DoD critical technology areas play at least some role in the future Army.

112. How is the Army balancing revolutionary capability advancements as compared to "quick win" incremental improvements that can be rapidly fielded?

Answer: The Army builds its S&T portfolio to ensure near- and mid-term technology insertion, while also ensuring appropriate investment for longer-term technology breakthroughs through the Army's Basic Research program. The S&T strategy pays careful attention to supporting the modernization priority efforts, while simultaneously supporting research aimed at fundamental, long-term challenges of the Army 2040 and beyond. If confirmed, I will work to ensure the Army has the proper balance of S&T investments so that the Army is properly preparing for the future fight while still delivering those "quick-win" incremental improvements to our Soldiers today.

113. What efforts is the Army making to identify new technologies developed commercially by the private sector and apply them to military and national security purposes? In your view, what are the challenges that you perceive to increasing collaboration between the private sector and Army?

Answer: The Army has a number of efforts designed specifically to engage with private sector firms outside the traditional defense industry, such as the Army Application Lab, the xTech prize competition and the Small Business Innovative Research program. In my view, the complexities of the traditional defense acquisition system are the greatest challenge to increasing collaboration with the most innovative private sector firms. These

Army programs and others help break down those barriers by bringing new players into the defense innovation ecosystem and allowing the Army to access the most cutting-edge commercial technologies.

114. How can the operational experience of the warfighter better be integrated into the research and development process? Are there appropriate places to interject warfighters in the interaction between the DOD research and engineering community and the private sector?

Answer: The Army ensures the operational experience of our Soldiers and formations is included in the research and development process through the concept of Soldier-centered design. Soldier-centered design is at the forefront of all the Army's modernization efforts and maximizes early, repeated, and continuous iteration of Soldier touchpoints involving all new concepts, technologies, and systems. Soldier-centered design also ensures the Army consistently challenges the modernization concepts and solution sets based on the tactical and operational expertise of the Army, from bottom to top.

Additionally, the Army's materiel development organizations are comprised of more than civilian employees and include Soldiers with a broad range of operational and tactical experience. The Army's uniformed personnel serve as a bridge between warfighter capability/technology needs and cutting-edge solutions from the commercial sector, engaging early and frequently to ensure Soldier insights are included in design and development.

115. In confirmed, how will you leverage experimentation and prototyping opportunities to look at new technologies and concepts that might be beneficial for the Army, or better support the Army role in joint operations?

Answer: If confirmed, I will leverage ongoing efforts such as OSD-led Rapid Defense Experimentation Reserve (RDER) and the Army's Technology Maturation Initiative (TMI) along with experimentation venues such as Project Convergence, the Army's Campaign of Persistent Experimentation, and the Experimental Demonstration Gateway Exercise (EDGE). These efforts provide important pathways to accelerate joint war fighting capabilities and help bridge the gap from Science and Technology to acquisition programs, and Project Convergence allows the Joint community to evaluate potential technologies against future concepts. If confirmed I will look at ways to enhance or expand these and similar efforts.

116. In your view, what steps must DOD take to protect and strengthen our National Security Innovation Base to ensure that critical information is protected?

Answer: There is growing concern regarding the national security threat of ceding technological advantage to China and other near peer adversaries. The Department must establish a uniform due diligence approach that balances the protection of critical technological information with technology risk. The Army has already begun implementing a risk-based assessment process for our small business and academic partners. If confirmed, I will ensure the Army scale these policies, as appropriate, across the National Security Innovation Base.

One of the main objectives of the defense research enterprise is to develop advanced technologies that will be of benefit to the warfighter. In this regard, it is critical that advancements quickly transition from the development phase into testing and evaluation and ultimately into a program of record for the deployment of capability to the warfighter.

117. If confirmed, how will you ensure that a greater percentage of the technologies being developed by Army labs transition into programs of record for deployment to the warfighter? How would you ensure that appropriate technologies are transitioning more quickly into programs of record?

Answer: If confirmed, I will ensure the Army continues to use and refine recently enacted policies and processes designed to increase the transition of technologies from the labs to Programs of Record. Successful technology transition ultimately comes down to invested personnel. I support the Army's efforts within the Labs and Program Executive Officers to formally identify Project leaders to oversee and manage Science and Technology progress and transition. These managers should be held accountable to successfully manage transition within the labs and product line teams.

118. How do you see the laboratory facilities in the Army contributing to your goals for developing technology for the warfighter? Do you think Army lab facilities are keeping pace with the needs of the Army? If not, what do you think could be done to improve the Army's ability to modernize its lab infrastructure?

Answer: The Army is in the middle of a historical transformation and is making continual progress on its modernization goals. These efforts are critical to ensuring that we stay ahead of our potential adversaries. However, additional investments in our research and test facilities will ensure that we can capitalize on cutting-edge technology and recruit and retain talented personnel. If confirmed, I will assess where we need infrastructure investment and work to put resources toward modernizing and revitalizing our critical laboratories and test ranges.

119. If confirmed, what metrics would you use to assess whether the Army is investing adequately in S&T programs?

Answer: If confirmed, I will work within the Planning, Programming, Budgeting and Execution process to ensure the Army has the correct mix of near-, mid-, and far-term investments to support both incremental solutions and revolutionary technology breakthroughs. Army investments must be adequately aligned to support the Army modernization priorities to ensure the Army does not fall behind our competitors in critical emerging areas.

120. How would you assess the value and appropriate investment level for basic research programs?

Answer: The Army's basic research program is critical for developing the technology foundations for the Army 2040 and beyond. Our basic research efforts also allow us to engage with the global academic community, preventing technological surprise. The Army's basic research budget is roughly 17% of its overall S&T budget, which is slightly larger than it has been in recent years as the Army shifts more of our effort toward the far future. If confirmed, I will continue to monitor and assess the S&T budget to ensure the Army has an appropriate mix of near-, mid- and far- term investments.

Technical Workforce

A significant challenge facing the Army today is a shortage of highly skilled data scientists, computer programmers, cyber and other scientific, technical and engineering talent to work at Defense laboratories and technical centers.

121. In your view, what are the pros and cons of having Army active duty military personnel trained and working as scientists, engineers, software coders, and in other technical positions across the Army's research, development, and acquisition enterprise?

Answer: No one knows or understands the technologies our Soldiers need on the battlefield better than Soldiers themselves. Military acquisition professionals play a critical role every day in our Army's focus on modernization. The Army must not only have Soldiers as part of the research, development and testing process, but also need those Soldiers to be experts and experienced in those fields. Soldiers who have both served in operational units and have the requisite skills, such as scientists, coders or engineers, bring a unique perspective that I think is hard to find; they add value to the countless, complex decisions that need to be made in the evolution of a successful program. The challenge is providing these Soldiers ample time in operational units, while also dedicating time for necessary military schooling, civilian education and professional military education in order to remain competitive. If confirmed, I will work to ensure the Army has the requisite military talent in the right acquisition positions to support the Army of 2040 and beyond.

122. If confirmed, what specifically would you do to provide the directors of defense labs under the purview of the Army with the civilian workforce management tools they need to shape their science, technology, and engineering workforces?

Answer: Our Army laboratories continue to play an ever-increasing role in appropriately shaping the Army of 2040. As the expectations of the workforce continue to evolve, so too must our approaches to recruiting, hiring, and retaining talent. The Army has been able to empower the directors of defense labs under the purview of the Army, thanks to the many authorities Congress provided us in the previous NDAA's. Our Army mission is a no-fail mission; the Army must have the right people working, in our labs, and we must leverage all resources available to recruit and retain talent. An important way the Army has been able to do that is through flexible personnel systems on the civilian side such as the direct hire authority. If confirmed, I would look forward to working across the Department, and with Congress, to identify additional flexibilities and authorities that may be available to us. If at any time I feel additional authorities would help our laboratories' success, I will seek Congressional support in bringing those to fruition.

123. How do you propose to leverage other initiatives in the Army or in DOD to help with these challenges, such as the Defense Civilian Training Corps?

Answer: The Army recently streamlined its career fields and stood up the Army Civilian Career Management Activity (ACCMA). Our acquisition career management team is working closely with ACCMA in support of streamlined recruitment and retention initiatives. The Army leverages the DoD's College Acquisition Internship Program to hire eligible college students for summer internships. The Army Civilian Acquisition Student Loan Repayment program, which is funded through the Defense Acquisition Workforce Development Account, also serves as a key incentive for us to recruit, hire and retain civilian acquisition employees with critical acquisition skills. The Army also leverages other DoD programs, such as the Public-Private Talent Exchange and the Defense Civilian Emerging Leader program, as well as established Army programs, such as the Acquisition Leadership Challenge Program to not only further develop our workforce members but also to retain them.

Regarding the Defense Civilian Training Corps (DCTC), the Army will coordinate with the DoD as they work to implement the program to ensure the Army has equal access to recruit and hire its fair share of the talent developed via this program. The DCTC pilot should allow us to learn many lessons regarding talent acquisition in the coming years, and it is my intent to closely understand the elements of DCTC that are producing results.

End Strength

The Army's Active end strength has been reduced from approximately 490,000 in FY 2015 to a projected 452,000 in FY 2023, with additional cuts expected in FY 2024.

124. Do you believe Army end strength should continue to fall?

Answer: Based on the Army's retention rates and efforts directed towards improving recruiting, it should not. However, continued reductions to Army end strength pose significant risk to readiness. To mitigate this risk, it is critical that we continue to put our full effort towards reversing the recruiting challenges and maintaining the positive retention trends. This will be a multiyear effort.

125. Is the Army's current end strength sufficient to implement the 2022 NDS and execute the associated operational plans? If not, what end strength do you believe is necessary to meet the demands placed on the Army by the 2022 NDS and associated operational plans?

Answer: General McConville has testified that the Army is ready to meet NDS requirements, and we face significant risk due to resourcing and manning constraints. To reduce this risk, the Army requires adequate, predictable and sustained funding. We must also tackle our current recruiting challenges so that we can maintain our portion of the all-volunteer force and avoid further cuts to end strength.

126. In your view, is the balance between the Army's institutional support base and deployable combat units correct? If not, what balance do you believe is necessary to meet the demands placed on the Army by the 2022 NDS and the associated operational plans?

Answer: Yes, at approximately 23 percent of the Total Force, the Army's institutional support base is sized to support the full range of institutional missions in support of generating readiness and deploying combat units. The institutional support base will adjust in size as the Army recruiting and training mission changes over the FYDP.

127. If recruiting continues to be a challenge, how will you ensure the Army has sufficient personnel to support the 2022 NDS?

Answer: The Army is currently structured and resources to meet 2022 NDS requirements, but we are facing recruiting challenges which must be mitigated to maintain readiness. The Army has already implemented innovative solutions, like the Future Soldier Prep Course, in order to improve recruiting. If confirmed as the Chief of Staff, I will continue to make recruiting and retention a priority and explore adjustments so that we maintain readiness for NDS requirements.

128. What additional force shaping authorities and tools does the Army need, in your view?

Answer: The Army currently has the necessary authorities and tools to shape the force.

Army Reserve Components

129. In your view, what is the appropriate relationship between the Active Army, the Army Reserve, and the Army National Guard?

Answer: The Total Army is a team with a shared mandate, across all components, to fight and win our Nation's wars when called upon. The Army Reserve Component and Army National Guard serve as an operational reserve and provides strategic depth to the Total Force. As such, they must be adequately manned, trained and resourced to support the Joint Team.

As Vice Chief of Staff, I have maintained a close relationship with leaders within the Army National Guard Bureau and the Army Reserve and will continue to foster those relationships if confirmed as Chief of Staff. Close, transparent cooperation between all three components will be critical to ensuring that the Army can meet demands during this and future periods of constrained resources.

130. What is your vision for the roles and missions of the Army Reserve Components? If confirmed, what new objectives would you seek to achieve with respect to the Army Reserve's organization, force structure, and end strength? With regard to the Army National Guard's organization, force structure, and end strength?

Answer: If confirmed, I will continue to work closely with Army Reserve component leaders to ensure that our Total Army is organized, trained and equipped to meet NDS requirements. The Army Reserve, just like the Regular Army, is transforming from a Counter Insurgency-centric component to one capable of providing strategic depth in a large-scale multi-domain fight. This will likely require that the Army makes adjustments, streamline resources and incorporate innovative solutions across the DOTMLPF-P* spectrum.

*Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy.

131. Are you concerned that continued reliance on the Reserve Components of the Army to execute operational missions—both at home and around the globe—is adversely affecting their ability to meet their recruiting and retention missions? Why or why not?

Answer: I do not believe that continued reliance on Reserve Components is affecting U.S. Army Reserve recruiting and retention. The Army is a great team, and it provides young men and women the opportunity to grow, develop and make an impact on the

world. I will continue to make every attempt to provide the Reserve Component the maximum predictability they require to support Army requirements. I believe that our Army Reserve Soldiers, along with the rest of the force, are driven by the Warrior ethos, dedicated to the mission, and committed to the team.

132. In your view, do the Army Reserve Components serve as an operational reserve, a strategic reserve, or both? In light of your answer, should the Army Reserve and the Army National Guard be supported by improved equipment, increased training, and higher levels of overall resourcing for readiness going forward?

Answer: We operate as a Total Army. Army Reserve serves as both an operational and strategic reserve, and helps ensure that the Army can fulfill its mandate to the American people when called upon. Army Reserve formations require effective training, equipment and resourcing in order to fulfill this role, and it is important that Army leaders consider those requirements and effectively weight them against the many demands on Army resources.

133. Do you expect to meet prior service accession goals for the Army Reserve and Army National Guard this fiscal year? Why or why not?

Answer: The Prior Service accession mission has always been an integral part the Total Army recruiting strategy. A Soldier who returns to Army service in any of our three components is an already proven performer who will only improve the readiness of the units they serve with. The Army National Guard (ARNG) projects that it will exceed 90% (2,186 of 2,429) of its prior service mission and the Army Reserves projects to achieve 47% (465/1,000) of its FY 2023 prior service mission. The inaugural class of the ARNG Prior Service – Army Integration Course Pilot executes in August 2023. While this first course provides a minimal lift to prior service accessions in FY 2023, the ARNG anticipates a greater lift in FY 2024. The ARNG projects that it will achieve 95% (26,459 of 28,451) of its non-prior service mission in FY 2023.

134. What is your understanding and view of the Office of the Under Secretary for Personnel and Readiness proposal for comprehensive Reserve Component Duty Status Reform?

Answer: The Office of the Under Secretary of Defense for Personnel and Readiness proposal for Reserve Component Duty Status Reform would streamline and organize 27 current duty status authorities into four categories to better align pay and benefits for members of the National Guard and Reserve Component. This redesign would simplify existing duty status constructs, maximize assignment opportunities for Reserve Component personnel, and ensure similar pay and benefits for similar work within the Reserve Component. If confirmed, I will continue to partner with the Office of the Under

Secretary of Defense for Personnel and Readiness, the other Service Chiefs, the Chief, National Guard Bureau, and the Chief of the Army Reserve to ensure the proposal, if enacted, provides consistency and continuity for Army National Guard and Army Reserve Soldiers and their Families.

135. In your view, does the Army have the personnel and pay information technology systems required to implement effectively this Reserve Component Duty Status Reform proposal, if enacted in law?

Answer: Yes, Release 3 of the Integrated Personnel and Pay System-Army deployed in December 2022 and, if enacted in law, the Army can effectively implement Reserve Component Duty Status Reform.

Recruiting and Retention

The National Defense Strategy Commission asserted unequivocally that the most critical resource required to produce a highly capable military is highly capable people, in the quantity required, willing to serve. Yet, DOD studies indicate that only about 23% of today's youth population is eligible for military service, a decrease of six percentage points in the last five years. Further, only a fraction of those who meet military accession standards are interested in serving.

136. As rates of physical inactivity among American youth continue to rise, what in your view, if anything, could the Army do to prepare potential recruits for military service, and specifically service in the Army?

Answer: Research shows the disruptions caused by the COVID-19 pandemic significantly reduced physical fitness levels nationwide. In response, the Army established the Future Soldier Prep Course (FSPC). Soldiers who are below accession standard for body fat are enrolled in the fitness track of the FSPC. In that program, the Army provides Soldiers nutritional awareness and coaching, as well as safe and effective weight-loss measures. The Army will continue to explore additional opportunities to advance physical fitness of young Americans.

137. What do you consider to be the key to your future success, if confirmed, in recruiting the highest caliber American youth for service in the Army?

Answer: Our Army is a great place to serve – it is a tremendous team and there are ample opportunities to learn, develop and make an impact. That has certainly been my experience since I enlisted out of high school. I believe that the key to recruiting high caliber American youth is getting that message out to the right populations – not only young Americans, but also the teachers, coaches and mentors that provide them guidance. Recruitment is not enough; the Army must also retain talent. Retaining the best Soldiers and leaders in our ranks comes down to strengthening the Army Professional ethic within

our formations, and building cohesive teams at echelon that foster respect, camaraderie, the Warrior Ethos, and a sense of purpose.

The Army should use our current recruiting challenges as an opportunity for self-reflection and assess whether the Army is effectively building warfighter culture and effectively messaging that culture and its value to the American people.

138. What do you consider to be key to your future success, if confirmed, in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Army?

Answer: Our Soldiers are the best trained and most professional in the world – they are what make the American Army great. To maintain our portion of the all-volunteer force and retain the best qualified personnel, the Army must ensure that our Soldiers continue to receive excellent training, that they are provided up-to-date, effective and well-maintained equipment, and that they and their Families are provided safe, adequate housing and childcare and an excellent quality of life with the opportunity to grow, thrive and make an impact.

139. In your view, do current accessions standards—particularly DOD-wide criteria for tier-one recruits—accurately predict recruit attrition or future success in the Army?

Answer: Current accessions standards effectively predict recruit attrition and future success in the Army. Research shows that the Armed Forces Qualification Test (AFQT), a composite of math and verbal tests on the Armed Services Vocational Aptitude Battery; educational attainment; and the Occupational Physical Assessment Test accurately predict enlisted cognitive and physical performance in the Army. These screening tools are benchmarked on the accession screening tiers. The Army supplements cognitive assessments by using the Tailored Adaptive Personality Assessment System (TAPAS), a non-cognitive tool that predicts motivational performance and attrition. If confirmed, I will ensure the Army will continue to engage experts to ensure the Army is utilizing the latest performance assessment tools to build the Army of 2030.

140. Given the historically low numbers for eligibility to serve, do you believe a reassessment of accessions standards is in order? If so, what accessions standards in your view are outdated or worthy of review?

Answer: It is critical that the Army continues to recruit and retain fit and highly qualified Soldiers on the Army team. I do not support lowering accession standards to meet recruiting objectives. The Army is helping motivated young Americans to meet existing Army standards with the Future Soldier Prep Course, and I support continuing and potentially expanding that program.

141. In your view, does the Army have the necessary authorities to recruit and retain personnel with critical skills, including cyber?

Answer: Yes. The Army selects specific Military Occupational Specialties (e.g., Air Defense, Special Forces, Field Artillery, Crypto Linguists, and Infantry) for critical skill incentives based on accession and readiness priorities. Through a combination of focused marketing, competitive accessions and retention incentives, the Army can attract and retain these critical skills. The Army offers accession bonuses up to \$50K, Student Loan Repayment up to \$65K, and Retention bonuses up to \$81K. Regarding cyber-related skills, the Army utilizes several specialized authorities to recruit and retain uniformed servicemembers and civilians for cybersecurity and cyber operations. One example is the Cyber Excepted Service (CES), which allows for expedited recruiting and flexibility for retaining civilians.

142. What monetary and non-monetary incentives are the Army employing in an effort to retain Army aviators? Which incentives or combinations thereof have proven most effective?

Answer: The Army utilizes monetary and non-monetary benefits to retain aviators. For monetary benefits, the Army offers Aviation Incentive Pay, which provides Aviators a monthly pay based on years of aviation service, ranging from \$150-\$1000. The Army also offers an Aviation Bonus to retain Aviators that are otherwise without an active-duty service obligation or are retirement eligible. The bonus offers are between \$90,000 and \$105,000 in a lump sum for a four-year service obligation.

The Army also offers non-monetary benefits through First Tour Stabilization. The Army stabilizes Aviators on their first utilization tour for five years. Families are stabilized for a longer period and Aviators are provided time to progress to Pilot-In-Command and develop in their career track. The Army provides Assignment Predictability through the Army Talent Alignment Process and the Assignment Interactive Module Marketplace, allowing officers to see all available positions and market their talents to the gaining organizations thus providing individual control over Permanent Change of Station duty locations and positions.

The most effective combination is the Aviation Bonus and assignment predictability since Aviators have more control over where they go, and the bonus ensures their continuity in service.

Because the “all-Volunteer” military depends on a constant flow of volunteers each year, as the number of eligible and service-propensed American youth declines, it will become increasingly difficult to meet military needs.

143. Do you agree with the premise that the shortage in the number of American youth eligible and interested in serving in the Armed Forces poses a threat to national security?

Answer: We require qualified and motivated young men and women to serve. Current recruiting challenges pose significant risk to our ability to maintain our portion of the all-volunteer force and simultaneously maintain readiness to meet the NDS requirements.

144. What is the role of “influencers”—parents, grandparents, teachers, coaches, and clergy to whom a young person turns for advice—in a young person’s decision to join, or not to join the Army?

Answer: It is advisable for young men and women to seek the advice of trusted mentors when making decisions about how to direct the course of their lives. When I was in high school, I sought mentorship from a variety of influencers, including my parents, grandparents, and other men and women I looked up to. I was persuaded by a local Korean War veteran to look into the Army. He had not served long, but he told me stories about the Army team that inspired me. These types of interactions are critically important in a young person’s life and are likely to have enormous impact on whether a young person chooses to join or not join the Army.

145. In your view, has the integrated DOD recruiting campaign, Their Success Tomorrow Begins With Your Support Today, been successful in increasing the willingness of youth or their influencers to consider service in the Army?

Answer: The Army and our sister services benefit from the research and insight provided by DoD’s Joint Advertising Market Research and Studies (JAMRS) group. The campaign, “Their Success Tomorrow Begins With Your Support Today,” originally launched in fall of 2018, and has been updated periodically based on continued market research by JAMRS. Messaging is grounded in nearly 20 years of market research, including polling and focus groups involving youth, parents, and other influencers. Our Army Enterprise Marketing Office (AEMO) recently overhauled the Army’s branding and overall messaging to better connect to America’s youth. Our research discovered that America’s youth value purpose, passion, community, and connection. Our newest campaign material addresses these core values in various ways. The Army messages to youth and their influencers our value proposition, that the Army is an employer of possibilities by informing their understanding of the Army and changing their perceptions of the Army in a positive way.

146. If confirmed, what role will you play in the ensuing the effective administration, management, and oversight of the Army marketing and research missions?

Answer: If confirmed, I will work to ensure that Army marketing effectively and efficiently encourages Army service. In March 2023, the Army launched the new “Be All You Can Be” campaign and re-introduced the Army’s brand to America. The Army updated the logo and our overall message positioning of “possibilities” for the newest generation. AEMO implemented regulations, processes, and systems per previous marketing audit recommendations. The modernization of Army marketing systems improves accountability, increases efficiency, and identifies ineffective portions of our marketing.

U.S. Military Academy

147. In your view, what is the unique value provided by the U.S. Military Academy (USMA) when compared with the other Army commissioning sources?

Answer: As a direct reporting unit to the Secretary of the Army and the Army Chief of Staff, the United States Military Academy (USMA) remains the only commissioning source where the Army has control of all aspects of Cadet development. Correspondingly, USMA provides the Army with a unique ability to shape the development of future officers as they educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character. USMA’s contribution is invaluable as it provides approximately 22% of all active-duty Army officer accessions yet provides nearly 40% of the officers with undergraduate science, technology, engineering, and mathematics (STEM) degrees into the force. USMA’s continued emphasis on character development throughout its leader development system affords the Army an opportunity to develop the Core of the Army’s Officer Corps. The USMA team works tirelessly to pursue their mission and ensure they provide the Army and the Nation with leaders that are prepared to lead, fight, and win in the 21st century.

148. If confirmed, what changes to the organization, curriculum, or operations of USMA do you envision recommending?

Answer: Commensurate with the expectations of higher education, the USMA seeks continuous improvement in its developmental system to include its character, academic, military, and physical programs. This continuous improvement ensures that the Academy stays on the cutting edge of leader requirements for the current and future battlefields. USMA’s faculty blend of excellence ensures they not only have relevant experience directly from the operational force, but also leaders within all academic disciplines. The Army has committed well over \$1.4 billion to modernize the infrastructure to ensure the Academy operates well into the second half of this century. USMA also continues down its implementation pathway of the DoD directed integrated primary prevention of harmful behaviors. The Superintendent began a comprehensive review of the USMA strategy and developmental programs upon taking command in 2022. If confirmed, I look

forward to working closely with the Superintendent, as they finalize and begin to implement the updated strategic plan for the Academy.

The National Defense Authorization Act re-emphasized for the third time in the last five years that service academy graduates are expected to serve for at least two-years on active duty prior to pursuing employment as a professional athlete.

149. Do you support this requirement?

Answer: The Department of the Army will follow the law related to Military Service Academy graduates pursuing an opportunity to play professional sports. There are potential benefits of affording Academy cadets an opportunity to pursue professional sports, as it encourages the recruitment of top talent for the Army and there are potential public relations opportunities while the athletes are playing their respective sports. The professional sports program gives the Army a platform to garner large national media exposure to generate interest across America to serve in the Armed Forces. Among other requirements to qualify for the program, each cadet athlete must articulate how they will enhance recruiting and marketing efforts of the Army at the national level. The small number of USMA graduates requesting to participate in the professional sports program since 2020 has not had an appreciable negative impact on our officer recruiting or accessions efforts.

Military Compensation

The Department of Defense has traditionally assessed the competitiveness of military pay by comparing Regular Military Compensation against salaries earned by a comparable civilian demographic.

150. Do you agree that the primary purpose of a competitive military pay and benefits package is to recruit and retain a military of sufficient size and quality to meet the objectives of the 2022 NDS?

Answer: I agree.

151. What is your assessment of the adequacy of the current military pay package in achieving this goal—particularly given the ever-tightening recruiting market?

Answer: The Army participates in the Quadrennial Review of Military Compensation to assess the adequacy of pay to ensure it remains competitive in today's recruiting environment.

152. Do you believe the largely “one-size-fits-all” model for military pay adequately rewards individuals for their specialized skills and provides an appropriate

incentive to scientists, engineers, and members of other high-value professions to access into the military?

Answer: The current compensation program provides for targeted incentive pays to recruit and retain high-value professionals. These incentives provide flexibility and are generally effective. However, the Army continues to review the application of these incentives to ensure individuals with specialized skills are adequately compensated.

153. What changes, if any, would you recommend to the current military pay and benefits package?

Answer: The Army participates in the Quadrennial Review of Military Compensation to assess the adequacy of pay to ensure it remains competitive in today's recruiting environment. After this review, I will work with OSD and Congress if changes are required.

154. What specific recommendations do you have for controlling the rising cost of military personnel?

Answer: The Army's goal is to attract the best and brightest to serve our country by the most cost-effective means possible. Compensation is an important factor in attracting and retaining quality people.

Service of Transgender Persons

Each of the Service Chiefs has testified before this Committee that in their experience, the service of transgender individuals in their preferred gender has had no negative impact on unit or overall military readiness.

155. In your experience, has the service of transgender individuals in their preferred gender had any negative impact on unit or overall military readiness?

Answer: In my experience, the service of transgender individuals in their preferred gender has minimal impact on overall military readiness. Any Soldier who meets the physical, mental, conduct, and security standards, and is worldwide deployable, ought to be able to serve in the U.S. Army.

156. In your view, what would be the impact on readiness of requiring the separation of all transgender soldiers currently serving in the military? Please support any assertions with non-anecdotal data.

Answer: In my view, requiring the separation of all transgender Soldiers currently serving in the military would impact unit readiness. Any Soldier who meets the physical,

mental, conduct, and security standards, and is world-wide deployable, should be provided the opportunity to serve honorably in the U.S. Army.

Military Quality of Life

The Committee remains concerned about the sustainment of key quality of life programs for military families, such as family advocacy and parenting skills programs; child care; spouse education and employment support; health care; and morale, welfare and recreation (MWR) services, including Commissary and Military Exchange stores.

157. If confirmed, what quality of life and MWR programs would you consider a priority?

Answer: If confirmed, I plan to provide senior commanders with the authorities and resources to develop valuable quality of life programs. I appreciate the support of Congress to improve housing, healthcare, childcare, spouse career, and employment opportunities, and permanent change of station moves. Quality of life directly impacts recruiting, retention, and readiness. I will also prioritize childcare for our Army Families – including innovative, installation-specific options that allow servicemembers flexibility and dependable access to care.

158. How would you work across the Army and with Military Service Organizations and Congress, to sustain and enrich high-value quality of life and MWR programs for soldiers and their families?

Answer: Morale, Welfare, and Recreation programs are directly linked to recruiting, retention, and readiness and contribute greatly to Soldier and family member physical, mental, social, and emotional well-being. I plan to remain responsive to the needs of senior mission commanders, who are in the best position to assess and recommend enhancements to quality of life and Morale, Welfare, and Recreation (MWR) programs for Soldiers and Families on their installation. I also plan to maintain collaborative and transparent relationships with Military Service Organizations and Congress to ensure that I am receiving feedback and seeking solutions to ensure that our Soldiers and Families have quality of life.

Military Housing

159. What is your current assessment of privatized housing inside the Army?

Answer: The Army has made progress in addressing the housing problems that have been identified in the past several years. The publication of the Tenant Bill of Rights and the changes implemented to our oversight of privatized housing improve the quality of housing and is restoring trust in the program. With the assistance of Congress, we have a

renewed focus on monitoring the housing companies and holding them accountable for poor performance. In addition to the Tenant Bill of Rights, we are implementing the privatized housing reforms as directed by the current and prior years' NDAA's. We continue to ensure improvements in safety, quality, and habitability of privatized housing, while improving oversight of privatized housing programs and projects. We expect to receive our most recent tenant survey in the next few weeks and will use that to inform our next suite of actions. If confirmed, I look forward to working with Congress to continue improving this important program for the Army.

160. As it pertains to unaccompanied barracks, do you believe the Army should utilize waivers to waive habitability and living standards?

Answer: The Army's goal is to ensure all Soldiers have quality housing. We should not waive habitability or other living standards except in those very limited circumstances where there are no other options, and the waivers will be temporary. Currently, commanders are empowered to exercise assignment flexibility based on specific circumstances. For example, waiving living standards by assigning two Soldiers to a single room occurs only when and where necessary. Our standard is to provide each Soldier a separate sleeping room. If confirmed, I will make every effort to honor our commitment by providing quality barracks to our Soldiers. Waivers of habitability would only be allowed if accompanied by acceptable mitigation measures to address the deficiencies.

Family Readiness and Support

161. What do you consider to be the most important family readiness issues for soldiers and their families?

Answer: There is not a single most important issue because they are often interconnected and related. Economic well-being and financial readiness are related to a spouse's career and employment, which is contingent on quality, affordable childcare. If confirmed, I will work to ensure that Soldiers and Families are supported with a viable and effective system of support that enables mission readiness with a focus on innovative, installation-specific efforts that meet local needs. I will also ensure that leaders are engaged at every level to make Soldiers and families aware of available resources.

162. If confirmed, how would you ensure that the family readiness issues you identified are properly addressed and adequately resourced?

Answer: If confirmed, I plan to work closely with the chain of command to ensure that Family readiness issues are effectively and efficiently addressed in a way that befits the specific installation, unit or mission. Additionally, I plan to enforce that the Army Staff is collaborating closely with leaders across the Army – listening to concerns, developing

solutions, and responsibly resourcing programs – rather than pushing top-down, one-size-fits-all solutions on the Force.

163. If confirmed, how would you ensure that support related to mobilization, deployment, and family readiness is provided to Army Reserve and National Guard families, as well as to active duty families who do not reside near a military installation?

Answer: The Army has continuously asked its Soldiers to be apart from their Families during long deployments and operations, and to cope with the challenges of a high operational tempo. These separations are often some of the most stressful for our Soldiers and Families. If confirmed, I will work to ensure that Soldiers and Families, regardless of component, are supported with a viable and effective system of support that enables mission readiness with a focus on innovative, component and installation-specific efforts that meet the needs of their Soldiers and Families.

The Committee often hears that Active duty families have difficulty obtaining child care on base and that there are thousands of military families on waitlists to receive infant care.

164. If confirmed, what specifically would you do to provide Army families with accessible, high-quality childcare, at an appropriate cost?

Answer: If confirmed, I will prioritize childcare for our Army Families. The Army needs to look at infrastructure, how the Army recruits and retains quality staff, and new initiatives and partnerships. Specifically, this includes innovative, installation-specific options that allow servicemembers flexibility and dependable access to care.

Support for Military Families with Special Needs

165. If confirmed, how would you ensure that a soldier with a special needs family member is relocated only to a new duty station at which the medical and educational services required by that family member are available?

Answer: Soldiers with exceptional Family members need a choice of two Exceptional Family Member Program (EFMP)-approved assignment locations. This flexibility allows Families to research future assignment locations before deciding which best supports their needs. If confirmed, I will also support increased transparency and information so Soldiers and Families can make the best decision for their Family when it comes to care and support.

166. If confirmed, how would you ensure effective administration of the exceptional family member program (EFMP), balancing the needs of the Army, the needs of

exceptional family members, and the desires of both soldiers and their dependents to have a rewarding experience in the Army?

Answer: Our Families with special needs often face unique and complex challenges and stressors that require close coordination and communication between Families and service providers. If confirmed, I will continue to stand up the centralized Exceptional Family Member Program office to ensure all our medical, human resources, and Family support are working closely to support these Families.

167. If confirmed, what new initiatives might you suggest for improving the ability of soldiers with a special needs family member to obtain the medical services and support their family member requires?

Answer: If confirmed, I will collaborate with Defense Health Agency, the other Services, and Army Medical Command to identify gaps and improve partnerships in the delivery of medical services to Soldiers with special needs Families.

Sexual Assault and Harassment Prevention and Response

Despite significant efforts by the Military Services over the past decade to enhance their prevention of, and response to sexual assaults, including measures to care for victims and hold assailants accountable, the current data continues to show increasing prevalence of sexual assault and unwanted sexual conduct, primarily for female service members aged 17 to 24. These findings echo reports this year of increases in the prevalence of sexual harassment and assault at the Military Service Academies.

168. Do you believe the policies, programs, and resources that the Department of the Army have put in place to prevent and respond to sexual assault, and to protect soldiers who report sexual assault from retaliation, are working? If not, what else must be done?

Answer: Although the Army has made progress in preventing and responding to sexual assault, and sexual harassment, more work needs to be done to prevent these harmful behaviors from occurring. If confirmed, I will continue to support implementation of the recommendations from the Independent Review Commission on Sexual Assault in the Military, as approved by the Secretary of Defense.

The most recent report on the prevalence of sexual assault and harassment at the Military Service Academies revealed disturbing levels of sexual harassment in particular, placing the Service Academies among the poorest performing military units in incidents of harassment, suggesting an environment conducive to sexual assault and other misconduct.

169. What is your reaction to this report, and what actions would you propose to reduce the prevalence of sexual harassment at the Service Academies?

Answer: The report was disheartening but insightful. To reduce risk and increase protective factors, the United States Military Academy is adopting an Integrated Primary Prevention (IPP) approach. IPP requires finding shared solutions to the problems of sexual harassment, assault, and retaliation, among other harmful behaviors. While this range of harmful behaviors has diverse and unique prevention needs, they also share many risk and protective factors. This strategy will synergize existing prevention activities by strengthening efforts that address these shared factors. I believe this approach has great promise. It will align competing priorities, increase program effectiveness, ensure efficient use of resources, and help leaders cultivate a safe and healthy climate across the West Point community.

170. If confirmed, what specific role would you establish for yourself in preventing sexual harassment in the Army, including within the civilian workforce?

Answer: If confirmed, I will entrust and empower the chain of command to build cohesive teams and implement innovative and effective methods for preventing sexual harassment and assault. There is no place for these behaviors in our Army, and it is imperative that commanders work to prevent sexual harassment and assault in their formations. I will use my role as the senior commander to emphasize the importance of these programs to subordinate commanders. I will also continue to support the execution of the restructured Sexual Harassment/Assault Response Program, leader development initiatives and command assessment programs, and work with the Secretary of the Army to ensure these programs are appropriately resourced.

171. Do you perceive that you need additional authorities from Congress to improve the Army programs to prevent sexual harassment and sexual assault?

Answer: I believe we have sufficient authorities to implement the remaining IRC recommendations. I will always support continually evaluating our efforts to prevent sexual harassment and assault, while working with partners in Congress on these issues

Military Health System Reform

Section 702 of the NDAA for FY 2017, as modified by Sections 711 and 712 of the NDAA for FY 2019, transferred the administration and management of military hospitals and clinics from the Military Services to the Defense Health Agency (DHA). Yet, DOD's implementation of this transfer has been delayed significantly.

172. Do you support the purpose and implementation of section 702 of the FY 2017 NDAA, as clarified by sections 711 and 712 of the FY 2019 NDAA?

Answer: Yes. Defense Health Agency (DHA) assumed authority, direction and control of the medical treatment facilities (MTFs)s. These facilities are essential readiness platforms to facilitate the training of the Ready Medical Force and to provide healthcare to our Soldiers and Families.

With respect to section 711 and 712 of the FY 2019 NDAA, the Army Secretary and Surgeon General must maintain the responsibility to execute their Title 10 authorities and responsibilities. If confirmed, I stand committed to work with the DoD to ensure the Army remains ready and responsive as the nation's premier land fighting force.

173. If confirmed, what would you do to ensure that the Army and DHA take all appropriate actions to sustain the medical readiness of the military force, as well as the readiness of the military medical force?

Answer: If confirmed, I would advocate for continued partnership with the Defense Health Agency (DHA). I would develop systems to enhance Army medical readiness in the Military Treatment Facilities in collaboration with DHA to ensure sustainment of Army Readiness in accordance with Title 10, United States Code. As the Chief of Staff of the Army, I would lead the Headquarters, Department of the Army staff to monitor and report Army medical readiness and total force readiness with directives and through policy development.

174. In your view, is the Army medical force properly sized to meet the joint medical requirements set forth in operational plans implementing the 2022 NDS?

Answer: The Under Secretary of the Army and I, in my role as the Vice Chief of Staff of the Army, validated the Army's military medical requirement to execute the NDS. The validation was based on a thorough review of medical requirements at all echelons from "point of injury" to care in military medical treatment facilities (MTFs). The review included the requirements to generate the medical force, a bottom-up review by Forces Command and an assessment by Training and Doctrine Command. Additionally, the Army has complied with the 2023 NDAA requirements to delay reductions to certain military medical end strength authorizations for five years. Any future modifications to Army military medical end strength will be based on those assessments required by FY 2023 NDAA.

175. In your view, do Army medical providers possess today the critical wartime medical readiness skills and core competencies required to provide effective and timely health care to soldiers engaged in combat or contingency operations?

Answer: Yes, the Army's professional clinical and leadership skills to save lives on the battlefield allows the Army to maintain a competitive edge against our potential adversaries. The Army's medical force is responsive, competent, and capable of meeting the demands of emerging and unpredictable conflict environments. Our trauma-related

and critical wartime medical specialties are perishable skills that require years of training and education to develop and continued commitment to sustain. If confirmed, I will maintain and improve efforts within Army Medicine to continuously improve how we train and sustain our medical readiness skills.

Suicide Prevention

On May 17, 2022, Secretary Austin established the Suicide Prevention and Response Independent Review Committee (SPRIRC) to conduct a comprehensive review of clinical and non-clinical suicide prevention and response programs across the force.

176. If confirmed, what specific role and tasks would you establish for the Army in implementing the SPRIRC's recommendations?

Answer: If confirmed, I will ensure that the Army works closely with the OSD to provide feedback on any Department-wide Suicide Prevention regulations or policies. I will ensure that the Army complies with the Department's guidance, and that any subsequent Army policies and practices are both nested with OSD guidance and focused on effectively reducing suicides by appropriately resourcing commanders.

177. If confirmed, specifically what would you do to ensure that sufficient suicide prevention and mental health resources are available to deployed soldiers, as well as to soldiers and their families at home station?

Answer: Suicides in our formation are a tragedy, and we must do everything possible to prevent them from occurring. If confirmed, I will work with the chain of command to ensure that Soldiers and Families have consistent and adequate access to a variety of resources that can help them manage life's stressors, including life skill development programs, financial resources, physical fitness resources, relationship counseling, and mental health care.

178. After the SPIRC report recommendations were released, the Army delayed implementation of a pending regulation that would standardize practices and procedures for suicide prevention. If confirmed, do you commit to implementing standardized processes for suicide prevention that are consistent with the recommendations of the SPIRC as soon as practicable?

Answer: Yes. If confirmed, I will continue to champion policies and processes consistent with SPRIRC recommendations and continue to resource and empower the chain of command to implement unit, mission and installation-specific solutions for preventing suicide. Additionally, the Army will publish Army Regulation 600-92, Army Suicide Prevention Regulation, which nests with the Suicide Prevention and Response Independent Review Committee (SPRIRC) recommendations and incorporates

requirements and guidance from DoDI 6400.09 “DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm.”

Mental and Behavioral Health Care

179. If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to deployed and forward-based soldiers, as well as to soldiers and families at home station locations?

Answer: Behavioral health care is an important factor in sustaining the Readiness of the Army.

In support of the deployed formations, behavioral health resources are available. Army social workers and psychologists support brigade combat teams and other operational units. Army psychiatrists work at the division level, and theater behavioral health assets provide area support. All work in concert with unit surgeons and organic medical assets to provide triage, treat far forward, and coordinate transitions of care. If confirmed, I will ensure the Army can effectively man, organize, train, and equip this critical behavioral health capability.

In support of readiness at home station, innovative programs such as Embedded Behavioral Health, Behavioral Health integrated in primary care, Holistic Health and Fitness, Family Advocacy Program, and School Behavioral Health reach Soldiers and Families where they live and work to improve access, reduce stigma, and improve family well-being. Moreover, I will continue to work collaboratively with the Office of the Secretary of Defense to support their work to provide Soldiers and Families with non-medical counseling services through the Military and Family Life Counseling program. If confirmed, I will support the efforts that enhance access to behavioral health care and sustain efforts that have transformed the Army behavioral health system of care.

180. If confirmed, what specifically would you do to ensure that sufficient mental and behavioral health resources are available to Reserve Component soldiers and their families who do not reside near a military base?

Answer: The Army remains committed to providing world-class behavioral health care in support of Total Force readiness. In support of the Reserve Component, ongoing collaboration with Active Component and Reserve Component medical leadership, subject matter experts, and Defense Health Agency partners inform best practices to support readiness within the Title 10 and Title 32 statutory requirements. If confirmed, I will ensure this collaboration continues in order to ensure ready access to behavioral health resources for the entire force.

As one team, Active Component and Reserve Component medical leadership and subject matter experts continue to explore opportunities to increase access and/or decrease

financial barriers to behavioral health care in accordance with DoD Instruction. Reserve Component behavioral health leaders support their units, build community partners, and maintain resource directories. Of note, as of October 2018, the Reserve Component partnered with the Veterans Health Administration to utilize Veterans Affairs (VA) Mobile Vet Centers to provide additional access to behavioral health services for Reserve Component Soldiers.

The Army has made progress in reducing the stigma associated with help-seeking behaviors, but some soldiers, remain concerned that their military careers will be adversely affected should their chains of command become aware that they are seeking mental or behavioral health care. At the same time, the Army chain of command has a legitimate need to be aware of physical and mental health conditions that may affect the readiness of the soldiers under their command.

181. In your view, does the Army effectively bridge the gap between a servicemember's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect individual service member and the unit readiness?

Answer: Seeking help and engaging in care early enhances readiness. As the Army promotes help-seeking behavior, Soldiers must trust that the majority of their health information remains protected. This trust must be balanced with access to protected health information that impacts readiness.

To this end, the Army supports the chain of command's need for readiness related health information about their Soldiers that is necessary to ensure proper mission execution consistent with the HIPAA and implementing regulations. Disclosure of protected health information is limited to the minimum necessary to accomplish the authorized purpose.

Ultimately, leaders at all levels bear responsibility for promoting and safeguarding the overall health and welfare of their Soldiers. Engaged leadership builds trust between the leader and who they lead and can enhance Soldiers' willingness to make their leaders aware of issues that affect their physical and mental well-being. By remaining engaged with Soldiers on their health, leaders foster a climate of cohesion and enhance readiness.

182. In your view, do non-medical counseling services provided by DOD Military Family Life Counselors have a role in promoting the readiness of soldiers and their families?

Answer: Military and Family Life Counselors (MFLCs) play a very important role in promoting the readiness of Soldiers and their Families. As Vice Chief of Staff of the Army, I co-chair a Building Cohesive Teams Forum with the Under Secretary of the Army. In that meeting, the Army resources commander-initiated ideas for preventing

harmful behaviors, and have consistently received requests from commanders for more MFLCs. The DoD MFLC program is a “Help-Multiplier” and connector to other Army behavioral health resources.

Officer Personnel Management System Reforms

The John S. McCain NDAA for FY 2019 contained several provisions to modernize the officer personnel management system. These reforms were designed to align officer career management with the priorities outlined in the 2018 NDS.

183. How is the Army implementing these authorities today and to what effect?

Answer: The Army has initiated implementation of eight of the nine authorities granted to the services under the FY 2019 NDAA. The Army continues to explore the potential of the alternate promotion authorities under 10 U.S.C. Section 649. The Army is defining the language and metrics to ensure the Army is able to leverage deeper talent data across the Army.

184. If confirmed, how would you lead the Army in further leveraging these new authorities?

Answer: If confirmed, I will promote the appropriate use of existing legislative authorities to shape and evolve a 21st Century Talent Management System for officers, making use of talent data to optimize selection and assignment of commissioned leaders for our Army. The Army continues to leverage ongoing initiatives to improve talent management for Warrant Officer, Enlisted and Civilian cohorts as well.

185. Are there other authorities that the Army needs in order to modernize the management of its officer personnel?

Answer: The Army established a Talent Management Task Force (TMTF) to study how the Army should best modernize management of Officer personnel. Based on the TMTF’s results, the Army staff is conducting analysis to determine an enduring solution for innovating and integrating talent management initiatives. If confirmed, I will continue to work with Congress for authorities necessary to implement innovation, for example, authority to increase permeability across the Total Army to employ and retain talent.

Joint Officer Management

The NDAA for FY 2017 modified the Joint Qualified Officer (JQO) system established by the Goldwater-Nichols Act in two significant ways. First, it broadened the statutory definition of “joint matters” to expand the types of positions for which an officer

can receive joint duty credit. Further, it reduced from three years to two the minimum tour length required for joint duty credit.

186. What is your assessment of the effectiveness of the FY 2017 modifications to the JQO system?

Answer: The FY 2017 modifications to the Joint Qualified Officer system are adequate and allow the Joint Force more flexibility when managing joint assignments at the appropriate level. Expanding the definitions of joint matters (adding other essential joint functions, including command and control, intelligence, fires, movement and maneuver, and protection or sustainment of operations under unified command) afford more officers the ability to self-nominate. Also, the reduction of joint qualification points from 36 to 24 allows officers to move from joint assignments to command or other professional development opportunities without losing fully joint qualified time.

187. In your view, are the requirements associated with becoming a JQO, and the link between attaining joint qualification and eligibility for promotion to General Officer rank, consistent with the operational and professional demands of Army officers?

Answer: The requirements associated with becoming a Joint Qualified Officer, and the link between attaining joint qualification and eligibility for promotion to the rank of General Officer (GO) are consistent with the operational and professional demands of Army officers. It ensures that GOs have both the experience (systematic, progressive, career-long development) and education needed to remarkably operate in joint environments particularly when called upon to lead/command joint forces.

188. In your view, what additional modifications, if any, to JQO prerequisites are necessary to ensure that Army officers are able to attain both meaningful joint and Army-specific leadership experience and adequate professional development?

Answer: The current Joint Qualified Officer (JQO) prerequisites are adequate to ensure that Army officers can attain both meaningful joint and Army-specific leadership experience and adequate professional development. The current JQO prerequisites support joint competencies and assist in the development of comprehensive leadership and critical thinking skills that are value-added to Joint Service leadership and Service-specific leadership.

Professional Military Education

The 2022 NDS asserts that Professional Military Education (PME) curricula should be refocused to foster critical thinking and analytical skills, fluency in critical languages, and integration of insights from the social and behavioral sciences.

189. If confirmed, what actions would you take to update the Army’s PME system to ensure that it fosters the skills highlighted in the NDS to develop a cadre of strategic thinkers and planners with both the intellectual and military leadership acumen to merit promotion to General Officer?

Answer: Army Professional Military Education (PME) must produce officers who can apply intellectual rigor and adaptive problem solving to multi-domain, joint warfighting and enterprise level challenges. These officers must be skilled in strategic thinking and developing creative strategies to deal with traditional and non-traditional threats—while providing sound, nuanced, and thoughtful military advice. This requires a PME system that is rigorous, agile, and able to maximize the potential of each individual student.

Mid-grade and senior levels of Army officer PME are transitioning to an outcomes-based approach to education where the focus is on what a student learns, versus what is taught. The Army should hasten this transition. I also intend to expand efforts to introduce assessment-informed, tailorable education programs as a means to align Army education with recent talent management initiatives.

The Army should also maximize opportunities for officers to learn alongside our partners and allies. These engagements build important professional networks and help develop an understanding of the strategic environment. I believe the Army can achieve this through robust international participation in our educational programs where there is a constant sharing of perspectives and ideas.

190. In your view, are there opportunities in Army PME to improve STEM cognizance and cyber fluency across the joint force to ensure that leaders understand and can effectively employ technologies to fight and win our nation’s wars?

Answer: Yes, but we are always looking for ways to expand PME opportunities that improve STEM cognizance and cyber fluency. The Army recently changed its operational concept from “unified land operations” to “multi-domain operations.” If confirmed, I will continue to reinforce the integration of all the domains – including cyber— into our professional military education to ensure that leaders stay ahead of emerging technology like AI and big data.

191. In your view, is there a role for Army PME in developing basic product management skills across the joint force to ensure that military leaders are proficient in the employment of software and automation in warfighting?

Answer: Yes. A critical warfighting function is command and control; this includes the use of mission command as a philosophy, as well as the integration of software and

automation capabilities in command and control systems. PME provides an excellent opportunity to enhance these capabilities through wargaming and exercises as part of curricula. PME also affords the opportunities to verify proficiency in these systems and their use with intelligence integration and information management.

The DOD and Army Civilian Personnel Workforce

DOD is the Federal government's largest employer of civilian personnel. The vast majority of DOD civilian personnel policies comport with requirements set forth in title 5 of the U.S. Code, and corresponding regulations under the purview of the Office of Personnel Management. Over many years, the annual defense bill has included numerous extraordinary hiring and management authorities applicable to specific segments of the DOD civilian workforces.

192. In your judgment, what is the biggest challenge facing the Department of the Army in effectively and efficiently managing its civilian workforce?

Answer: If confirmed, I will continue to support the Army's initiative to develop and implement a cohesive human capital strategy for the civilian workforce as outlined in the Army Civilian Implementation Plan. The Army's Civilian Implementation Plan outlines a talent management process that will more effectively and efficiently manage its Civilian workforce to meet the demands of the future Army.

193. In your view, do Army supervisors have adequate authorities to divest of a civilian employee whose performance of duty fails to meet standards or who engages in misconduct? If so, are Army civilian and military supervisors adequately trained to exercise of such authorities? If not, what additional authorities or training do Army supervisors require?

Answer: Yes, Army supervisors do have the appropriate authorities to divest of civilian employees who fail to meet standards or who engage in misconduct, though they must be trained and proficient in proper procedures. If confirmed, I will review our supervisor training programs so that I can ensure we are effectively coaching, mentoring and managing our civilian workforce and that supervisors are exercising their authorities to divest of poor performers.

Congressional Oversight

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

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes