

**Senate Armed Service Committee**  
**Advance Policy Questions for General James McConville, USA**  
**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?**

As the senior military advisor to the Secretary of the Army and senior military officer of the Army, the Chief of Staff of the Army presides over the Army Staff, communicates plans and recommendations of the Army Staff to the Secretary of the Army, and advises the Secretary of the Army on those plans and recommendations. In addition to his role as an advisor, the Chief of Staff of the Army is responsible for the effective and efficient functioning of Army organizations and commands in executing their statutory missions. Furthermore, the Chief of Staff of the Army also performs the duties prescribed for him as a member of the Joint Chiefs of Staff under section 151 of title 10, U.S. Code.

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

I am privileged to have over 37 years of service in our Army, during which I have commanded at every level from company to the Commanding General of the 101st Airborne Division. Of note, I had the honor to lead Soldiers in combat as a division commander in Afghanistan and as a brigade commander in Iraq. Additionally, I have experience on the Army Staff, including service as the Deputy Chief of Staff, G-1 and the Army's Chief Legislative Liaison, where I witnessed the importance of teamwork across the Department of Defense and working with Congress. Due to my experience in joint duty assignments, including Commanding General, Combined Joint Task Force 101, Afghanistan; Deputy Commanding General, Combined Joint Task Force-101, Afghanistan; and as the strategic planner for United States Special Operations Command, I have a comprehensive understanding of applying the full range of Army, joint, combined, and coalition capabilities in a complex environment. Finally, 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, manage 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, the combination of my experiences from a wide array of assignments will enable me to lead our Army as it adapts to meet escalating aggression and the growing threat from our Nation's near peer competitors in a complex world.

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

Yes, throughout my military career, I have had significant joint experience. These assignments include the Commanding General, Combined Joint Task Force 101 from 2013 to 2014, Deputy Commanding General (Support), Combined Task Force-101 from 2008 to 2009, and Strategic Planner, United States Special Operations Command from 1997 to May 1998. The Chairman, Joint Chiefs of Staff certified these assignments. I am designated as a fully qualified joint general officer (Level IV).

**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?**

Serving as the Vice Chief of Staff of the Army for the last two years, I have played a critical role in the Army's modernization efforts and I have participated in the acquisition process from requirements to fielding. I also have represented the Chief as a member of the Joint Chiefs at various strategic engagements involving joint defense policy. I am a lifelong learner and, if confirmed, I will continue to enhance my ability to perform the duties and responsibilities of the Chief of Staff of the Army.

**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?**

If confirmed, I will serve on the Armed Forces Policy Council, in coordination with the Secretary of the Army, with an intent to share lessons learned from the Army's perspective on defense policy, and receive lessons learned from sister Services and the national defense enterprise. For example, the Army's progress with the 21st Century Talent Management System and the establishment of Army Futures Command have been innovative changes, made in a relatively short period of time. Sharing these successes through my Council membership may inspire similar innovation across DOD.

**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?**

If confirmed, I will provide the Secretary of the Army with innovative ideas that will enhance the organization, training, and equipping of the Army for great power competition. We cannot compete in the current information age with an industrial age mentality. We must continue to modernize our Army with the Multi-Domain Operations concept at echelon and in line with our six priorities, fielding new equipment through rapid prototyping and implementing an agile 21st Century Talent-Management system.

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

If confirmed, my goals will be to develop and deliver the Multi-Domain Operations concept at echelon, deliver the Army's six modernization priorities, and transform our industrial age personnel processes into an agile 21st Century Talent-Management system. We are at an inflection point and entering an era of great power competition. We will maintain the ability to defeat any adversary while achieving the vision of an Army of 2028 – ready to win decisively against any adversary, anytime, and anywhere, in a joint, combined, multi-domain, high-intensity conflict.

**In successive National Defense Authorization Acts (NDAAs) beginning in Fiscal Year (FY) 2013 and culminating in FY 2019, Congress expanded and refined the acquisition-related functions of the Chief of Staff of the Army.**

**8. 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)?**

If confirmed, I will assist the Secretary of the Army in the performance of certain acquisition-related functions as the Secretary deems necessary. The operational experience and leadership of a Service Chief is valuable to generating and stabilizing achievable requirements and ensuring the resources necessary to achieve these capabilities. Additionally, I will be positioned to provide strategic priorities and areas of emphasis in the development of warfighting capabilities that respond to current and emerging operational threats. Pursuant to section 2547 of title 10, USC, I will approve requirements and balance the resourcing decisions with priorities as Chair for the Army Requirements and Oversight Council, concur with Milestone Decisions, and co-certify with the Secretary of the Army the Selected Acquisition Reports that are submitted to Congress annually.

**If confirmed as the Chief of Staff of the Army—**

**9. What actions would you take to improve all three aspects of the acquisition process—requirements, acquisition, and budgeting?**

The Army appreciates and is implementing the acquisition authorities Congress has provided us to date. They have helped us gain efficiencies in our processes. If confirmed, I will ensure the Army continues to use these authorities to the greatest extent possible toward achieving our modernization priorities.

While the Middle Tier Acquisition Authority, Other Transactional Authorities, and delegation to the Services of Milestone Decision Authority (MDA) for most of the Major Defense Acquisition Programs, improve our acquisition processes, additional opportunities remain to reduce bureaucracy and complexity that can inhibit innovation and valuable collaboration with

nontraditional partners. If confirmed, I will continue to explore additional opportunities to reduce bureaucracy and complexity that can inhibit innovation and valuable collaboration with nontraditional partners.

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

If confirmed, I will ensure the Army continues to leverage earlier prototyping and increased Soldier experimentation to ensure realistic, technically achievable requirements are met as quickly as possible. We must take advantage of opportunities to drive and fly before we buy. We also must be able to give industry problem sets instead of detailed requirements to drive innovative solutions and competition.

**11. What specific measures would you recommend to control “requirements creep” in the defense acquisition system?**

If confirmed, I will recommend the Army continue to use prudently the various acquisition authorities the Congress has given us to control “requirements creep” in the defense acquisition system. For example, Army Futures Command can leverage early prototyping with Soldier involvement during the requirements development phase of the acquisition process to meet future force requirements faster.

**12. 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?**

If confirmed, I will work to validate and prioritize realistic requirements and request timely, adequate, predictable, and sustainable funding to successfully meet our capability gaps. As part of this process I also will emphasize the need to establish sustainment planning early in the requirements process before a material solution is developed, and critically analyze the true fielding requirements, maximizing readiness by delivering the best possible product support outcomes at the lowest cost. Army Futures Command, along with our Cross Functional Teams (CFTs), will help me ensure our highest priority programs rapidly transition from capability gap, to capability requirement, to acquisition program of record. As programs proceed into development and fielding, I will continue to conduct metrics-based acquisition reviews to ensure programs are cost-effective while providing the best product for our Soldiers.

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

The ultimate accountability rests with me and the Secretary. If confirmed, I will use the additional acquisition related functions provided to the Chief in title 10 section 2366, and the establishment of cost and fielding targets in title 10 section 2448, to avoid acquisition failures and cost overruns.

**14. Are there other roles or responsibilities in the acquisition process that should be assigned to the Chief of Staff of the Army and the other Service Chiefs, in your view?**

In my view, current law and policy provide sufficient roles and responsibilities in the acquisition process for the Chief of Staff of the Army and the other Service Chiefs. If confirmed, I will continue to assess, in coordination with the Secretary of the Army, the other Service Chiefs, and other DOD stakeholders, whether any additional acquisition roles or responsibilities for the Service Chiefs would be prudent.

**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—the objective of the test and evaluation function.**

**15. 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?**

The Army currently maintains an independent test and evaluation organization, Army Test and Evaluation Command, to provide an objective look at all Army programs throughout their lifecycle. The Army Test and Evaluation Command Commander reported to me and Army Senior Leaders the status of acquisition programs. If confirmed, I would look to continue to leverage the expertise from my test and evaluation community to balance the performance risk against cost reduction and schedule acceleration of procuring new systems. The Army Test and Evaluation Command has placed liaisons within our new Futures Command to enable alignment and synchronization of direct support efforts.

**16. 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?**

There will always exist a need to procure equipment on a short delivery time within the existing acquisition processes. There needs to be a healthy balance between reducing acquisition cycle times while still executing adequate test and evaluation. If confirmed, I will ensure the community leverages all available data collection and evaluation venues, from our respective vendor laboratory sites to operational Soldiers in theater.

**17. 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?**

While emerging threats may demand swift solutions, under no circumstances do I believe it is appropriate to place unsafe systems into the hands of our Soldiers. We must demonstrate and evaluate that the system performance meets the standard for effectiveness, suitability, and survivability.

**18. 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?**

The new authorities and concepts for materiel development and procurement provide exceptional opportunity for timely procurement. The existing test and evaluation community will increase their flexibility to meet the demand of these rapid and evolutionary acquisition processes. There is a need for the role of the test and evaluation community to be involved as early as possible during system concept design and development to promote vendor product changes early at a reduced cost to the Army. If confirmed, I will look into the processes involved in delivering timely information about our programs, how we can leverage information faster while still maintaining the necessary due diligence that Army programs require, and avoid redundant testing and duplicative efforts in development.

**19. Are you satisfied with the Army's test and evaluation capabilities, including the test and evaluation workforce and infrastructure?**

Yes. I am satisfied that the Army's test and evaluation capability is adequate to meet today's needs. The professional workforce is capable of providing senior leaders with the information needed to make informed equipping decisions. Test and evaluation are critical to ensuring the Army continues to reduce program life-cycle cost, as well as to ensure future weapon systems are effective, suitable, and survivable to improve the capabilities of Soldiers

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

I believe the Army should develop new test and evaluation capabilities aligned with the Army modernization priorities. The Army needs to upgrade its radars, telemetry, and optics to enhance its capability to test long range precision fires, hypersonic systems, and air and missile defense. We also need to upgrade the test network to handle the increasing amounts of data obtained during testing and we need better technologies to manage that data and filter out the critical components decision makers require. Autonomous systems and artificial intelligence are also areas that require investment with respect to our ability to test.

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

The Army has added funding to accelerate the upgrade and replacement of existing test radars which is the most critical test capability shortfall. We have a plan to accelerate the upgrade of telemetry, optics and our test networks. If confirmed, I will add funding when required to ensure these important capabilities are fielded in time to test new weapons systems.

**22. What are your views on the appropriate roles of OSD developmental and operational testing organizations with respect to testing of Army systems?**

Title 10 assigns to OSD developmental and operational testing organizations oversight of all

major defense acquisition programs, major automated information systems, and other acquisition programs, as well as the Major Range and Test Facility Base. In my current view, this statutory framework is appropriate. If confirmed, I will coordinate with the Secretary of the Army, the other Services, and DOD stakeholders on issues arising with the Army's test and evaluation community.

**Section 7033 provides that “[s]ubject to the authority, direction, and control of the Secretary of the Army, the Chief of Staff of the Army shall exercise supervision, consistent with the authority assigned to commanders of unified or specified combatant commands . . . over such of the members and organizations of the Army as the Secretary determines.”**

**23. Over which members and organizations of the Army has the Secretary of the Army directed the Chief of Staff of the Army to exercise supervision and what is the scope of such supervision?**

The Secretary of the Army has directed the Chief of Staff of the Army, as the senior military advisor to the Secretary of the Army, to exercise supervision and scope of such supervision over the following members and organizations:

(a) Preside over the Army Staff by ensuring the headquarters functions efficiently and effectively including the integration of Reserve Component matters into every aspect of Army business.

(b) Exercise supervision, consistent with the authority assigned to commanders of unified or specified combatant commands under chapter 6 of Title 10, over members and organizations of the Army as the Secretary determines.

(c) Provide Army Commands (ACOMs) with responsibilities, directives, authorities, policies, planning, and programming guidance.

(d) Supervise Direct Reporting Units.

**24. If confirmed, how would you exercise meaningful supervision of such members and organizations, while ensuring compatibility with the authorities of the combatant commanders?**

If confirmed, I will ensure transparent and open communication with such members and organizations to communicate guidance and guarantee those organizations understand their respective responsibilities, directives, authorities, policies, planning, and programming guidance. I will do this while ensuring no infringement on combatant commander authority vested by law, and by ensuring no alteration of command relationships and authorities specified by the Secretary of Defense.

**In addition to the duties enumerated in section 7033, the law provides that the Chief of Staff of the Army shall perform such other military duties as are assigned to him by the President, the Secretary of Defense, or the Secretary of the Army.**

**25. In light of the lines of effort set forth in the 2018 National Defense Strategy (NDS), what other military duties do you anticipate the Secretary of Defense or the Secretary of the Army will assign to you, if confirmed?**

If confirmed, I anticipate I will be tasked to ensure the Army is organized, trained, and equipped in a manner that supports the National Security Strategy and National Defense Strategy. I also anticipate I will be tasked to continue to align modernize efforts with the NDS so it is more ready to compete with, deter, and, if required, defeat great power adversaries through multi-domain operations, while recognizing that great power competition does not necessarily equal great power conflict.

**26. If confirmed, what duties and responsibilities will you assign to the Vice Chief of Staff of the Army?**

If confirmed, I will assign the Vice Chief of Staff of the Army the responsibility of acting as my principal advisor and assistant. Additionally, the Vice Chief of Staff of the Army will have direct day-to-day responsibility for the functioning of the Army Staff across its core disciplines, including manpower and personnel, logistics, operations and plans, requirements and programs, intelligence, command and control communications and readiness.

**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.**

**27. 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?**

Members of the Joint Chiefs of Staff, in their capacities as military advisors and after first informing the Secretary of Defense and the Chairman may, either individually or collectively, provide advice to the President, National Security Council, Homeland Security Council, or Secretary of Defense on a particular matter.

Additionally, as a member of the Joint Chiefs of Staff, I may submit to the Chairman advice or an opinion in disagreement with, or advice or an opinion in addition to, the advice presented by the Chairman to the President, National Security Council, Homeland Security Council, or Secretary of Defense. If I do submit such advice or opinion, the Chairman will present my opinion or advice at the same time he presents his own advice to the President, National Security Council, Homeland Security Council, or Secretary of Defense.



I assess these authorities and processes would appropriately enable me, if confirmed, to provide my best military advice and opinions on matters of national security to the President, National Security Council, Homeland Security Council, and civilian leadership of the Department of Defense.

**28. If confirmed, would you have any hesitance in providing 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?**

If confirmed, I will not hesitate to provide my best military advice and opinions to the President, National Security Council, Homeland Security Council, and civilian leadership of the Department of Defense, even if my advice and opinions differ from those of the Chairman or other members of the Joint Chiefs of Staff. It is my duty and obligation to those officials and to the nation to provide them with my best possible military advice and opinions regarding matters within my areas of expertise and knowledge.

### **Use of Military Force**

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

In my view, a recommendation to the President on the use of military force should include consideration of several factors, including, at a minimum: (1) a legal basis for the proposed use of force; (2) U.S. national security interests and objectives; and (3) the interests of our allies and partners. Any legal basis for a proposed use of military force must consider U.S. domestic law, including relevant constitutional and statutory authorities, such as the 2001 Authorization for the Use of Military Force (AUMF) and the President's constitutional authority to take military action. It also must consider applicable international law, as recognized by the United States.

**30. In your view, what is the appropriate role of the Joint Chiefs of Staff in establishing policies for the use of military force and rules of engagement?**

The Chairman of the Joint Chiefs of Staff has a title 10 statutory responsibility to assist the President and Secretary of Defense with providing strategic and contingency planning to guide the use and employment of military force, including through rules of engagement. The Joint Chiefs of Staff, in turn, advise the Chairman in fulfilling his title 10 statutory responsibilities. Accordingly, the Joint Chiefs play a vital role in advising the Chairman on any changes or additions to the standing of rules of engagement and other policies for the use of military force.

**31. Do you agree with the interpretations and applications of the 2001 Authorization for the Use of Military Force (AUMF) made by both the Obama and Trump administrations?**

I agree with the interpretations for the Authorization for the Use Military Force (AUMF) for the military operations in which I have been involved. I know the decision concerning the AUMF is

not taken lightly and is made at the most senior levels of the U.S. Government. If confirmed, in my role as a member of the Joint Chiefs, I will, in consultation with my legal advisors, provide my best military advice.

**32. In your view, are extant policies and processes for determining which forces of other nations are eligible for Collective Self-Defense by U.S. forces, and under what conditions, adequate and appropriate?**

Yes. The Joint Chiefs of Staff's Standing Rules of Engagement address self-defense and defense of others against hostile acts or demonstrated hostile intent. Our Nation's civilian military leadership must approve the collective self-defense of foreign military forces and foreign nationals and their property. Combatant Commanders assess their need and ability to provide collective self-defense, which is communicated through military channels to the Secretary of Defense and President.

**33. Does the training of U.S. forces authorized to engage in the Collective Self-Defense of the forces of another nation accurately convey to the level of tactical execution the scope and limits of any Collective Self-Defense authorized?**

Each mission presents U.S. forces with a unique mission set with Rules of Engagement tailored to accomplish the mission while adhering to our national policy and strategic objectives, as well as international law. The authorization to engage in collective self-defense of another force, and against whom, is a critical piece of the ROE. As with all aspects of the ROE, it is the Commander's responsibility to provide realistic training to his or her troops on the ROE for that specific mission.

**According to the 2018 NDS, Dynamic Force Employment (DFE) will allow for the more "flexibl[e] use [of] ready forces to shape proactively the strategic environment while maintaining readiness to respond to contingencies and ensure long-term warfighting readiness."**

**34. If confirmed as the Chief of Staff of the Army, what role will you play in authorizing the use of Army forces for DFE missions?**

If confirmed, my role will be to ensure that Army forces are properly organized, trained, and equipped to effectively conduct DFE missions. In response to requests for forces, I will be prepared to make recommendations to the SECDEF and COCOM commanders as to what units are best postured to effectively operate as part of the Joint Force as part of contingency operations, while ensuring those forces are prepared to fight and win our Nation's wars.

## **Relationships**

**35. The law and traditional practice establish important relationships between the Chief of Staff of the Army and other officials and organizations of the U.S. Government and the DOD. Please describe your understanding of the relationship of the Chief of Staff of the Army to each of the following:**

### **The Secretary of Defense**

It is essential for the Chief of Staff of the Army to maintain a close working relationship with the Secretary of Defense. If confirmed, I will be responsible, through the Secretary of the Army, to the Secretary of Defense and his Deputy, for the operation of the Army pursuant to the Secretary of Defense's guidance and direction. As a member of the Joint Chiefs of Staff, I will serve as a military adviser to the President, National Security Council, Homeland Security Council, and Secretary of Defense as appropriate. I will fully cooperate with the Secretary of Defense to ensure the Army appropriately implements the policies established by his office. Also, in coordination with the Secretary of the Army, I will articulate the views of the Army with the Secretary of Defense.

### **The Deputy Secretary of Defense**

The Deputy Secretary of Defense exercises such powers and such duties as the Secretary of Defense may prescribe. The Secretary of Defense also delegates the full power and authority to act for the Secretary of Defense and the ability to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law to the Deputy Secretary of Defense. If confirmed, I will be responsible, through the Secretary of the Army, to the Secretary of Defense, as well as his deputy, for the operation of the Army pursuant to the Secretary's guidance and direction. Additionally, in coordination with the Secretary of the Army, I will articulate the views of the Army with the Deputy Secretary.

### **The Under Secretaries of Defense**

The Under Secretaries of Defense act on behalf of the Secretary of Defense to perform responsibilities requiring them to issue guidance and instructions, as approved by the Secretary of Defense, and in the case of the Under Secretary of Defense for Acquisition, Technology, and Logistics, direction—to the military departments. If confirmed, in coordination with the Secretary of the Army, I will articulate the views of the Army to the Under Secretaries of Defense. To deliver the Army's message accurately, I will closely work with the Under Secretaries to ensure the Army is administered in accordance with the Office of the Secretary of Defense's guidance and direction.

### **The Chairman of the Joint Chiefs of Staff**

The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, National Security Council, Homeland Security Council, and Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman plans the strategic direction and contingency operations of the armed forces; advises the Secretary of Defense on requirements, programs, and budgets that the combatant command commanders identify; develops doctrine for the joint employment of the Armed Forces; reports on assignment of functions (or roles and missions) to the Armed Forces; provides for representation of the United States on the Military Staff Committee of the United Nations; and performs such other duties as the law or the President or Secretary of Defense may prescribe.

Along with the other members of the Joint Chiefs, the Chief of Staff of the Army assists the Chairman in providing military advice to the President, National Security Council, Homeland Security Council, and Secretary of Defense. If confirmed, as a member of the Joint Chiefs of Staff, I will provide my individual military advice to the President, National Security Council, Homeland Security Council, and Secretary of Defense. It would be my responsibility as a member of the Joint Chiefs of Staff to provide frank and timely advice and opinions to the Chairman to assist him in his performance of these responsibilities. Also, I will establish and maintain a close and professional relationship with the Chairman and I will communicate directly and openly with him on any policy matters impacting the Army and the entirety of the Armed Forces.

### **The Vice Chairman of the Joint Chiefs of Staff**

The Vice Chairman of the Joint Chiefs of Staff is responsible for assisting the Chairman in providing military advice to the Secretary of Defense and the President. If confirmed, it would be my responsibility as a member of the Joint Chiefs of Staff to ensure that the Vice Chairman receives my candid views and opinions to assist him in performing his responsibilities.

### **The Secretary of the Army**

My primary responsibilities as Chief of Staff are to perform all duties assigned to me by the Secretary of the Army and to serve as the Secretary's principal military adviser. Additionally, my responsibilities would involve communicating the Army Staff's plans to the Secretary and supervising the implementation of the Secretary's decisions through the Army Staff, commands, and agencies. My actions would be subject to the authority, direction, and control of the Secretary. In my capacity as a member of the Joint Chiefs of Staff, I would also be responsible for informing the Secretary, when appropriate, about conclusions reached by the Joint Chiefs of Staff and about significant military operations, to the extent this would not impair my independence in performing my duties as a member of the Joint Chiefs of Staff. If confirmed, I look forward to working closely and in collaboration with the Secretary of the Army in establishing the best policies for the Army while accounting for national interests.

### **The Under Secretary of the Army**

The Under Secretary of the Army is the Secretary of the Army's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. The Under Secretary's responsibilities require him to issue guidance and direction to the Army Staff when appropriate. If confirmed, I will be responsible to the Secretary of the Army and to the Under Secretary for the operation of the Army in accordance with such directives. I will collaborate and cooperate fully with the Under Secretary to ensure that the policies that the Office of the Secretary of the Army establishes are implemented properly. I will communicate openly, candidly, and directly with the Under Secretary in articulating the views of the Army Staff, commands, and agencies.

### **The Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps**

As a member of the Joint Chiefs of Staff, it would be my responsibility to engage in forthright and timely exchanges of advice and opinions with other Service Chiefs. If confirmed, I welcome the opportunity to develop strong, constructive, working relationships with these colleagues.

### **The Chief, National Guard Bureau**

The Chief of the National Guard Bureau is the senior uniformed National Guard officer and heads the National Guard Bureau, a joint activity of the Department of Defense. The Chief of the National Guard Bureau is responsible for formulating, developing, and coordinating all policies, programs, and plans affecting more than half a million Army and Air National Guard personnel. The Chief of the National Guard Bureau is appointed by the President and serves as principal advisor to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff on National Guard matters. He also serves as the principal advisor to the Secretary and Chief of Staff of the Army and the Secretary and Chief of Staff of the Air Force on all National Guard issues. As the Chief of the National Guard Bureau, he serves as the department's official channel of communication with the Governors and Adjutants General. Specifically, as a member of the Joint Chiefs of Staff, the Chief of the National Guard Bureau has the responsibility of addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions. If confirmed, I will create and maintain a close, professional relationship with the Chief of the National Guard Bureau to foster an environment of cooperative teamwork between the Army Staff and the National Guard Bureau, as we work together to manage the day-to-day and long-range planning requirements facing the Army.

### **The Assistant Secretary of the Army for Acquisition, Technology, and Logistics**

The Assistant Secretary of the Army for Acquisition, Technology, and Logistics (ASA(ALT)) is the principal advisor to the Secretary of the Army on all matters relating to acquisition, logistics, and technology matters of the Department of the Army. His is the single office within the Headquarters, Department of the Army responsible for the acquisition and development functions. If confirmed, I would work closely with the ASA(ALT), along with the Secretary of

the Army, to ensure the Army is working to receive the necessary products to meet military requirements at the best value. Additionally, I would welcome the opportunity to further develop my close, productive working relationship with the ASA(ALT).

### **The Assistant Secretary of the Army for Civil Works**

The Assistant Secretary of the Army for Civil Works is the principal advisor to the Secretary of the Army for the Civil Works Program. He sets the strategic direction and has the primary responsibility for the overall supervision of functions relating to the Army's Civil Works Program, including directing and supervising the conservation and development of national water resources, including flood and coastal storm risk management, river and harbor navigation, environmental restoration and protection, water supply, hydroelectric power, and recreation. The Assistant Secretary of the Army of Civil Works supervises the U.S. Army Corps of Engineers in the execution of the Civil Works Program. If confirmed, I would foster an environment of collaborative teamwork between the Army Staff, specifically the Chief of Engineers, and the Secretary of the Army for Civil Works as we address the Army's day-to-day management and long-range planning requirements relating to the Civil Works Program.

### **The other Assistant Secretaries of the Army**

The Assistant Secretaries of the Army have assigned functions and responsibilities that require them to provide guidance to the Army Staff and to the Army as a whole as it pertains to their functional area when appropriate. If confirmed, I will support and assist the Assistant Secretaries on matters assigned to those officials. If confirmed, I will foster an environment of collaborative teamwork between the Army Staff and the Army Secretariat as we address the Army's day-to-day management and long-range planning requirements.

### **The General Counsel of the Army**

As the legal counsel to the Secretary of the Army and chief legal officer of the Department of the Army, the General Counsel coordinates legal and policy advice to all members of the Department regarding matters of interest to the Secretariat. Additionally, the General Counsel determines the position of the Army on any legal question or procedure, other than military justice matters, which are assigned to The Judge Advocate General. If confirmed, I will create and maintain a professional relationship with the General Counsel to assist the General Counsel in the performance of these important duties.

### **The Judge Advocate General of the Army**

The Judge Advocate General is the military legal advisor to the Secretary of the Army and all officers and agencies of the Department of the Army. The Judge Advocate General provides independent legal advice to the Secretary of the Army and Secretariat, in coordination with the General Counsel, and directly to the Chief of Staff and to the Army Staff. The Judge Advocate General advises on matters concerning military justice; environmental law; labor and civilian personnel law; contract, fiscal, and tax law; international law; and the worldwide operational

deployment of Army forces. The Chief of Staff does not appoint The Judge Advocate General, and does not have the personal authority to remove him. This enables The Judge Advocate General to provide independent legal advice. If confirmed, I will continue to maintain a close, professional relationship with The Judge Advocate General as my legal advisor and I will assist him in the performance of his important duties as the legal advisor to the Secretary of the Army.

### **The Inspector General of the Army**

The Inspector General reports to the Secretary of the Army and is responsible for Inspector General functions to include inspections and certain investigations within the Department of the Army. Such functions include, inquiring into and reporting to the Secretary of the Army and the Chief of Staff regarding discipline, efficiency, and economy of the Army with continuing assessment of command, operational, logistical, and administrative effectiveness. Additionally, the Inspector General serves as the liaison for the Department of the Army regarding Department of Defense Inspector General inspections and noncriminal investigations, as well as the Department of Defense inspection policy. If confirmed, I will create and maintain a professional relationship with the Inspector General of the Army to ensure effective accomplishment of these important duties.

### **The Chief of the Army Reserve**

The Chief of the Army Reserve is the principal military advisor to the Chief of Staff of the Army on Army Reserve matters, and is responsible for justifying and executing the Army Reserve's personnel, operation and maintenance, and construction budgets. As such, the Chief of the Army Reserve is the director and functional manager of appropriations made for the Army Reserve in those areas. In addition, the Chief of the Army Reserve is responsible for managing the Army Reserves Full Time Support Program and submitting an annual report, under the supervision of the Secretary of the Army and the Assistant Secretary of the Army (Manpower and Reserve Affairs), on the state of the Army Reserve through the Secretary of the Army to the Secretary of Defense. If confirmed, I will create and maintain a close, professional relationship with the Chief of the Army Reserve as we work together to manage the Army's day-to-day management and long-range planning requirements in order to sustain and improve the Army Reserve's operational capabilities.

### **The Director of the Army National Guard**

The Director of the Army National Guard assists the Chief, National Guard Bureau in carrying out the functions of the National Guard Bureau, specifically, as they relate to the Army National Guard. If confirmed, I will create and maintain a close, professional relationship with the Director of the Army National Guard to foster an environment of collaborative teamwork between the Army Staff and the National Guard Bureau. This will be essential as we work together to manage the day-to-day and long-range planning requirements facing the Army to sustain and improve the Army National Guard's operational capabilities.

## **The Combatant Commanders**

Subject to the direction of the President, the combatant commanders perform duties under the authority, direction, and control of the Secretary of Defense and are directly responsible to the Secretary of Defense for the preparedness of the command to carry out missions assigned to their command. Additionally, subject to the authority, direction and control of the Secretary of Defense, and subject to the authority of the commanders of the combatant commands, the Service Secretaries are responsible for administration and support of forces that are assigned to unified and specified commands. If confirmed, I will cooperate fully with the combatant commanders in performing these administrative and support responsibilities. I will establish close, professional relationships with the Combatant Commanders by communicating directly and openly with them on matters involving the Department of the Army and Army forces and personnel assigned to or supporting the combatant commands.

## **The Army Component Commanders of the Combatant Commands**

Under the authority and direction of the Combatant Commanders to whom they are assigned and in accordance with the policies and procedures established by the Secretary of Defense, Army Component Commanders of the combatant commands exercise command and control. Army Component Commanders are responsible for recommendations to the Joint Force Commander on the allocation and employment of Army forces within the Combatant Command. Normally, the Combatant Commanders delegate operational control of Army forces to the Army Component Commander. Additionally, the Secretary of the Army generally delegates administrative control of Army forces assigned to the Combatant Commander to the Army component commander of that Combatant Command. As such, if confirmed, I will collaborate and cooperate fully with Combatant Commanders and Army Component Commanders in performing these responsibilities.

## **Major Challenges and Priorities**

### **36. What is your vision for the Army of today?**

The U.S. Army today is the world's most lethal and decisive ground combat force, capable of conducting sustained campaigns on land as part of the Joint Force to achieve National Security objectives and remain true to our national values. The Army remains an all-volunteer force ready to deploy, fight, and win the nation's wars. As the global threat landscape continues to shift toward great power competition between near-peer adversaries, the Army will have the capacity to fight and win in all spectrums of conflict that may rise within the current and emerging geopolitical environments. This will require the Army to conduct Multi-Domain Operations (MDO) concept at echelon and modernize along the Army's six modernization priorities. The Army will accomplish MDO and modernization through its greatest asset and most important weapons system – people. People will always be my top priority, which is why we will transform our industrial age personnel processes into an agile 21st Century Talent-Management system and provide the quality of life they deserve including high quality medical care, safe-housing, childcare, and the overall welfare of Soldiers and their families.



**37. What is your vision for the Army of the future?**

In the future, the U.S. Army remains the world's most lethal and decisive ground combat force and stays ready to deploy, fight, and win our nation's wars. Through our modernization strategy and reform, the Army of the future will be more lethal, agile, adaptive, and innovative through an increased capability derived from next generation equipment and technologies, cohesion-based training, and a disciplined focus on executing multi-domain operations with our Joint Forces, partners and allies.

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

Great power competition with Russia and China, unpredictable state actors such as North Korea and Iran, radical violent extremist organizations, rapidly evolving technological advances that could potentially revolutionize the conduct of armed conflict, and increasing global disorder will continue to present significant challenges for the U.S. and its allies and partners over the next four years. To effectively confront these challenges as part of the Joint Force, the Army must continue to modernize and increase its readiness. To succeed in these efforts, we must receive timely, affordable, predictable, and sustainable funding.

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

If confirmed, I will continue our aggressive approach to readiness across the Total Force. This readiness must reflect both sufficient capacity to meet the demand for Army forces and proficiency in the increasing capabilities that enable the Army to accomplish its wide scope of missions. Also, we must continue with our modernization strategy. The modernization needs to continue to address not only new equipment, but new concepts to fight in multi-domain operations and how we manage the unique capabilities of our people with the 21st Century Talent Management System. I will also work closely with Congress to ensure we receive timely adequate, predicable, and sustainable funding to meet these objectives.

**40. 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?**

If confirmed, the Army's priorities will remain readiness, modernization, and reform, but my top priority will be the Army's greatest weapon system – people.

**41. If confirmed, what actions would you take to focus Army efforts on each of these priorities?**

My top priority is people. People are the center of gravity to achieving the Army priorities. Taking care of people drives readiness, modernization, and reform. As such, I will focus on: (1) readiness through medical, physical and mental health care, non-deployable policies, and training; (2) modernization through providing Soldiers new equipment and training on multi-domain operations; and (3) reform by implementing a 21st century talent management system –

streamlining the policies and systems that manage our personnel. I will also focus on people by monitoring behaviors that break down unit cohesion, dignity, and respect. Bringing up the readiness and welfare of people to the forefront of how all objectives are accomplished will accelerate the Army to meeting readiness and modernization goals, as well as future uncertainty and challenges.

**42. To the extent the Army has functions that overlap with those of other DOD Components, what would be your approach, if confirmed, to consolidating and reducing those redundancies?**

The Army reform efforts focus on freeing time, money, and manpower which can be reinvested in higher Army readiness and modernization priorities. A major part of both Army and DOD reform efforts is to assign functions and associated resources to the organization(s) best suited and positioned to perform them for the benefit of the Joint Force. If confirmed as Chief of Staff, I will ensure that the Army continues placing a high priority on reform efforts and works collaboratively with OSD and Services to identify potential areas for consolidation and reduce redundancies across DOD.

**2018 National Defense Strategy**

**The 2018 NDS moved beyond the “two-war construct” that has guided defense strategy, capability development, and investment for the past three decades, and refocused DOD on a “2 + 3 framework”. That framework prioritizes “great power competition and conflict” with China and Russia as the primary challenges with which the United States must contend, together with the imperative of deterring and countering rogue regimes like North Korea and Iran. Finally the framework emphasizes the defeat of terrorist threats to the U.S. and the consolidation of gains in Iraq and Afghanistan, while moving to a “more resource sustainable” approach to counterterrorism.**

**43. In your view, does the 2018 NDS accurately assess the current strategic environment? Please explain your answer.**

Yes, in my view the 2018 NDS accurately assesses the current strategic environment, which prioritizes Great power competition between China and Russia, and directs us to contend with other threats like North Korea, Iran and violent extremist organizations.

**44. Does the 2018 NDS properly focus the United States on preparing to compete, deter, and win against the range of threats it identifies? Please explain your answer.**

Yes, I believe the 2018 NDS properly focuses the United States on great power competition. The NDS outlines a strategic approach to expand the competitive space via three lines of effort: rebuilding military readiness as we build a more lethal force; strengthening alliances as we attract new partners; and reforming the Department’s business practices. The Army Strategy’s approach directly aligns with that of the NDS.

**45. In your view, does the 2018 NDS specify the correct set of capabilities by which the United States can achieve its security objectives in the face of ongoing competition and potential military conflict with China and Russia? What do you perceive as the areas of highest risk?**

I believe the NDS specifies the correct set of capabilities by which the United States can achieve its security objectives in the face of great power competition with China and Russia. The highest risk the Army faces is ensuring we continue to modernize the force to maintain overmatch consistent with our six modernization priorities.

**46. Is the Army adequately sized, structured, and resourced to implement the 2018 NDS and the associated operational plans?**

The total Army needs to be larger and fully resourced with timely, adequate, predictable, and sustainable funding to reduce the risk.

**47. 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 2018 NDS and the operational plans that implement the strategy?**

Although still a developing initiative, the Total Army Capability Management Model will prioritize our resource allocation efforts. Such prioritization will allow us to start identifying requirements at the beginning of the FYDP. We will address our gaps and shortfalls 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 priorities, and our partnerships and alliances.

**48. If confirmed, what changes or adjustments would you advise the Secretary of the Army to make in the Army's implementation of the 2018 NDS? Please explain your answer.**

If confirmed, I will advise the Secretary of the Army to continue developing the concept for Multi-Domain Operations at echelon, deliver the six modernization priorities and implement a 21st Century Talent Management System. The Army Strategy's four lines of effort, building Readiness, Modernization, Strengthening Allies and Partners, and Reform nest with the NDS. I also would advise the Secretary to continue implementing our 21st Century Talent Management System to meet the challenges of great power competition as laid out in the NDS.

**49. 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 2018 NDS? Please explain your answer.**

Yes, I believe the Army has the requisite analytic capabilities and tools to develop the Total Force. The Army Futures Command serves as our future force modernization architect and provides analytic capabilities for modeling and simulation that are required to position the Army

to execute the operational plans associated with the 2018 NDS. Supplementing AFC's efforts, cross-functional teams help synchronize the Army's acquisition enterprise with the future force concepts and technology. The Army also leverages the Army's Center for Army Analysis to conduct analyses across the spectrum of conflict in a Joint, Interagency, Intergovernmental, and Multinational context and inform critical senior level decisions for current and future national security issues.

### **Overall Readiness of the Army**

#### **50. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2018 NDS and associated operational plans?**

With timely, adequate, predictable, and sustainable funding and no change in operational commitments, the Army is on track to meet its readiness goals in 2022 and its modernization efforts by 2028.

#### **51. 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?**

The Army must generate ready forces that are organized, trained, and equipped for large scale ground combat operations against near-peer adversaries. Our current main effort is building warfighting readiness and lethality for large scale ground combat operations and irregular warfare against violent extremist organizations (VEOs). In the future, we must be ready to deploy, fight, and win decisively against any near-peer adversary in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining our ability to conduct irregular warfare against VEOs.

#### **52. In what specific ways has the Army utilized its increased budgetary authority over the past two years to foster readiness recovery across the domains of materiel and equipment, personnel, and training?**

The Army has taken numerous steps to foster readiness recovery across the domains of materiel and equipment, personnel, and training. Increased spare parts, Army pre-positioned stock, and sustained use of depots has increased readiness recovery across the Army. The reversal of the drawdown has increased available personnel. Increased budgetary authority has facilitated the Army pursuing its six modernization authorities in support of the National Defense Strategy. Finally, we have increased training in multiple ways, maximizing throughput at the Combat Training Centers, adding two culminating training events for Security Force Assistance Brigades per year, and increasing resources for home station training. Selected Reserve Component units have received additional funding for training days above the statutory minimum of 39 days to achieve higher readiness levels. Army National Guard BCTs changed from a 5-year to 4-year training strategy. We expanded One Station Unit Training for Infantry Soldiers from 14 to 22

weeks with plans to extend this to other military occupational specialties; and the Army has improved the leader-to-led ratio for initial entry training.

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

If confirmed, I will continue implementing the Army Strategy to build warfighting readiness and lethality and prioritize preparedness for large-scale ground combat operations through 2022. I will work to achieve the vision to provide a force ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict.

**54. If confirmed, how would you oversee compliance by the Army with your timelines to ensure that readiness goals are met?**

I will use the Army Campaign Plan as a forum to monitor and synchronize efforts across our title 10 functions. This includes monitoring our glide path with Readiness, our first line of effort. If confirmed, I will continue to review priorities weekly and extensively and conduct readiness reviews monthly to ensure the Army meets its readiness goals.

**55. Does the Army have the requisite analytic capabilities and tools to support you, if confirmed as the Chief of Staff of the Army, in measuring readiness to execute the broad range of potential Army missions—from low-intensity, gray-zone conflicts to protracted high intensity fights—envisioned by 2018 NDS and associated operational plans? Please explain your answer.**

I believe the Army has adequate tools to support the Chief of Staff in this area. If confirmed, I will work with OSD and industry to ensure we have better tools that not only report readiness but actually predict readiness. Working with OSD, we want to ensure the Defense Readiness Reporting System enables OSD to perform its management and oversight function and properly supports the Secretary of the Army in the performance of his own title 10 functions (recruit, organize, man, train, equip, sustain, installations, etc.). Internal to the Army, we are conducting an iterative process with industry to develop our own analytical capabilities.

**National Security Budget Reductions/Sequestration**

**The discretionary caps imposed by the Budget Control Act (BCA) will be in effect for FYs 2020 and 2021. Absent a budget agreement, the Department will not receive adequate or on-time funding. Continuing resolutions are likely and sequestration remains a possibility.**

**56. How does this budget uncertainty affect the Army, in your view?**

Sequestration would be catastrophic to the Army's readiness and modernization efforts. The Army requires timely, adequate, predictable and sustainable funding to meet our obligations

under the National Defense Strategy, and achieve our readiness goals by 2022 and our modernization goals by 2028. Budget uncertainty and Continuing Resolutions require the Army to perform additional work causing inefficiencies, suboptimization, and can lead to canceled training.

**57. In your assessment, what would be the effects of continued application of the BCA discretionary caps through 2021 on the Army? What would be the specific implications for the Army's implementation of the 2018 NDS?**

I believe the Army would not meet the National Defense Strategy at acceptable risk under BCA funding levels and it would delay modernization, reverse readiness gains made over the last three years, negatively impact quality of life, and we would have to reduce military endstrength.

**The President's Budget for FY 2020 requests \$576 Billion in base DOD funding, coupled with \$174 Billion in Overseas Contingency Operations (OCO). Together, the proposed base and OCO request reflect a total budgetary increase of less than 3% in *real growth* over the FY 2019 defense budget. In its 2018 report, the National Defense Strategy Commission—supported by then-Secretary of Defense Mattis and Chairman Dunford—recommended that Congress increase the base defense budget at an average rate of three to five percent above inflation through the Future Years Defense Program (FYDP).**

**58. Do you believe that the Army requires 3-5% real budgetary growth through the FYDP in order to implement effectively the 2018 NDS? Please explain your answer.**

Yes, I believe the Army requires 3-5% growth. This allows us to reach our modernization goals and have our moderate endstrength growth.

**59. At proposed FY 2020 funding levels, would the Army be adequately funded to fight one major power rival, while maintaining deterrence and stability in other regions of the world? Please explain your answer.**

Yes, with timely, adequate, predictable, and sustainable funding at proposed funding levels we can defeat one near peer competitor, deter another competitor, and maintain stability in other regions.

**60. Is the proposed FY 2020 Army budget adequate to execute operations, maintain readiness, procure needed weapons and equipment, modernize capabilities, and sustain soldier and family quality of life? Please explain your answer.**

Yes. The Army's FY20 budget, as requested, enables the Army to compete in a high intensity conflict, maintain overmatch against highly capable near-peer adversaries, and to train to fight as part of the Joint Force alongside our allies and partners, all while sustaining our ability to conduct irregular warfare. It is a strategy driven and requirements based budget. The resources applied in this budget increases Army readiness to confront great power competitors by funding readiness and modernization initiatives that will increase the Army's lethality.

**61. If confirmed, by what standards would you measure the adequacy of Army funding going forward?**

I measure the adequacy of funding, both base and OCO, against the trajectory of the Army's readiness and modernization plan. Providing timely, adequate, predictable, and sustainable funding year after year will allow the Army to meet its operational requirements and stay on a trajectory to achieve our readiness goals by 2022 and our modernization goals by 2028.

**62. Should OCO funding not be available, what impact would a \$576 Billion budget have on Army readiness, in your view?**

I feel returning to sequestered, BCA funding levels would be catastrophic to the Army's readiness and modernization efforts. It would delay modernization, reverse readiness gains made over the last three years, negatively impact quality of life, and we would have to reduce military endstrength.

**63. Should OCO funding not be available, what recommendations would you make for cuts to Army operations and programs in FY 2020?**

Loss of OCO funding would be catastrophic to the Army. We would have to reduce training, slow modernization efforts, decrease quality of life initiatives at installations, and reduce endstrength, ultimately resulting in reversing our readiness gains over the last three years and the inability to meet National Defense Strategy requirements at acceptable risk.

**Section 222a of title 10, U.S. Code provides that not later than 10 days after the President's submission of the defense budget to Congress, each Service Chief and Combatant Commander shall submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of the armed force or combatant command.**

**64. If confirmed, do you agree to provide your unfunded priorities list to Congress in a timely manner, beginning with the FY 2021 budget request?**

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

**Alliances and Partnerships**

**Mutually beneficial alliances and partnerships are crucial to U.S. success in competition and conflict against a great power. To this end, the 2018 NDS envisions the expansion of regional consultative mechanisms and collaborative planning and proposes to deepen interoperability of operational concepts, modular force elements, communications, information sharing, and equipment. Interactions between the armies and land forces of different countries are often conducted at the Chief of Service-level, including in international exercises, Foreign Military Sales, educational exchanges, and establishing protocols for operations.**

**65. If confirmed, what specific actions would you take to build strong international partnerships, overcome challenges to same, and exploit opportunities in international cooperation?**

If confirmed, I will work to strengthen current alliances and foster new partnerships in support of Combatant Commanders by leveraging resources and relationships, as well as synchronizing efforts with the Department of State. Our resources include existing security cooperation tools such as Foreign Military Sales, Security Assistance Programs, International Military Education and Training funds, and the Army's Foreign Area Officer program. Our relationships will build trust and foster interoperability through bilateral and multilateral exercises, senior leader engagements, military personnel exchanges, foreign student attendance at the War College and Command and Staff College, and U.S. participation at our partners' professional military schools.

**66. How would you characterize your familiarity with international land force leaders, forums, and processes?**

I am very familiar with international land force leaders, forums, and processes. Throughout my career, I have worked closely with our international partners. In my current role as the Vice Chief, I have met many land force leaders and have engaged with several African counterparts through the African Land Forces Summit. If confirmed, I will engage with my counterparts through annual land force conferences, such as the Conference of European Armies, and Indo-Pacific Army Chiefs Conference. I will also develop partnerships with fellow land force leaders by executing a robust counterpart visit program with meetings in Washington, D.C. and overseas.

**Close Combat Lethality Task Force**

**In February 2018, the Secretary of Defense established the Close Combat Lethality Task Force (CCLTF)—a cross-functional task force charged to “strengthen the . . . lethality, survivability, resiliency, and readiness” of U.S. squad-level infantry formations to “ensure close combat overmatch against pacing threats.”**

**67. Will you commit that, if you are confirmed, the Army will continue to support the CCLTF, ensuring that it is properly resourced for mission accomplishment?**

I am committed to the success of the CCLTF. The Army will continue to fully support this critically important effort through our Soldier Lethality and Synthetic Training Environment Cross Functional Teams and through our Talent Management Task Force.

**68. What is your view of the value of the CCLTF in advancing the Department's implementation of the 2018 NDS?**

The CCLTF is directly contributing to the implementation of the NDS by enhancing small unit combat capability. The CCLTF reinforces the Army's Soldier Lethality Cross Functional Team



and will very soon deliver key capabilities that will preserve the Army's overmatch in close combat, including advanced night vision and a new squad automatic weapon.

**69. In your view, how might military personnel policies be modified to better facilitate desirable leadership expertise and continuity in infantry squads?**

I feel by enacting stabilization initiatives, which increase the duration of both CONUS and overseas tours, units, Soldiers, and families will have more predictability, and remaining at each station for longer tours will increase continuity in squads.

**70. Do you believe that cross functional teams, like the CCLTF, are an effective means of achieving critical DOD objectives? If so, what other issues under the purview of the Army should be tackled by a cross functional team?**

Yes, the Close Combat Lethality Task Force (CCLTF), a DOD entity that works hand-in-hand with the Army's Soldier Lethality Cross Functional Team, is an effective means of achieving objectives. The Army's eight Cross Functional Teams (CFTs) consisting of: (1) Long-range precision fires; (2) Next-Generation Combat Vehicle; (3) Future Vertical Lift; (4) Network; (5) Air and Missile Defense; (6) Soldier Lethality; (7) Assured Position Navigation and Timing; and, (8) Synthetic Training Environment, support the Army's six modernization priorities. CFTs unify technical and operational management expertise to define technologically feasible requirements, speed development of prototype solutions, and put those solutions into Soldiers hands.

**Section 804 of the FY 2016 National Defense Authorization Act (NDAA) authorized DOD to employ an acquisition approach that enables the rapid delivery of new capability to meet emerging operational needs. In FY 2018, based in part on advocacy by the CCLTF, this Committee approved the reprogramming of \$648 million to fund the section 804 rapid prototyping and fielding of Integrated Visual Augmentation System (IVAS) technology that will provide infantry squads an ultra-realistic synthetic environment in which to train, as well as enhanced situational awareness in combat.**

**71. When do you expect the IVAS prototype to be fielded to Army infantry squads?**

The Army expects to field IVAS to Infantry squads in late Fiscal Year 2021.

**72. In your view, how will CCLTF work across the Human Performance line of effort contributed to the performance and survivability of Army infantry squads?**

The Department of Defense's Close Combat Lethality Task Force (CCLTF), Human Performance work will help the Army build the type of Infantry squads necessary to gain tactical overmatch on the future battlefield. The CCLTF currently funds science and technology efforts in direct support of creating squads that are more lethal, survivable, resilient, and ready. Existing CCLTF modeling and simulations efforts are critical to the Army identifying areas for future human performance investment.

**73. What other close combat initiatives under development by the Army have been accelerated by CCLTF assessment and validation?**

Several Army close combat initiatives have been accelerated by efforts spearheaded by the Department of Defense's Close Combat Lethality Task Force assessment and validation. Notable examples include: Enhanced Night Vision Goggles-Binocular (ENVG-B) procurement in support of the U.S. Forces Command Operational Needs Statement; Integrated Visual Augmentation System (IVAS) development with Close Combat Squad Immersive Virtual Training capability; and early fielding of the Carl Gustav with the Fire Control Unit.

**Joint Operations**

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

I have commanded, trained, and fought alongside the Army's sister Services throughout my entire career. I have a strong familiarity with their capabilities, including how they execute their title 10 responsibilities.

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

Service collaboration on the Multi-Domain Operations concept provides opportunities for synergy. The Joint Force must be able to present multiple dilemmas to the enemy using complex targeting processes in all domains – land, sea, air, space, and cyberspace. We also must be able to penetrate enemy anti-access and area-denial systems, enable follow-on forces to decimate enemy formations, and attain freedom of tactical and operational maneuver to further seize and maintain the initiative. In all of these joint operations, Multi-Domain Command and Control is critical to ensure the Services can connect and seamlessly share data across the Joint Force.

**76. What innovative ideas are you considering to increase Service interdependence and interoperability to accomplish missions and tasks in support of DOD objectives in joint operations?**

The Army is supporting Joint efforts to strengthen the networking of our forces to improve readiness in the near term while meeting the challenges of Multi-Domain Operations in the future. The emerging Mission Partner Environment, which will connect Joint and Multinational partners for large-scale combat operations, is an example of these efforts and is being pursued in the Joint Warfighting Assessments 2019 and 2020, which in turn have been connected to Joint and Service exercises such as BLUE FLAG. In addition, U.S. Army Europe and U.S. Army Pacific are developing a series of exercises that will test and advance our capabilities to work with our Joint and Multinational partners in challenging and realistic scenarios. These exercises will be the largest test of our deployment capabilities since the end of the Cold War and will help shape our Joint and Multinational interoperability efforts across a range of warfighting functions.

## **Joint Acquisition Programs**

### **77. What are your views regarding the efficacy of joint acquisition programs, such as the Joint Light Tactical Vehicle and the Future Long Range Assault Aircraft?**

In general, where requirements and timelines align, joint programs provide an important opportunity to both reduce costs and improve interoperability across our Joint Force. For example, the Joint Light Tactical Vehicle will replace numerous legacy High Mobility Multipurpose Wheeled Vehicles throughout Army and Marine Corps formations. Where service requirements and timeline do not align, a better approach is to have a service lead and share the developed technologies.

### **78. Do you see utility in encouraging the Military Services to conduct more joint development, particularly in the area of helicopters and unmanned systems?**

Yes. I see utility in encouraging joint development when the services requirements and timelines for fielding align.

## **Army and Marine Corps Cooperation**

### **79. What are your views regarding the joint development and acquisition of Army and Marine Corps equipment and munitions, especially in the close combat lethality portfolio?**

My views are that in the areas where the Marine Corps' requirements and timelines align with the Army's, there is great opportunity for joint development.

### **80. Do you believe the Joint Staff should have a role in synchronizing Army and Marine Corps requirements and programs?**

Yes. The Joint Staff has a role in synchronizing all of the Services' requirements and programs through the Joint Requirements Oversight Council as specified in title 10 USC.

### **81. What programs would you consider to be candidates for joint program development for the Army and Marine Corps?**

The U.S. Army, USMC, and USSOCOM have numerous similar programs I would consider for candidates for joint program development, including combat uniforms, environmental clothing, load carriage, personnel protective equipment, aircrew ensembles, parachutes, small arms, optics, aiming lasers, sensor suites, and laser target designators.

## **Aviation Restructuring Initiative (ARI)**

### **82. The reorganization of the ARI is programmed for completion this year. By 2028, ARI will be fully modernized. Are both the reorganization and modernization efforts on track for completion on time and to standard?**

Yes, ARI force structure reorganization is on track to be complete by FY21. The associated aircraft modernization is on track for completion in FY28 across the Regular Army, Army National Guard, and Army Reserve.

**83. If not, what challenges does the Army face in reorganizing and modernizing ARI? If confirmed, how would you address those challenges?**

ARI force structure reorganization and modernization efforts are on track across the Total Force.

**84. What challenges, if any, still remain in the modernization of the Total Army Aviation portfolio? Will the reallocation of funds to support modernization slow the procurement or transfer of aircraft between components?**

Army Aviation is at an inflection point where current fleet age and capability require a substantial modernization effort. Army aviation is developing a future attack reconnaissance aircraft and a future long range assault aircraft to support the NDS. While timely, adequate, predictable, and sustainable funding presents the greatest challenge, the reallocation of funds within the aviation portfolio to support modernization priorities in the Fiscal Year 2020 Future Years Defense Program will not impact planned aircraft procurement or transfer between components.

**Equipment Repair/Reset**

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

Army depots and other industrial base facilities are operating at an appropriate rate to meet current operations and reset and modernization requirements. If confirmed, I will closely monitor workload at Army depots to ensure they are prepared to support readiness and future Army requirements.

**86. 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?**

Current capacity is sufficient to meet and keep pace with requirements. If confirmed, I will ensure the Army continues to assess the industrial base to ensure its capacity meets requirements for great power competition. I will support efforts to increase capacity and upgrade the facilities and equipment we already have to meet future requirements.

**87. In your view, is the level of funding budgeted and programmed for equipment repair and reset sufficient—not only to prepare Army forces for overseas contingency operations but to also improve the readiness of non-deployed forces for other potential contingencies?**

The funding received in FY19 and requested in our FY20 budget request is sufficient for our highest-priority readiness needs, both for operations and training requirements. If additional funding becomes available, the Army would consider applying it to requirements in the year of execution, depending on competing priorities, and using it to otherwise accelerate execution of our readiness and modernization priorities.

**88. 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?**

The FY20 Army National Guard budget request includes year-over-year funding increases in operations tempo and depot-level maintenance. The Army National Guard would be able to respond to Defense Support of Civil Authorities or Homeland Defense missions at an appropriate level of risk due.

#### **Special Operations Enabling Capabilities**

**89. 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?**

If confirmed, I will work closely with U.S. Special Operations Command and its Army Sub-Component Command, the U.S. Army Special Operations Command (USASOC), to ensure we are adequately meeting all Service responsibilities. I will ensure regular engagements at all staff levels with U.S. Special Operations Command. Our annual USSOCOM-U.S. Army Warfighter talks are a productive venue to ensure all equities are adequately addressed.

**90. Do you agree that Army special operations personnel should be managed by U.S. Special Operations Command? Please explain your answer.**

The current system of combined management between U.S. Special Operations Command and the Army is beneficial to all parties for the short and long term. The combined ownership ensures short-term personnel management requirements are met while ensuring long-term career management functions are fulfilled for Special Operations Soldiers. Combined management enables cross leveling of knowledge and experience across the Total Army and Special Operations communities.

## **National Guard Equipment**

**91. 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?**

Over the past decade, the Army National Guard has provided both operational and strategic depth to the Total Force to protect and secure national interests at home and abroad. Today there are more than 24,000 Army Guard Soldiers activated filling Army missions around the world.

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

I will ensure the Army continues to equip and modernize the Total Army in accordance with established priorities and available funding. Since 2002, the Army has focused equipping and modernizing efforts on deploying units, regardless of component, to ensure Soldiers going into harm's way have the best equipment available.

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

Yes, the Army plans, programs, procures, and integrates equipment modernization as a Total Force to execute the National Defense Strategy. We are committed to modernizing first deploying units regardless of component.

**94. 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?**

If confirmed, I will continue to focus on the Total Force to meet the 2018 National Defense Strategy. I will ensure the views of the Director of the Army National Guard are fully considered in making requirements and resourcing decisions.

**95. 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?**

The Director of the Army National Guard assists the Chief of the National Guard Bureau in carrying out the functions of the National Guard Bureau as they relate to the Army National Guard and the Army National Guard of the United States. The Director of the National Guard does not command the Army National Guard; the Army National Guard, when not federalized, is controlled by the Governors of the states and territories to which the forces are apportioned. When federalized, the National Guard members generally are assigned under the Commander, U.S. Army Forces Command and provided to a combatant commander in a response to a request for Army forces.

Separately, the Chief of the Army Reserve is dual-hatted as the Commanding General of the U.S. Army Reserve Command. As Commanding General, he exercises command and authority over all the U.S. Army Reserve personnel and units assigned to the command. As both the Commanding General and Chief of the Army Reserve, he has the ability to adapt U.S. Army Reserve forces and programs to strategic and fiscal guidance.

**96. If confirmed, what specific actions would you take to increase the number of Reserve Component General Officers comprising 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?**

If confirmed, I will work with the Chief, National Guard Bureau, to ensure their General Officer “bench” growth process is as encompassing as possible. I will request the Governors from all 54 states and territories to nominate eligible candidates to ensure that we recommend the best qualified officer for the most senior level positions in the Army National Guard and the National Guard Bureau. Additionally, I will review internal policies to ensure there are no barriers to growing diverse, joint qualified officers who understand both the importance of the state’s missions and the roles the National Guard leadership fulfills in support of defense to this nation.

### **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.**

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

With the units assigned or attached to INDOPACOM, I believe the Army’s current ground force posture is adequate for the immediate task. As we implement the National Defense Strategy, we are working closely with INDOPACOM to study changes that may adjust the Army’s posture to compete more effectively in the region. Additionally, the Army is actively experimenting with Multi-Domain Operations concepts and units in the Pacific.

**98. 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?**

I believe the Army should develop the capabilities and operational concepts for a power projection role in the European and Indo-Pacific theaters.

**99. 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?**

Yes. I feel that U.S. security engagement in the Indian Ocean region and improving cooperation and strengthening relations with India, the region's key power and a security partner with whom we share concerns about Violent Extremist Organizations and an assertive, encroaching China is beneficial and needed. If confirmed, I will explore the need for enhanced security engagements with other countries in the Indian Ocean region.

**Integrated Air and Missile Defense**

**Section 1676 of the FY18 NDAA required the Secretary of Defense to transfer the total obligational authority for any missile defense program that is beyond Milestone C (or equivalent) from the Missile Defense Agency (MDA) to a Military Department before submission of the FY21 budget request. The Terminal High Altitude Area Defense (THAAD) program falls into this category, having passed its production decision years ago.**

**100. Do you have any reservations about the transfer of THAAD procurement and operations and maintenance funding from MDA to the Army? If so, what are your concerns?**

Upon the Secretary of Defense directing the transfer of the THAAD and AN/TPY-2 to the Army, I would recommend that it comes with the required resources so other Army critical mission areas are not affected.

**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, the soldiers who man them are deployed with great frequency. The 2019 Missile Defense Review (MDR) tasked a new study of the total requirement for THAAD batteries.**

**101. In your view, if the MDR-tasked study evidences a higher requirement for THAAD batteries, should the Army begin planning for procurement and operations and maintenance funding, as well as endstrength to buy and man these additional batteries?**

Yes, if the study indicates a requirement for more THAAD batteries, the Army should begin planning, but will need accompanying authority and funding to execute. Without appropriate Total Obligation and fiscal authorities, I have concerns about the Army's ability to fund the THAAD batteries. The significant costs of such a transfer (i.e., RDT&E, Procurement, and Sustainment) could delay high priority Army modernization efforts, which are critical to increasing our lethality and meeting our National Defense Strategy requirements.



**102. Do you believe the Army's current program of record is sufficient to address theater base defense, including from both subsonic and supersonic cruise missiles? Who do you believe should be responsible for addressing theater point defense against hypersonic missiles?**

The Army's recently approved purchase of two batteries of Iron Dome is a good first step and interim solution toward addressing theater base defense. Missile threats, however, now and in the future, are larger than any one Service can address. They require coordination, synchronization, and direction across the entire Joint Force. Therefore, an organization that can best coordinate and synchronize across the entire Joint Force should be responsible for addressing theater point defense against hypersonic missiles.

### **Indo-Pacific Region**

**103. What is your vision for how the Army would contribute to the Joint Force in a contingency in the Indo-Pacific? What capabilities can the Army provide in what is primarily an air and maritime domain? Should you be confirmed, how will you ensure that the Army's posture, basing, force structure, and logistics networks evolve to support your vision?**

I believe the Army should contribute to the Joint Force in an Indo-Pacific conflict with lethal ground forces, long range precision fires, command and control, fires, Integrated Air and Missile Defense, engineering, intelligence, space, cyber, sustainment, and watercraft.

The Multi-Domain Operations (MDO) concept and the establishment of a Multi-Doman Task Force (MDTF) are increasing integration of Army capabilities in the INDOPACOM area of responsibility. The MDTF's multi-domain capabilities, including long-range strike, electronic-warfare, cyber and space, will enable the maneuver of Joint Forces. I will work closely with INDOPACOM to ensure appropriate basing.

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

I will continue to work with the Joint Force and Korean partners to address challenges in executing combat operations on the Korean Peninsula. I will ensure we have a current analysis for the capability and capacity shortfalls and, if confirmed, I will arrange for a classified briefing.

**105. 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?**

The Army must become more lethal to prevail in a potential conflict with China. Increased lethality will require improvements in readiness, and modernization along our six priorities: (1) long-range precision fires; (2) next generation combat vehicle; (3) future vertical lift; (4) Army network; (5) air and missile defense capabilities; and (6) Soldier lethality. Additionally, the

Army must grow its end strength and manage talent to ensure it attracts and retains Soldiers with the skills needed to maintain overmatch against great power competitors.

**106. What is the Army 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?**

The Army has supported the requirement to provide land based air and missile defense for the Joint Force. We have a layered and integrated approach. Patriot provides the Cruise Missile capability while THAAD provides upper tier Ballistic missile defense. Additionally, the Army is procuring two batteries of Iron Dome.

**Europe**

**107. 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 Russia?**

The Army must improve its force posture in Europe, maintain equipment stocks, responsibly grow the Army, and pursue modernization along its six priorities to provide the capabilities and capacity necessary to prevail in a potential conflict with Russia.

**108. Do you agree that U.S. ground forces currently stationed in Europe are experiencing shortfalls in artillery and other offensive fires, a lack of short-range air and missile defenses, and logistical challenges? In your view, do these unmet requirements significantly impact the ability of these forces to engage as a combat-credible component of the Joint Force?**

I believe that any assessment of ground forces currently stationed in Europe must consider NATO's posture. I support the Army's approved initiatives to: (1) increase our capacity and capability for long-range fires and air defense; (2) increase our prepositioned stocks; and (3) use a combination of permanent and rotational forces to ensure the Army is a combat credible component of the Joint presence in theater.

**109. General Scaparrotti has testified to the Committee that “. . . the ground force permanently assigned to EUCOM is inadequate to meet the combatant command's directed mission to deter Russia from further aggression.” Do you agree with his assessment? What more can the Army do improve its posture in Europe to meet requirements for deterring Russia?**

I support approved increases in ground force posture in Europe through a combination of permanently assigned capabilities, rotational forces, and pre-positioned stocks. If confirmed, the Army's presence in Europe will continue to be one of my major priorities, requiring close coordination with OSD, Joint Staff, the EUCOM Commander, and the SACEUR.

## Space

**The United States is increasingly dependent on space, both economically and militarily—from the Global Positioning System on which many industries and military capabilities rely, to the missile warning systems that underpin U.S. nuclear deterrence. Our great power competitors—China and Russia—are engaged in a concerted effort to leap ahead of U.S. technology and impact U.S. freedom of action in the space warfighting domain.**

**110. If confirmed, how would you lead the Army in improving situational awareness of space and appropriately prioritizing the protection of U.S. space-based assets?**

If confirmed, I will support the Army's full participation in the Office of the Secretary of Defense initiatives to mature Space as a warfighting domain. As the biggest user of space systems in DOD, I will stress within the Army the importance of prioritizing the situational awareness and protection of Space capabilities.

**DOD proposes to reorganize the national security space enterprise by creating a Military Service for space, reestablishing U.S. Space Command as the unified combatant command for space, and standing up a Space Development Agency for innovative space technologies and programs.**

**111. Total Army Analysis - How many members of the Army Space Cadre—both military and civilian—and in which career fields, military occupational specialties, and civilian occupations, would be consolidated in the new Space Force, as envisioned by the current DOD proposal?**

The Army has identified approximately 500 military and civilian satellite operators, planners, and engineers from communications, engineering, and information management career fields directly supporting global space operations that could be considered for potential transfer to the new Space Force, under the current DOD proposal.

**112. How would this transfer of personnel and capability affect the Army's ability to execute critical Service missions and tasks?**

The Army's initial assessment is that this transfer of the recommended personnel would not significantly affect our ability to execute critical Service missions and tasks. The Army personnel and the associated missions identified for potential transfer are strategic-level direct or general support to Joint Forces. The Army will retain its strategic, operational, and tactical level Space Cadre and capabilities to support and enable ground operations with space support assets.

**113. Would a service member or civilian employee's transfer from the Army Space Cadre to the new Space Force be voluntary or involuntary? How would the Army manage involuntary transfers, if any, to minimize adverse impact on the soldier or employee?**

While the Department's Legislative Proposal provides that both voluntary and involuntary transfers could be used to establish the Space Force, as deemed necessary by the Secretary of Defense, if confirmed, I intend to utilize voluntary transfers to the greatest extent possible. I will ensure the Army remains engaged with the ongoing detailed planning that will further describe the processes to be used to transfer personnel to minimize adverse impacts to transferred personnel.

**Information received by the Committee indicates that transfer to the new Space Force may adversely affect certain members of the DOD and Army civilian workforce.**

**114. How will the Army ameliorate any negative effects on highly technical, space-qualified civilian employees identified for transfer to the Space Force?**

If confirmed, I will seek to balance the personal and professional preferences of the Army's highly technical space-qualified civilian employees with mission requirements. The Army will continue to retain civilian expertise to integrate strategic, operational, and tactical missions that enable ground operations. Army planners will continue to work closely with Office of the Secretary of Defense to minimize the potential for negative effects on personnel as a result of transfers.

**115. How many members of the Army Space Cadre—both military and civilian—and in which career fields, military occupational specialties, and civilian occupations, would remain a part of the Army and why?**

The Army intends to retain a cadre of approximately 2,000 military and civilian personnel across all components because they are organic to Army warfighting organizations, they perform missions in support of Army formations and operations, or they are part of the staffs supporting these organizations. These individuals originate from a broad range of occupational specialties including officers in the Space Operations specialty (Functional Area 40's), and Soldiers from the Air Defense Artillery, Military Intelligence, and Signal branches, among others. This cadre also includes 49 civilian career fields.

**116. What savings do you estimate would accrue to the Army by consolidating certain personnel and missions of your current Space Cadre and components in the Space Force?**

It is my understanding that the Department is still conducting the detailed planning that will fully describe the composition and organization of the Space Force; therefore, estimates on Service-specific savings have yet to be determined. If Congress authorizes a new Space Force, current plans call for the Army to transfer approximately 500 military and civilian satellite communications systems experts to Space Force operational units in Fiscal Year 2022. The estimated budget associated with the transfer is \$175M over the FYDP.

**117. Should the Reserve and National Guard be a component of the new Space Force? Please explain your answer?**

It is my understanding that the Space Force Legislative proposal drafted by the Department of Defense provides that the organizational structure of the Space Force will be determined in FY 2020. The Army Space enterprise is currently structured as a multi-component force and, if confirmed, I would expect to retain this multi-component force structure in the future.

**118. How will Army Research Labs engage with, and contribute to the Space Development Agency?**

If confirmed, I will promote Army Research Labs to engage with the Space Development Agency in a collaborative manner to ensure the right capabilities are developed for the Army and the Joint Force. The Army, through our Labs, must remain globally aware of where and what technology is being developed. The Army, in conjunction with Labs, must then be ready to refine, leverage, adapt and/or acquire those technologies necessary to retain dominance and deliver capabilities the Space Development Agency will champion. Collaboration between the Labs and the Space Development Agency will help ensure integration and avoid duplication.

**119. In your view, will the Space Development Agency accelerate the U.S. “leap ahead” of our great power competitors in space—or will it prove a redundant bureaucracy that slows progress? Please explain your answer.**

It is my understanding that the Space Development Agency will be charged with rapidly developing and fielding the next generation space architecture to support all of the Services’ military requirements. In my view, this approach should enable the Department to more rapidly field the capabilities the Services need, while reducing bureaucracy.

**120. Where should the Space Development Agency reside, in your view?**

The Space Development Agency is a separate Defense Agency under the direction of the Under Secretary of Defense for Research & Engineering (USD (R&E)). It should ultimately reside where it can best promote synergy and innovation throughout the space enterprise while minimizing bureaucracy.

**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.**

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

Assured delivery of energy, and our ability to fuel or power our warfighting and infrastructure systems impacts every facet of our operations. I believe the Army should look at holistic solutions that make our systems more efficient and increase operational run time, as well as identify methods to generate power on the battlefield in austere environments. Our solutions should include reducing lines of support and maximizing additive manufacturing and alternative energy sources.

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

I believe the Army must mitigate vulnerabilities through reducing demand and our logistics energy footprint and fielding emergent sustainment capabilities like our early fluid distribution system. This system provides commanders the capability to distribute petroleum or water faster with less people and vehicles, and enables timely sustainment support for large scale combat operations. The further development of unmanned systems will also further reduce risk. As we modernize our combat vehicles and seek to improve vertical lift for the future, part of that effort will include reducing logistics and energy demands whenever possible.

**Cyber**

**In May 2018, the Cyber Mission Force achieved full operational capability. In September, DOD released its 2018 Cyber Strategy.**

**123. In your view, how well postured is the Army to meet the goals outlined in the 2018 DOD Cyber Strategy? What actions will you take, if confirmed, to remediate any gap between Army capacity and capability and Cyber Strategy goals?**

I view the Army, as part of the Joint Force, as appropriately postured to pursue the DOD Cyber Strategy Goals. If confirmed, I will drive advancements and efforts to maintain a competitive advantage over our pacing threats through a holistic framework of talented people, world class education and training, and state-of-the art technology and equipment - so as to ensure our reliable access to information, and when called upon, deny our adversaries the same. I will emphasize cooperation and leverage the highest caliber of expertise with other Services, interagency partners, allies, and the private sector. I also will continue our efforts to monitor and remediate any vulnerabilities in our infrastructure, our platforms, and capabilities.

**124. In your view, should the composition of the Cyber Mission Force be adjusted across the National Mission Teams, Combat Mission Teams, Cyber Protection Teams, and Cyber Support Teams, better to address the requirements identified in the 2018 NDS and the goals set forth in the 2018 Cyber Strategy?**

The Army, in conjunction with the other Services and U.S. Cyber Command will continue to seek competitive advantage over Russia and China as well as over other adversaries, so as to maintain reliable access to information. In my view, the Army should continue introspective study as to the size, composition, training, and equipping of our capabilities at all echelons and adjust to meet mission requirements and avert any gaps. For example, the Army reached Full Operational Capacity (FOC) of the Cyber Mission Force (CMF) ahead of schedule, restructured the Army Cyber Protection Teams (CPT) and expanded Army Reserve and Army National Guard CPTs assigned to support aligned missions and provide surge capability.

**125. If confirmed, what will you do to enhance Army information dominance capabilities?**

If confirmed, I will continue Army ongoing efforts to improve information dominance talent, organization and equipment. These efforts include driving the pursuit of a competitive advantage over great power peers by accessing and retaining exceptional Soldier and Army Civilian talent, developing their educations in our institutions and training at the individual and unit levels, and pursuing the best equipment and technology we can afford.

**126. Are the size and capabilities of the Army component of the Cyber Mission Force and Army cybersecurity service providers sufficient to meet current and future cyber and information warfare requirements?**

Army cyber forces are well-trained, well-resourced, multi-component and sufficient to meet current requirements. As we build multi-domain capabilities required in the NDS, we foresee demands and challenges that may stress our current force structure and necessitate future force adaptations and requirements increases to maintain readiness. The Army is building brigade-sized operating capacity to support select theater or task force commanders in the I2CEWS Detachment (Intelligence, Information, Cyber, Electronic Warfare, Signal and Space); the first of these units is aligned to support exercises in the Indo-Pacific region this year. The results will inform future Army decisions about cyber, EW, and signals structure capability requirements.

**127. If confirmed, what would you do to improve military cybersecurity career pathways to meet the present and future needs of the Army and U.S. Cyber Command?**

If confirmed, I will ensure the Army's Training and Doctrine Command continues to pursue and retain the very best talent, education, training and equipping affordable for our Total Force. This includes solid Soldier and Army Civilian career tracks in the engineering, cyber, electronic warfare, information operations, signals and space domains, across the Regular Army, Army National Guard, and Army Reserve. In these fields, we also need developmental opportunities to cultivate innovation and experimentation through allied interoperability and collaborative relationships with leading technology companies and interagency partners.

**128. In your view, would the Army benefit from conducting a “Cyber Readiness Review” similar to that conducted by the Navy—the report of which was released in March of 2019? Please explain your answer.**

The Army, in conjunction with OSD and the other Services, has specific cyber security readiness lines of effort based on strategy, metrics, and goals. If confirmed, I will coordinate with the Secretary of the Army to assess the benefit of a Cyber Readiness Review similar to that conducted by the Navy.

**129. What are your plans, if confirmed, for improving the cybersecurity culture across the Army workforce—military, civilian, and contractor? How would you empower and hold accountable key Army leaders to improve the Service’s cybersecurity culture?**

If confirmed, I will ensure individual unit and cybersecurity competencies through institutional education, home station training, training at the Combat Training Centers, and participation in Joint exercises. I will require all leaders at all levels to inculcate cybersecurity and hold those leaders accountable.

### **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 ten key areas in which investment to develop next generation operational capabilities is imperative: hypersonics; fully networked C3; directed energy; cyber; space; quantum science; artificial intelligence (AI)/machine learning; microelectronics; autonomy; 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.**

**130. What do you see as the most significant challenges (e.g., technical, organizational, or cultural) to U.S. development of these key technologies?**

If confirmed, I will encourage entrepreneurship to incentivize and reward innovation that supports current Army needs and future objectives. One of the key challenges for senior leaders is to recognize the value in emerging technologies. We have already begun implementing cultural changes through the Deep Dive sessions in our Program Objective Memorandum (POM) cycle, and those changes are showing great promise in helping us deliver key capabilities sooner than originally planned.

**131. In your view, has DOD properly integrated and synchronized investments in these technologies across all Services?**

Yes. Reliance 21 is the overarching framework of the Department of Defense’s (DOD) Science and Technology (S&T) joint planning and coordination process. The goal of Reliance 21 is to ensure the DOD S&T community provides solutions and advice to the Department’s senior-level



decision makers, warfighters, Congress, and other stakeholders in the most effective and efficient manner possible. This forum along with our Joint Warfighter forums allow us to drive integration, collaborate and share lessons learned, and avoid duplication of effort. Hypersonics is an example of a success of this framework. The effort started with the missile Defense Agency and has been handed off to the Army to develop an operational prototype.

**132. 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?**

The Army prioritizes investments based on operational needs and technological gaps. Over the past year, the “Deep Dive” process is an example of how we have already started to increase or decrease focus and funding. The Deep Dives helped eliminate less critical efforts and transfer resources to higher priority needs. Specifically, the Army has increased overall investments in support of robotics and autonomous systems, fire control technologies, active protection systems, advanced unmanned air systems and network technologies (directed energy) while decreasing overall investments in countermine technologies.

**133. 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)?**

Several of these key technologies map directly to the Army’s six modernization priorities. Hypersonics maps directly to Long Range Precision Fires (LRPF); Autonomy maps to both the Next Generation Combat Vehicle (NGCV) and Future Vertical Lift; Fully Networked C3, Cyber and Space map directly to the Army Network and Assured-Positioning Navigation and Timing (A-PNT); AI to NGCV and the Army-Artificial Intelligence Task Force; Microelectronics to A-PNT and LRPF; and Directed Energy to Air and Missile Defense.

**134. How is the Army balancing revolutionary capability advancements as compared to “quick win” incremental improvements that can be rapidly fielded?**

With finite resources, getting the right mix between current and future force investments is critical. To win in large-scale ground combat operations against Russia and China, the Army needs to fully fund our six modernization priorities as well as ensure our S&T focus is on leap-ahead capabilities. We still have troops in contact today, so we must also ensure we get those critical “quick wins” to our Soldiers who are deployed.

**135. 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? What are the challenges that you perceive to increasing collaboration between the private sector and the Army?**

The Army has several mechanisms to identify new technologies developed commercially by the private sector and apply them to military and national security purposes, including the standing up of Army Futures Command (AFC). One of AFC’s primary missions is to identify

breakthrough research and technology from academia and industry to align the sources of innovation with Army problems. We are also initiating xTechSearch to facilitate interaction between non-traditional defense partners and Army Labs to tackle Army-specific challenges. These initiatives have supplemented our prudent usage of OTA and other authorities Congress has given us to streamline acquisition processes. The greatest challenge with increasing collaboration between the Army and the private sector, especially non-traditional defense partners, is helping such partners navigate the unique regulatory process that comes with working with the U.S. Government.

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

The key to protecting the critical information in our National Security Innovation Base is to ensure our Soldiers, Civilians, Contract work force, and Industry Partners are made aware of the very real threats competitors pose to our intellectual property. The Army must also integrate and resource our technology protection programs. Inclusion of requirements for basic security measures, such as screening for foreign influence and cyber security standards, can mitigate early in the process the most prevalent techniques our adversaries use to obtain these technologies.

**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.**

**137. If confirmed, what will you do to increase the interaction between Army labs and the private sector, and between the Army labs and the rest of the DOD innovation enterprise (i.e., the Office of the Under Secretary of Defense for Research and Engineering, Defense Innovation United, the Defense Advanced Research Projects Agency, and the other Services)?**

If confirmed, I will promote collaboration between the Army labs and the rest of the DOD innovation enterprise and reduce bureaucratic barriers and drive innovation to develop advanced technologies. The Army should facilitate dialogue with industry and the private sectors to ensure they are positioned to support DOD's efforts to develop advanced technologies benefitting the warfighter.

**138. What are the challenges you perceive to effectively transitioning technologies from research programs into programs of record?**

Rapidly evolving and accelerating technology development timelines in private industry coupled with increasingly globalized commercial markets present significant challenges to the Defense Acquisition System. The establishment of Army Futures Command and other acquisition initiatives will posture the Army to address these challenges and reduce risk. For example, the Army's technology initiative to promote early developmental and experimental prototyping to

demonstrate emerging technologies prior to incorporation into emerging or future Programs of Record help to facilitate transition and to ensure affordable, effective systems.

**139. 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?**

If confirmed, I will continue the Army's trajectory to align the Science and Technology initiatives to support the Army Modernization Priorities while preserving an appropriate level of investment to support discovery and innovation for future capabilities.

**140. If confirmed, what tools would you use to ensure that appropriate technologies are transitioning more quickly into programs of record?**

The Army conducts an annual Strategic Portfolio Analysis Review, closely examining the alignment of requirements, programs, science and technology transitions, and resources over a 15+ year window. If confirmed, I will empower this process to ensure rapid and affordable transition of technologies into programs of record. I will also support the continued use of technology transfer agreements and facilitate prudent resourcing decisions to avoid any disconnect between Science & Technology and the Army's requirements.

**The current budget request for defense Science and Technology (S&T) falls short of the Defense Science Board's recommended goal of dedicating 3% of the total defense budget to S&T. As you know, robust investment in S&T underpins technological advances in our military capabilities and is vital to maintaining our military technological superiority over emerging adversaries. However, over the past few years, the Army has prioritized near-term research and development over long-term S&T.**

**141. How is the Army integrating its R&D and S&T efforts in key technologies to address its own modernization priorities?**

If confirmed, I will continue to support a robust S&T investment while ensuring we continue to critically assess our S&T investments to keep them focused on modernization priorities. Over 50% of the Army's S&T investment in the FY20 budget request went toward the Army's six modernization priorities. Aligning S&T investments to our priorities will underpin key technological advances and is vital to maintaining technological superiority. The Army leverages the latest commercial technologies and invests in critical enabling technologies that are not available off-the-shelf

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

If confirmed, I will establish clear metrics to ensure the Army wisely invests in S&T programs, including instituting realistic assessment of performance to prevent premature rejection of promising programs. Using these metrics, I will ensure the Army oversees S&T programs to

ensure alignment with Army Modernization priorities while addressing the most critical needs of our Army. We must also work with outside agencies, such as the Defense Science Board, or similar professional S&T agencies to provide an independent assessment of these goals.

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

The reasonable range of investment for basic research is 16-20% of the Army Science & Technology budget. The Army's range of investment levels is approximately 18%. If confirmed, I will monitor this range of investments closely and continue to aggressively support basic research programs.

**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.**

**144. 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?**

In my view, having Active Duty Army personnel trained and working as scientists and engineers in Army research and acquisition will help operationalize technologies from a Soldier's perspective. The costs for this approach, however, require the Army to commit to advanced civilian education for these personnel, and to take away warfighters from the Operational Force. If confirmed, I will look to strike the right balance of Soldiers and technicians across the Army's research, development, and Acquisition enterprise.

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

I understand Congress has already provided tools to the Army that enable Lab Directors to shape their science and technology workforce through various National Defense Authorization Act authorities. Those authorities provide direct hire authority for qualified science and engineering candidates, as well as management of performance through alternative personnel systems. Given our current, complex and constantly evolving environment, we must have the ability to adjust workforce skillsets more rapidly than in the past. This means we must have plans to retrain personnel as necessary when it is the best solution for the Army and shape the workforce to add new skill sets as needed. If confirmed, I will encourage and support appropriate additional authorities the Army may require.

## **End Strength**

**The Army's Active end strength has been reduced from approximately 490,000 in FY 2015 to a projected 478,000 in FY 2019. The FY 2020 President's Budget would fund an additional 2,000 soldiers.**

### **146. Do you believe Army end strength must continue to grow?**

Yes, I believe that to reduce our risk in meeting the National Defense Strategy, we must grow end strength responsibly across all components.

### **147. Do you believe that in the current uncertain budgetary environment, investing in increased end strength is the most prudent use of short-term resources?**

The most important strength and asset we have in our Army is our people. We are responsibly growing end strength by 2,000 in the Regular Army, 500 in the ARNG, and 250 in the USAR. We need this end strength to build critical capabilities that are required to implement the National Defense Strategy, capabilities such as short range air defense, cyber, electronic warfare, fires, and multi-domain task forces.

### **148. Is the Army's current end strength sufficient to implement the 2018 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 2018 NDS and associated operational plans?**

I believe a Regular Army end strength of greater than 500,000, with associated growth in Guard and Reserve forces, will allow the Army to more effectively accomplish the missions outlined in the NDS with less risk.

### **149. 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 2018 NDS and the associated operational plans?**

Yes, at approximately 22.6 percent of the Total Force, the Army's institutional support base is the smallest within the Department of Defense and efficiently and effectively supports deployable combat units. If confirmed, I will continue to look for ways to make the institutional support base more effective.

### **150. If Active Army end strength is increased, what specific parameters would you use to determine what the corresponding Army Reserve and Army National Guard end strengths should be in order to support those active forces?**

If confirmed, I will seek modest, responsible growth in the Army Reserve and Army National Guard to achieve NDS objectives, considering the unique capabilities of all components. My parameters would focus on readiness and modernization of the Guard and Reserve to enhance the Total Army's ability to implement the NDS.

**151. If BCA caps on defense spending return in FY 2020, what will be the effect on the end strengths of the Active and Reserve Components of the Army? How would the manpower mix between the Active Army and the Army Reserve Components be affected?**

I believe a return to BCA caps would have an immediate and catastrophic effect on the Army's readiness, modernization, and endstrength, and the quality of life for Soldiers and their Families. Regarding endstrength, specifically, we would be forced to freeze numbers immediately, and if BCA caps remained in place for an extended period of time, we would require significant cuts in Active and Reserve components.

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

I feel we have the appropriate authorities to shape the force. The Army is implementing authorities Congress has already provided, which allow the flexibility to recruit and retain the best. At this time, I do not believe we need any additional authorities to shape the force. The recent NDAA authorities for officer talent management further enhance our ability to tailor the force to meet requirements. If confirmed, I will ensure the Army has a 21st Century Talent Management System that produces exceptional leaders at all levels.

### **Army Reserve Components**

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

If confirmed, I will continue to foster the strong relationships with the Active Army and the Reserve Components. Additionally, I will preserve the foundations built as a result of Total Force Policy to keep the vital lines of communication open integrating the strengths of active and reserve units in the most cost-effective manner. This will posture the Army to perform its demanding wartime missions and fulfill critical peacetime responsibilities.

**154. 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?**

The roles and missions of the Army Reserve Components are to serve as an operational reserve and provide strategic depth. The Army National Guard serves as the Army's combat reserve and the United States Army Reserve serves as the Army's combat service and combat service support reserve. If confirmed, I will assess the appropriate force structure mix and endstrength for all three components to ensure the Army is postured to meet National Defense Strategy requirements.

**155. 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?**

We are presently reviewing the demand for forces so that mobilization to dwell ratios do not exceed 1:4 for our National Guard and Army Reserve units. Many Soldiers in the Guard and Reserve want to deploy, to contribute to the fight, and to enhance their skills and maintain readiness rates. They deserve that opportunity and the nation needs that support. We have to ensure, however, those Guard and Reserve forces achieve an appropriate mobilization to dwell time ratio. If confirmed, I will work with the National Guard and Army Reserve on the suitable use of their component capabilities to meet their recruiting and retention missions.

**156. 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?**

I believe the Army Reserve Components should serve as both an operational reserve and a strategic reserve. An operational reserve provides both ready operational capabilities and on-call strategic depth to provide the full spectrum of lethality in support of defense requirements. In their operationally ready roles, reserve components provide responsive capacity that is accessible, routinely utilized, and fully integrated with the active force to help meet ongoing and emergent Combatant Commander requirements. The reserve components also provide the nation's strategic depth, permitting the active forces to expand to meet the needs of a large-scale mobilization in response to a major conflict or other national emergency. All three components need to be equipped, trained, and resourced to support their requirements to the Army Strategy and the National Defense Strategy. If confirmed, I will ensure that Army Reserve Component resourcing continues to be commensurate with their requirements.

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

The ARNG is currently on pace to meet the Fiscal Year 2019 accession goal. For Fiscal Year To-Date 2019, non-prior service and prior service accessions have exceeded Fiscal Year To-Date 2018 by 2,511. The ARNG has outpaced previous year accessions 11 of the last 12 months. With an increase in recruiters, bonuses, incentives, and an improved marketing campaign the ARNG will achieve both non-prior and prior service missions.

The U.S. Army Reserve (USAR) is also on pace to exceed FY19 accessions goals for both non-prior service and prior service accessions. As of the end of March 2019, the Army had already recruited 12,523 USAR Soldiers, 622 more than the year to date 11,901 non-prior and prior service mission. For non-prior service alone, as of the end of March, for the first six months of FY19 the Army had already recruited 7,328 USAR Soldiers versus the 11,327 USAR Soldiers the Army had recruited in all of FY18. As with the ARNG, the Army projects achieving the FY19 USAR non-prior service and prior service accession missions.

**158. 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?**

Over the past several years the Army worked closely with the Office of the Under Secretary for Personnel and Readiness to develop the Reserve Component Duty Status Reform legislative proposal, which will fundamentally redesign and simplify the current National Guard and Reserve duty status construct. The proposed structure organizes approximately 27 current duty authorities into four distinct categories based on the nature of the duties Reserve Component members perform. By reducing the current authorities down to a manageable number, the Department of Defense can better align benefits across those duty categories to provide consistency, clarity and continuity in pay and benefits for Army National Guard and Army Reserve Soldiers and their families. If confirmed, and if the legislative proposal is enacted in law, I will continue to work closely with Office of the Under Secretary for Personnel and Readiness, as well as the other Service Chiefs, the Chief, National Guard Bureau, and the Chief of the Army Reserve in order to ensure a smooth implementation.

**159. 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?**

Yes, if Reserve Component Duty Status Reform is enacted in law, the Integrated Personnel and Pay System-Army, when fielded, will allow for effective implementation.

**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 29% of today's youth population is eligible for military service. Further, only a fraction of those who meet military accession standards are interested in serving. In addition, in FY 2018, all three Army Components missed their end strength authorization by a total of more than 26,000 soldiers.**

**160. To what do you attribute missed end strength in each Army Component in FY 2018?**

While the Army fell short on FY18 accessions, we enlisted 70,000 into the Active Component in FY18 in a very challenging, competitive recruiting market -- the most in a single year since 2010. Additionally, we recruited 34,600 into the ARNG and 11,300 into the USAR for a total Army recruiting of 115,900 in that year. Other factors that caused us to miss endstrength included anomalies of higher-than-normal attrition, disability system separations and retirements. The Army remains committed to maintaining standards of excellence and recruiting quality over quantity and we expect to meet our FY19 goals in all components.



**161. Rather than relying solely on ever-higher compensation for a shrinking pool of volunteers, what creative steps would you take, if confirmed, to expand the pool of eligible recruits and improve Army recruiting across all Components?**

If confirmed, I will continue to seek improvements in drawing the best qualified youth to service in the Army. We are working to develop a holistic assessment measuring cognitive, non-cognitive, and physical skills that would improve predictability of success in initial entry training and future service. We also have increased recruiting efforts in 22 focus cities, and are continually refining our recruiting practices to reflect current youth interests and methods of communicating, focusing on social media and streaming services rather than television, and using E-Sports to draw a more diverse, qualified audience. Finally, the Army will continue to develop cross-functional recruiting teams to capitalize on our recruiting teams' diversity of experience, expertise, and knowledge.

**162. 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?**

The key to recruiting the highest caliber candidates is exposing them to the Army and the diverse opportunities it provides. 79% of new recruits have a family member who served, and 49% come from only the 11% of high schools in the country that have JRTC programs. Our future success depends on a much broader and higher rate of exposure to the Army, starting at high schools. To do this, we must connect with today's youth through the means by which they receive information, which, primarily, are social media and streaming services. We are continually refining our recruiting practices to reflect these current realities and emerging trends among youth.

**163. 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?**

I believe our future success is directly pinned to having a 21st Century Talent Management System that accurately assesses the talents, skills, and preferences of our people, and that places the right person in the right job at the right time. Such a system will maintain our commitment to being a preeminent organization that people want to be a part of and continue to serve. Additionally, by modernizing the force, promulgating cutting edge technologies, and advancing our talent management initiatives, such as merit-based promotions, our leaders will continue to desire to remain part of leading professional teams of character and competence focused on mission accomplishment.

**164. What steps, if any, do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall recruiting, retention, readiness, and morale of soldiers?**

I believe the Army should continue to provide strong leadership in our formations that stays engaged with our Soldiers to ensure they continue to receive the training, equipment, mentoring, and resourcing needed to stay resilient. Over the past couple of years, we have drastically reduced administrative tasks required at the brigade and battalion levels, which freed up time for commanders, leaders, and Soldiers to focus on wartime operations and streamline training. We closely track unit rotations to ensure a 2 to 1 ratio in deployment timelines, as well ensuring the same for individual Soldiers. In coordination with Geographic Combatant Commands, we have streamlined training requirements for deploying units, which has reduced stress on the force. We must remain engaged to identify additional opportunities like those above that have a positive effect on retaining quality Soldiers, recruiting quality applicants, and setting the conditions for higher individual and unit morale.

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

I believe our current recruiting standards are adequate for an industrial age Army. As we move into the future, however, we need improvements in analytics to better predict which future Soldiers have the desire, resilience, fitness, and character to join, remain and succeed in the Army.

**166. What impact, if any, do you believe the new Blended Retirement System (BRS) will have on recruiting and retention in the Army?**

I do not believe the BRS will have a significant impact on recruiting and retention in the Army, but it is too early to tell since implementation of the BRS is relatively new. The Army's recruiting and retention programs will continue to provide flexibility in achieving recruiting and retention objectives, while preserving the quality of the All-Volunteer Force.

**167. Why, in your view, did Army enlisted soldiers “opt in” to BRS at a rate significantly lower than in any other Military Service?**

Feedback from our enlisted Soldiers has indicated many planned to remain in the service for 20 or more years and did not see any advantage to joining the BRS. Some just made a conscious decision not to enroll for other personal reasons, and others missed the opportunity despite receiving training on it.

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

The Army offers several incentives. The Army offers aviators assignment tour length extensions and assignment of choice whenever feasible to provide family stability. The Aviation Bonus Program (AvB) will pay an eligible aviator up to \$105,000 over 3 years to remain on Active Duty and enhance overall readiness. Since its inception in October 2017, 584 aviators have taken the bonus, nearly half of the eligible population, making it a highly effective incentive program.

**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.**

**169. 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 an existential threat to national security?**

Yes, I think preserving the all-volunteer force is essential to meeting the nation’s national security needs.

**170. 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?**

Accessions analytical research shows that today’s youth, known as Generation Z, seek advice from parents and other influencers more than the previous generation. It is critical that we educate influencers about the roles and benefits of military service. An informed parent is more inclined to support their child’s desire to serve our Nation through military service. Our efforts to connect with future Soldiers must include a campaign to educate the teachers, coaches, parents and others who mentor our youth.

**171. 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?**

I believe the DOD recruiting campaign has made a positive contribution to increased propensity to consider service in the Army. DOD has reported their recently launched (fall 2018) advertising campaign significantly improved influencers’ opinion of military service. Surveys demonstrate influencers who saw one of the DOD ads were more likely to recommend service than those who did not see an ad.

**A recent Army Audit Agency audit found that from 2013-2016, the Army Marketing and Research Group spent almost a billion dollars on programs that provided “ineffective” support to Army recruiting.**

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

If confirmed, I will work to ensure that Army marketing effectively and efficiently encourages Army service. The Army has implemented Army audit agency recommendations to improve our processes and accountability. We canceled the underperforming programs noted in the audit and directed our resources towards best-value programs. The Army shifted to more digital marketing, relevant to the current generation, which can be more accurately tracked and measured. As noted in our report to Congress in February, we instituted new marketing metrics and procedures to ensure that the dollars we spend on marketing provide the maximum support to our recruiters in the field. We brought in top industry consultants (including a former CMO from Nike) and are onboarding a new advertising agency, DDB Chicago.

**173. In your view, have Army forays into multi-Component recruiting proven effective?**

The Army is in the second year of a 3-year pilot to enable recruiters from all three components to recruit individuals into any component. At this time, it is still too early to analyze the effects of this consolidated recruiting effort.

**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.**

**174. 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 2018 NDS?**

Yes, I agree.

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

While the current pay and allowance package offered by the Army is adequate, a pay system that is scalable commensurate with knowledge, skills, and attributes would enable the Army to compete for and retain the talent it needs to support the National Defense Strategy and maintain overmatch in great power competition.

**176. 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?**

No. If confirmed, I will seek and support the implementation of an integrated personnel and pay system that will recognize individuals with specialized knowledge, skills, and attributes.

**177. What is your assessment of the adequacy of compensation and benefits available for soldiers who will not complete a career of service in the Army?**

The new Blended Retirement System provides some compensation for Soldiers who opt in and who will not complete a career of service in the Army. Otherwise, the current compensation and benefits system provides an industrial age pay scale that does not allow deviations to pay Soldiers commensurate with talent.

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

With the exception of talent-based compensation and entitlements, the current military compensation and entitlement authorities are otherwise adequate to meet our recruiting and retention goals.

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

I believe merit and talent based compensation, along with streamlining overhead costs of high-cost benefits such as housing, health care, and commissaries, while simultaneously looking for efficiencies, could help control rising personnel costs.

### **Voluntary Education and Credentialing Programs**

**180. Do you believe that DOD and Army Voluntary Education Programs contribute to soldier recruiting and retention, and to military readiness? If so, why? If not, why not?**

Yes, the Army’s Voluntary Education Program offers a complementary set of programs to support Soldier professional education, such as evaluation of military training for college-recommended credit, a Joint Services Transcript to document that credit, and 30,000 degree choices from almost 2,500 accredited academic institutions. Academic education for Soldiers is critical to our success and an important benefit and incentive for recruiting and retention.

**181. What effects has the Army's Tuition Assistance (TA) program had on soldier professional development and degree completion?**

In FY18, over 92,000 Soldiers from all components used Tuition Assistance to complete over 296,000 courses in the attainment of 8,460 undergraduate and graduate degrees. The Army benefits from having a more educated force.

**182. Is the Army's investment in TA justified, given the current budget environment?**

Yes. The Tuition Assistance program has a good fiscal return on investment based on the number of degrees and courses completed and the actual cost of those degrees and courses, but also has a good return on investment based on the benefits it provides Soldiers and the Army. It not only supports competencies directly related to the Army's mission but also prepares the Soldier for eventual return to civilian life. Whether a Soldier stays in the Army or leaves, the Army is a pathway to success and part of that pathway is education.

**183. If confirmed, what changes, if any, would you recommend to the Army's current TA policies?**

The Army made some changes to the TA policy in June 2018 that allow Soldiers to start taking classes immediately after AIT vice a one-year wait. The program has seen increases of 5-6% in participation across the compos with this change. I will continue to monitor the program for any additional necessary changes.

**184. What progress has the Army made in identifying and leveraging credentialing programs, both to enhance a soldier's ability to perform his/her official duties, and to qualify the soldier for meaningful civilian employment on separation from the Army?**

The Army has a robust credentialing program sponsored by Army schools, which provides Soldiers opportunities to earn legitimate credentials associated with their military jobs. Additionally, the Army developed a credentialing assistance program to support Soldiers who choose to pursue "self-directed" credentialing outside of institutional Army training. We are currently conducting a limited user test of this program at Fort Hood, and plan to expand it to an additional installation this year.

**Non-Deployable Service members**

Recently, the Department published DODI 1332.45, *Retention Determinations for Non-Deployable Service members*.

**185. Do you agree that soldiers who are non-deployable for more than 12 consecutive months should be subject either to separation from the Army or referral into the Disability Evaluation System?**

Yes, I agree that as a general rule, Soldiers identified as Non-Deployable for 12 consecutive months should be evaluated for continued service. The Army is a standards based organization that requires all Soldiers to be able to deploy and fight our nation's wars when called upon. As such, this policy reaffirms a culture of deployability and lethality.

**186. How many soldiers have been separated or referred into the Disability Evaluation System as a result of this policy?**

Since the policy has been in effect, we have seen a reduction in the numbers of non-deployable Soldiers, primarily because Soldiers and commanders have become deployable by remedying the issues that resulted in non-deployable status. While we have referred Soldiers to the Disability Evaluation System (DES), we have not seen an increase in the rate of referrals into the DES as a result of the implementation of this policy. The determining factor for referral into the DES is the Permanent P3 listed on the Soldier's DA 3349 profile, which triggers a Medical Evaluation Board, MEB. There is no mechanism to differentiate the reason for referral other than the injury or illness causing the Permanent P3 profile. Only 3% of Soldiers entering the DES are returned to duty.

**DODI 1332.45 provides that the Secretaries of the Military Departments may “retain . . . those service members whose period of non-deployability exceeds the 12 consecutive month limit . . . if determined to be in the best interest of the Military Service.”**

**187. In your view, under what circumstances might the retention of a soldier who has been non-deployable for more than 12 months be “in the best interest of the Army”?**

On a case-by-case basis, I believe the Army should assess the unique circumstances of each Soldier who has been non-deployable for more than 12 months and wants to remain in the Army. One example might be a Soldier in a high-demand, low-density MOS who possesses highly-skilled capabilities and can execute missions from a non-deployed environment. Also, pregnant and combat wounded Soldiers are exempt from the 12-month Non-Deployable retention determination requirement, consistent with DODI 1332.45.

**188. In your view, how should this policy be applied to soldiers with HIV? To soldiers who identify as transgender?**

OSD policy has characterized Soldiers with HIV as Deployable with Limitations. The 2018 DOD policy allows currently serving, diagnosed and stable transgender Soldiers to continue to serve.

**189. Has the Army established any class or group of personnel deemed “deployable with limitations,” such that the class or group is exempt from the 12-month non-deployable retention determination requirement?**

Yes, consistent with DODI 1332.45, pregnant soldiers and combat wounded are exempt from the 12-month Non-Deployable retention determination requirement.

**190. What percentage of the Active Army, the Army Reserve, and the Army National Guard is presently non-deployable as defined by DODI 1332.45? In your view, what is the percentage of soldiers in the Active Army and the percentage of soldiers in the Army Reserve Components who can be non-deployable at any given time without adversely affecting the readiness of the force to execute the 2018 NDS and associated operational plans?**

The non-deployable rate is approximately 6% for the Total Force. We have established the benchmark of maintaining a non-deployable rate of 5% as necessary to preclude undue impact on readiness and ensure proper care of our Soldiers.

**191. If confirmed, what would you do to improve the timeliness of soldier referral to, and processing through the Disability Evaluation System?**

As of March 2019, the average DES processing time for active duty Soldiers was 171 days from date of referral to date of separation. The DOD goal that will go into effect on 1 October 2019 is 180 days. If confirmed, I will ensure the Army continues to meet the DOD standard and look for ways to optimize the process. I will ensure that MEDCOM/OTSG and the Physical Disability Agency execute the medical evaluation board (MEB) and physical evaluation board (PEB) phases of the DES as efficiently as possible. I will emphasize that leaders at all levels make the DES a priority, ensuring they refer Soldiers into the DES in accordance with DOD and Army policies and that they diligently manage Soldiers going through the DES. I will also maintain open communications with the Department of Veterans Affairs and where possible collaborate to make the DES the best system to meet the needs of our Soldiers, Veterans, and Family Members.

### **Service of Transgender Persons**

**In January of 2019, the Supreme Court issued an order allowing DOD to implement this Administration's policy prohibiting some transgender persons from joining the military. The new DOD policy took effect on April 12, 2019.**

**192. If confirmed, what would be your role in implementing the new DOD policy on the service of transgender persons in the Army?**

If confirmed, as the principal military advisor to the Secretary of the Army, I will provide my best military advice on the Army's implementation of the policy, ensure all Soldiers understand and faithfully comply with the policy, and ensure all Soldiers are treated with dignity and respect.



**193. In your view, does allowing a soldier who accessed into the Service in his/her preferred gender or who received a diagnosis of gender dysphoria from a military medical provider before April 12, 2019, to continue to serve in the Army under policies and procedures established by then-Secretary of Defense Ashton Carter in 2016, promote or detract from military readiness? Please explain your answer.**

We need every Soldier to contribute to their units and missions as part of readiness. Whether an individual Soldier promotes or detracts from readiness depends on his or her ability to meet the standards and deployment requirements of service expected of all Soldiers. Any Soldier who meets the professional standards and is worldwide deployable contributes to readiness and ought to be able to serve. In my view, this is not limited to gender dysphoria, but is true of any medical condition.

**194. How will the Army determine which soldiers should be “grandfathered” under the 2016 policy?**

The Army will follow the current OSD policy, which exempts Soldiers from the policy or allows them to be “grandfathered” and retained without a waiver if they, before April 12, 2019, entered into contract for enlistment into the Army; or were selected for entrance into an officer commissioning program through a selection board or similar process and were medically qualified for Military Service; or were selected for entrance into an officer commissioning program in their preferred gender under the 2016 policy (DTM 16—005); or as a Service member, received a diagnosis of gender dysphoria from, or had such diagnosis confirmed, by a military medical provider. Soldiers must be stable in their preferred gender for 18-months as certified by a licensed medical provider to meet the 2016 policy standards. Stability means that all medical treatment for transition has been completed, the Soldier has no active gender dysphoria, and the Soldier is stable on cross sex hormone therapy. The timing of contracting or selection can be determined from personnel records.

**195. In your view, what would be the impact on readiness of requiring the separation of all transgender soldiers currently serving in the Army?**

Any Soldier who meets the physical, mental, conduct, and security standards, and is world-wide deployable, ought to be able to serve in the U.S. Army. Under the current policy, Soldiers will not be separated solely on the basis of their transgender status. Soldiers who transitioned to their preferred gender or received a diagnosis of gender dysphoria from, or confirmed by, a military medical provider prior to April 12, 2019, will be considered exempt and may be retained without a waiver. Soldiers diagnosed with gender dysphoria on or after April 12, 2019, and who must transition to their preferred gender to protect the health of the individual may seek retention by requesting an exemption to the policy. We do not know yet how many Soldiers this will impact because the April 12, 2019 policy has been in effect for less than a month.

**196. In your experience, has the service of transgender individuals in their preferred gender had any negative impacts on unit or overall readiness in the Army?**

In my experience, a Service member with a medical condition who has been non-deployable for multiple periods of significant duration could negatively impact readiness – especially in a high-demand, low-density MOS. Non-deployable Soldiers can negatively impact a unit’s force readiness, especially smaller units or in highly specialized areas with a very small population.

**Women in the Army**

**In December 2015, then-Secretary of Defense Ashton Carter changed policies applicable to women in military service, opening all occupations and units—including those that engage in direct ground combat—to the assignment of women.**

**197. What challenges still exist with regard to the assignment of women to Army combat arms occupations and units, and what proactive measures are Army leaders taking to address those challenges?**

The Army continues to integrate women of all ranks into all units and occupations, with more than 1,000 integrated, recruited, or accessed into the most recently opened specialties of Infantry, Armor, and Field Artillery. We are in year 2 of our deliberate 3-year gender integration implementation plan, which uses gender-neutral standards based on the rigors of ground combat. The Army integrated leaders first. An apparent challenge is that enlisted women do not have a propensity to serve in combat arms positions. The Sergeant Major of the Army is leading an effort with the other senior NCOs to actively encourage them to do so.

**198. In your view, what more could the Army do to increase the propensity of qualified women to enlist or access in the Army? To enlist or access in Army combat arms occupations?**

In my view, the Army must provide strong female role models in Army marketing and advertising campaigns to increase the propensity of qualified women to enlist or access in the Army. We have begun doing this by highlighting Army opportunities for females and showcasing successful female Soldiers and leaders who are in the combat arms. For example, the new “Warriors Wanted” campaign includes a commercial featuring a female Lieutenant leading her howitzer platoon in conducting fire missions. Also, the new “In Our Boots” campaign features a female platoon leader who narrates and leads the viewer operating a virtual reality tank.

**199. What is your assessment of the value of the “Leaders First” policy as it applies to the assignment of women to combat arms units?**

I think the Leaders First policy has been effective and we continue to update it as we go forward. It was implemented to address cultural concerns identified through Army studies prior to the integration of women in combat arms units. This policy has allowed us to effectively integrate

women into these units by assigning leaders ahead of junior enlisted Soldiers to prevent any perceived isolation, mitigate potential incidents of unprofessional behavior, and ensure the presence of role models for both genders. We are continuing to assess the efficacy of the Leader's First Policy and the impact to readiness of gender integration in combat arms units while executing our implementation plan.

**200. The retention rate of women Army officers declines precipitously between 8-12 years of service. To what do you attribute this decline? What specifically would you do, if confirmed, to increase the retention rates of mid-grade female Army officers?**

If confirmed, I will ensure the Army assesses the reasons why female Officers decline to continue to serve at a rate of 18.5% - versus 16.6% for males. For all Officers, we will improve talent, skill, and preference management, and provide greater assignment predictability with career models that allow Officers to better plan life decisions. Through the Talent Management Task Force and the Integrated Personnel and Pay System-Army (IPPS-A), the Army must compete for talent and continually strive to get the right person in the right job at the right time for the Army and the Officer.

### **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.**

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

We must provide safe, quality housing, high quality medical care and sufficient child and youth services to meet the unique demands of military service. If confirmed, these will be my highest Family readiness priorities. I will also ensure we continue to provide effective Morale, Welfare and Recreation (MWR) programs, and other quality services and programs that reduce stress and enhance readiness for Soldiers and their Families.

**202. 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? What factors would you consider in assessing which MWR programs are ineffective or outmoded and thus potentially suitable for elimination or reduction in scope?**

If confirmed, I will continue to build strong relationships with Congress, our Military and Veteran Service Organizations, and the many state and local government and non-government organizations that facilitate and enable Army readiness. In assessing the effectiveness of these programs, I will consider customer feedback, financial performance, professional studies, and formal evaluations. I will continue to support the Army's commitment to provide programs and services that improve Army readiness. The most important factor is improving the wellbeing of

our Families, including in the areas of housing, healthcare and child care— those initiatives translate to retention. We cannot outsource the wellbeing of our families.

### **Family Readiness and Support**

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

If confirmed, my Family readiness priorities will be safe, quality housing, high quality medical care, sufficient child and youth services, and the overall wellbeing of Soldiers and Families, to meet the unique demands of military service. Without question, Soldiers and their Families are deserving of these essential quality-of-life benefits.

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

If confirmed, I will ensure the Army continues to provide effective, high quality, sustainable, Army Family programs. I will monitor program requirements and effectiveness closely and ensure sufficient resources are available for those that contribute most directly to Army readiness.

#### **205. 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 Army families who do not reside near a military installation?**

Reserve Component Soldiers and Families are supported through existing mobilization and deployment programs, online resources, and through local community partnerships. If confirmed, I will ensure National Guard Family Readiness Centers remain effective platforms for service delivery to a geographically dispersed Guard population, and sustain our commitment of providing quality programs that reduce stress and enhance readiness for the Total Army.

**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.**

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

Providing quality child care impacts Soldier and Family quality of life and enhances readiness and retention so if confirmed this will be one of my top priorities. I will work to improve access to affordable, quality child care by maximizing capacity of existing facilities through improved staff hiring practices, and increasing the availability of child care Fee Assistance as a supplement for Active Duty Soldiers at locations where there are long waiting lists. Identified efficiencies in child care administrative practices will provide savings and reduce waiting lists through improved space management.

**207. What is your view of the efficacy of the Army's implementation of the MilitaryChildCare.com system?**

I believe we should make requesting child care as simple and effective as we can for our military Families. The militarychildcare.com website gives eligible military users the ability to request child care from any location. Parents can manage their requests and decide the type of child care that supports their Families' needs. The website will decrease wait lists by facilitating improved space management at child care centers. Continued improvements in the system will consider Army-specific needs and I commend OSD for establishing this capability.

**Many military families have communicated with the Committee about the significant hardships they experienced during the 2018 summer Permanent Change of Station (PCS) cycle, including: unprofessional and untrained household goods packers and movers; unannounced and extensive delays in the pickup and delivery of household goods; extensive damage to personal property; and limited engagement by the Military Services in providing oversight and taking corrective action on complaints.**

**208. If confirmed, how would you establish accountability in the Army for high quality service and support to military families undergoing a PCS move?**

Over the past peak season (May-August 2018), we saw a marked decline in customer satisfaction rates. This drop in satisfaction rates is not acceptable and our Army Families deserve better service. We are committed to holding moving companies accountable. If confirmed, I will continue to support the efforts already underway to improve the customer experience like posting customer satisfaction scores online to provide transparency of moving company performance, and increasing the number of on-site quality assurance inspectors to ensure compliance with packing and delivery standards. The Army is also ensuring appropriate punitive action is taken when there is substandard performance by placing moving companies on notice and removing companies from the DOD household goods program when appropriate.

**209. In your view, is it feasible to adjust military personnel policies to decrease the total number of PCS moves required across a soldier's career, without adversely affecting that soldier's career progression or military readiness?**

I believe it is feasible and we are looking at ways to stabilize the force and add predictability to Soldier assignments. While emerging force requirements may require surges in readiness of operational units and resulting moves to meet the demand, we must do a better job of providing predictability to Soldiers and Families.

**210. In your view, how can the policies enacted pursuant to the Military Family Stability Act be employed to distribute the demand for PCS moves more evenly across the entire year (rather than concentrating moves in the summer months)?**

In my view, families with school age children will want to move during the summer and we need to plan for that reality. Congress codified the intent of the Military Family Stability Act (MFSA)

through the FY18 NDAA, which resulted in DOD policy reflected in DODI 1315.18 (Procedures for Military Personnel Assignments). While the law provides military families flexibility for managing their PCS moves, it does not promote moves outside the summer. If confirmed, I will assess how the MFSA has impacted PCS move distribution across the year, and I will continue to explore ways to improve the PCS process for Soldiers and Families.

### **Support for Military Families with Special Needs**

**211. 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?**

If confirmed, I will support the Army's initiative to provide Soldiers with exceptional Family members a choice of two EFMP-approved assignment locations. This initiative will allow Soldiers to research future assignment locations before deciding which best supports their Families' needs.

**212. If confirmed, how would you incentivize soldier enrollment in the exceptional family member program (EFMP)?**

If confirmed, I will incentivize enrollment by making sure the Soldier does not have to make a difficult choice between a career enhancing move and caring for their family. We must educate on the benefits of enrollment in the EFMP program and deliver services that are scalable to the needs of individual Soldiers and their Families.

**213. If confirmed, what specific new initiatives would you suggest to assist a soldier with a special needs family member in advocating for and accessing individualized educational programs and other support to which their family member is entitled under the Individuals with Disabilities Education Act, including from local school districts in the vicinity of Army installations?**

If confirmed, I will explore ways the Army can provide specifically tailored support for military families with special needs, including support to which family members are entitled under the Individuals with Disabilities Education Act. Every family is different and every family member has different needs. While standardized programs often are more cost effective than customized support, the Army should seek to better balance program and service support with the more particularized needs of each military family. I will look to Exceptional Family Member Program counselors, school liaison officers, and local legal offices working with schools and Families to ensure compliance with the Individuals with Disabilities Education Act to help the Army assess the feasibility of such an approach.

**214. 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?**

The Army is working with the Department of Defense Office of Special Needs on initiatives and program improvements to ensure our Families with special needs receive the medical services and support required to maintain readiness. If confirmed, I will continue to support all aspects of the Army's Exceptional Family Member Program.

### **Military Housing Privatization Initiative**

**In the FY 1996 NDAA Congress established the Military Housing Privatization Initiative (MHPI), providing DOD with the authority to obtain private-sector financing and management to repair, renovate, construct, and operate military housing. DOD has since privatized 99 percent of its domestic housing. In recent months, the Committee has held two hearings to address widespread complaints that over the past several years, military families living in privatized housing have been exposed to environmental hazards, rodent and other infestations, and other conditions that render their quarters uninhabitable and, in some cases, endangered the health and well-being of their children. Certainly, some of the "private partners" charged to manage installation housing regularly tolerated shoddy repairs or closed work orders without action. Complaints to military housing management offices often remained unaddressed and, in many cases, military oversight and chain of command engagement were non-existent. Many family members expressed fears that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves and their Service member to reprisal.**

**215. What has the Army done to address soldier and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?**

Army leaders conducted visits to all privatized and Army-owned family houses for mold and other life, health, and safety issues. The Army has conducted Town Halls with Soldiers and Family members led by senior commanders and joined by private housing companies at every U.S. Army Installation and will continue to conduct Town Hall meetings on a regular and recurring basis. The Army is supporting the Government Accountability Office, the Department of Defense Inspector General, and the Army Audit Agency audits/inspections relating to environmental and safety hazards in privatized and Army-owned/leased housing. Army housing is a top priority and if confirmed I will ensure the Army does not outsource its responsibility to provide safe housing.

**216. If confirmed, what specifically would you do to establish accountability in the Army for sustaining the high quality housing that soldiers and their families deserve?**

Quality Army housing is one of my top priorities and we are not going to outsource responsibility for living conditions even if it is privatized. If confirmed, I will ensure the Army maintains momentum on a number of actions designed to improve and sustain high quality

housing for Soldiers and Families. This includes finalizing a Tenant Bill of Rights and incorporating it into a revised standard tenant lease, developing new metrics to assess Residential Communities Initiative company performance and customer satisfaction, and reforming the incentive fee structure. Additionally, the Army will review baseline business operating agreements and ground lease agreements with RCI project companies to enable enhanced accountability. Finally, I will take steps to ensure that the Army is properly resourced and structured to conduct effective oversight of RCI partners.

**217. If confirmed, what specifically would you do to establish accountability in MHPI “contractors”, particularly given that, in most cases, they have public-private partnership agreements with the government that extend for as long as 50 years?**

If confirmed, I will ensure the Army implements incentive fee performance metrics that more closely align customer service and work order completion to the award of quarterly incentive fees.

**218. To what extent, if any, have the Congressionally-mandated 25% reductions in management headquarters affected the number and capability of Army employees charged to oversee privatized military housing matters—both at headquarters-level and at Army installations?**

The Congressionally-mandated 25% reductions and other funding constraints have resulted in staffing reductions of Army personnel responsible for Residential Communities Initiative (RCI) Program oversight. The funding cuts limited the Army’s ability to conduct RCI project reviews and quality assurance with the project partners at the installations. The Army has recognized these shortfalls and is now addressing the problem by enhancing oversight over RCI partners.

### **Sexual Assault Prevention and Response**

**219. In your view, are the policies, programs, and training that the Army has put in place to prevent sexual assault and respond to sexual assault when it does occur, adequate and effective?**

No. If I am confirmed, I intend to focus our efforts on enhancing the prevention of sexual assault and sexual harassment, particularly at the entry and junior leader level. I am committed to considering innovative solutions and working with experts from the civilian community to improve policies, programs, and training. I will ensure the Army’s effective programs are properly resourced and implement programs necessary to prevent sexual misconduct from occurring while maintaining effective response capacity and capability.

**220. Despite significant efforts by the Military Services to enhance the response to sexual assaults, including measures to care for victims and to hold assailants accountable, the rate of sexual assaults in the Army remains too high. If confirmed, what will you do to increase focus on the prevention of sexual assaults? What is your view of the necessity of affording a victim both restricted and unrestricted options to report a sexual assault?**



If confirmed, I will ensure commanders, leaders, and SHARP professionals have the resources and oversight necessary to implement effective prevention measures. Specifically, I will ensure our prevention efforts address sexual harassment, gender discrimination, and workplace hostility. I will also ensure Army leadership at all levels is committed to maximize reporting to ensure victims get the help that they need, and reduce prevalence across the force. The restricted reporting option provides an invaluable option for someone who only desires victim advocacy services and legal support. The restricted reporting option also provides victims with the option to convert to an unrestricted report at a later date. The Army's conversion rate from restricted to unrestricted reports has been strong in recent years, with a 20% conversion rate in FY15; 19% in FY16; and 28% in FY18.

**221. What is your assessment of the potential impact, if any, of proposals to remove from Army commanding officers, case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?**

I believe removal of the commander's case disposition authority would compromise the readiness and lethality of our Army because it would be detrimental to our military justice system and to the good order and discipline required for effective formations. A commander's role is central to the Uniform Code of Military Justice and is critical to the prevention and response to sexual assault and any other criminal offense from murder to robbery.

I believe commanders at all levels must remain involved and fully engaged in the process. When a commander's authority to address misconduct swiftly and locally, with the advice of Judge Advocates, is divorced from the responsibility to maintain good order and discipline, we risk indiscipline on the next battlefield. The commander's role in addressing serious misconduct, including violations of law of armed conflict, is particularly critical for deployed units, where the military justice system and the commander's authority are on display not just for our troops, but for our allies and enemies.

**222. What is your assessment of the Army's implementation of protections against retaliation (including reprisal; social ostracism; and acts of cruelty, oppression, and maltreatment) for reporting sexual assault?**

While the Army has made progress in addressing retaliation, I believe the Army still has work to do in this area. The Army has implemented policies, revised training, collected data, and engaged first-line leaders to effectively address retaliation. If confirmed, I will ensure the Army's policies and processes for identifying and addressing retaliation are effective, that leaders who tolerate retaliation are held accountable, and that the Army effectively implements recent legislation that criminalized professional retaliation. Social retaliation remains a challenge, but I am committed to addressing it through leader involvement, as it undermines readiness, trust, and unit cohesion.

**223. What is your understanding of the “continuum of harm” in the context of sexual harassment and sexual assault and their effects on the readiness of military units?**

Sexual misconduct occurs on a continuum—meaning there is a range of behaviors and actions that may foster or even facilitate the escalation of sexual misconduct to sexual violence. Military and civilian studies have shown that the risk of sexual assault can increase significantly when gender discrimination, sexual harassment, and workplace hostility are condoned, tolerated, or ignored in a unit. These precursor behaviors and attitudes not only have a negative impact on individuals, they also detract from the readiness of an organization and increase the risk of sexual violence. If I am confirmed, I would ensure that the Army effectively trains Soldiers and holds leaders accountable for fostering a command climate based on dignity and respect, where sexual misconduct is not tolerated, where intervention is expected, and where incidents are addressed at the earliest opportunity on the continuum.

**224. What is your view of the role of the chain of command in maintaining a command climate in which sexual harassment and sexual assault are not tolerated?**

My view is that the chain of command is central to and responsible for good order and discipline. The chain of command must ensure a healthy, professional climate of dignity and respect based on the Army Values and make clear that sexual harassment and assault are not tolerated, that intervention is expected, and that all reports of misconduct are addressed quickly and appropriately. The chain of command must enforce standards across the entire organization, and set the example of appropriate behavior for others to model.

**225. In your view, do military and civilian leaders in the Army have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual harassment and sexual assault? If not, what additional training, authorities, or resources do you believe are needed, and why?**

Yes. The Army is educating leaders through progressive SHARP Education and Training at all levels and cohorts (officer, warrant, NCO, Army Civilian) of Professional Military Education. We are improving the linkage to the Army Profession and Leadership across Professional Military Education by nesting SHARP content within the curriculum, aligning education to the individuals’ level of responsibility and role in the SHARP program. For accountability, Judge Advocates train commanders on their legal responsibilities throughout their professional military education, culminating in courses at The Judge Advocate General’s Legal Center and School prior to assuming duties as a convening authority. Judge Advocates provide legal advice on the wide variety of disciplinary tools provided to commanders under the Uniform Code of Military Justice, to address the full spectrum of sexual misconduct. Commanders and leaders are held accountable for their cultivation of a healthy command climate and implementation of the SHARP Program. If confirmed, I will assess whether additional training, authorities, or resources are needed in this critically important area.

**226. If confirmed, what specific role and tasks would you establish for yourself in the Army's program of preventing and responding to sexual harassment and sexual assault?**

If confirmed, I will lead the Army's efforts to prevent and respond to Sexual Harassment/Assault Response and Prevention (SHARP) incidents. While we have made improvements in some areas, more can be done to enhance prevention, promote intervention, and eliminate retaliation. In my view, sexual harassment and sexual assault are similar to deliberate fratricides in the way those offenses undermine the essential cohesion that binds effective fighting organizations. This is why cultural change within the Army is critical, so Soldiers know the standards for acceptable behavior right from initial entry training, and are held accountable by leaders at every level if they do not meet those standards. Intervention must become the norm, not the exception.

**227. Why are the number of prosecutions for sexual assault and retaliation in the Army so low? Why are conviction rates so low?**

If confirmed, I will be committed to ensuring people are held accountable for their actions. It is my understanding that the prosecution rate for sexual assault in the military compares favorably to prosecution rates in civilian jurisdictions based on an analysis by the largest rape crisis advocacy group, Rape, Abuse, Incest National Network (RAINN).

I believe commanders, with the advice of trained Judge Advocates, make sound disposition decisions. An initial review by an independent, civilian Congressionally-mandated advisory committee determined that 95% of commander's individual decisions as to whether to prosecute an allegation of a penetrative offense were reasonable. For the remaining 5%, the review determined that more information from the case file was needed to assess reasonableness.

I believe the Army has a transparent process for identifying any allegations of retaliation, a process for independent investigations of all allegations, and a tracking and reporting process for accountability. Professional or social retaliation not criminalized in any civilian jurisdiction so there is no available comparison.

**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.**

**228. 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?**

I support section 702 of the FY2017 NDAA, as clarified by sections 711 and 712 of the FY 2019 NDAA, given my goal to provide our Soldiers, Families, and retirees high quality health care at a lower cost. I will continue to pursue high quality care for our beneficiaries, increase Army readiness, and seek opportunities for greater efficiencies in healthcare services.

**229. If confirmed, how would you ensure the rapid and efficient transfer of the administration and management of Army military treatment facilities to the DHA?**

If confirmed, I will ensure our medical leadership works closely with DHA to accomplish the efficient transfer of the MTFs and medical records. The Army has integrated medical transformation initiatives into the Army Campaign Plan. Additionally, the Army has established a team within the Army Staff that is focused on the transition of the MTFs to DHA in accordance with a deliberate plan. As the Army continues to execute this rapid and efficient transition, we will ensure the standard of care for Soldiers and Families is not reduced, and we will establish a clear delineation of responsibilities for healthcare delivery and readiness while reducing redundancy across the enterprise.

**230. 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?**

If confirmed, I will ensure the integration and coordination of Army equities into the Department of Defense, Defense Health Agency (DHA), and encourage partnerships through which Army Medical personnel can maintain the skills needed to save lives on the battlefield. As the Chief of Staff of the Army, I will lead the Army staff to monitor and report Army medical readiness and Total Force readiness through policy development and directives. I will also continue to support the missions of the Training and Doctrine Command and Army Medicine to ensure a ready medical force.

**231. In your view, is the Army medical force properly sized to meet the joint medical requirements set forth in operational plans implementing the 2018 NDS?**

I believe it is based on a recent and thorough review of the 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.

**232. 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?**

Yes, the Army continues to field a medical force that is responsive, competent, and capable of meeting the demands of emerging and unpredictable conflict environments. As demonstrated during seventeen years of combat, our medical force possesses the professional clinical and leadership skills to save lives on the battlefield and maintain a competitive edge. If confirmed, I will maintain efforts within Army Medicine to continuously improve how we train and sustain our medical readiness skills. 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.

## **Suicide Prevention**

**The numbers of suicides in each of the Services continues to concern the Committee.**

**233. If confirmed, what specifically would you do to maintain a strong focus on preventing suicides in the Active Army, the Army Reserve and National Guard, and in the families of all of your soldiers?**

One loss to suicide is too many. If confirmed, I will promote efforts to ensure that units at the lowest level are taking care of each other, building cohesion, and obtaining appropriate behavioral health without stigmatization. Our Ready and Resilient efforts deliver training, tools, and resources to strengthen Soldiers and improve their resilience. I will work to equip Command Teams with tools focused on improving Leader Visibility, conducting Soldier Self-Assessments, understanding of Soldier Behaviors, and enhancing Core Competency Resilience Skills. I will ensure the second increment of our Commander's Risk Reduction Dashboard is fielded effectively and ensure implementation of up-to-date training and education to effectively address adverse behaviors, especially suicide.

**234. If confirmed, what specifically would you do to enhance the reporting and tracking of suicides among family members and dependents of soldiers across all Components?**

If confirmed, I will ensure the Army effectively implements and resources the reporting and tracking mechanisms authorized in the 2015 National Defense Authorization Act for Military Family Members and Dependent suicides. The Army must continue an aggressive effort to encourage military family members to utilize all resources available to them to help mitigate the factors that may lead to suicide and other negative behaviors. Resiliency training is available to Family members and DA Civilians to help build protective factors, recognize warning signs, and encourage help-seeking behavior. I will ensure that we continue to resource this area and provide the right set of programs and tools for the chain of command to support Soldiers, Family members, and DA Civilians.

## **Mental and Behavioral Health Care**

**235. 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?**

Behavioral health care is one of the most important factors in sustaining the readiness of the Army. If confirmed, I will ensure sufficient mental and behavioral health is available as close as possible to the point of need. Army social workers and psychologists support brigade combat teams and other operational units and Army psychiatrists work at the division level. All work in concert with unit surgeons and organic medical assets to provide triage, treat far forward, and coordinate transitions of care.

In support of readiness at home station, innovative programs such as Embedded Behavioral Health and School Behavioral Health reach Soldiers and Families where they live and work to improve access and reduce stigma. I will support efforts to enhance access to behavioral health care and ensure that the Army effectively mans, organizes, trains, and equips a quality behavioral health capability.

**236. 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 installation?**

If confirmed, I will ensure the Army effectively mans, organizes, trains, and equips a robust behavioral health capability to provide world-class behavioral health care for the Total Force and Families. I will lead efforts to ensure collaboration with Active Component and Reserve Component medical leadership, subject matter experts, and Defense Health Agency partners, to share best practices, and to promote ready access to behavioral health resources. I will also ensure the effective utilization of our Reserve Component organic behavioral health capability, including assessments and referrals for behavioral health services, unit training, and command consultations. This capability also provides assistance to units and individual Soldiers who benefit from care coordination with MTF, civilian, or VA resources in their home area.

Although the Department has made great strides in reducing the stigma associated with help-seeking behaviors, many service members remain concerned that their military careers will be adversely affected should their chain of command become aware that they are seeking mental or behavioral health care. At the same time, the military chain of command has a legitimate need to be aware of physical and mental health conditions that may affect the readiness of the service members under their command.

**237. As regards the provision of mental and behavioral health care, how does the Army bridge the gap between a soldier's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect the readiness of the soldier and the unit?**

Embedding behavioral health resources in direct support of units has enabled enhanced access to care and culturally competent command consultation. Data suggests the Army is making progress in this field, as behavioral health utilization has increased from approximately 900,000 outpatient visits in FY07 to approximately 2 million in FY18. Some protected health information, related to Soldiers' medical readiness, fitness for duty, safety, or impacts on mission, does inform command decision making. To this end, the Army supports the chain of command's need for health information about their Soldiers to ensure proper mission execution consistent with law and regulations. DOD policy limits the disclosure of protected health information to the minimum amount necessary to accomplish the authorized purpose. Leaders at all levels should bear responsibility for promoting and safeguarding the overall health and welfare of their Soldiers.

**238. 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?**

Yes, the Military Family Life Counseling program augments the Army's capability to provide service to Soldiers and Families by providing counselling, support and stabilizing the familial structure. This program provides an important alternative path for Soldiers and Families to seek help that may be more appropriate for their circumstances.

**Commissary and Military Exchange Systems**

**239. If confirmed, would you support the consolidation of commissaries and the Service Exchanges into a single defense resale system?**

If confirmed I will support initiatives for DOD resale activities, such as consolidation, that reduce costs and enhance operational efficiency as long as they preserve the benefit for our Soldiers and Families.

**U.S. Military Academy**

**240. What is your assessment of the efficacy of the policies and processes in place at the U.S. Military Academy to prevent and respond to sexual harassment and sexual assault, and to ensure that those who report harassment or assault are not subject to retaliation (including reprisal; social ostracism; or cruelty, maltreatment, and oppression)?**

The prevalence of sexual assault and harassment at the United States Military Academy is unacceptable. While I am not satisfied with the latest survey results, I am confident USMA leadership is taking this matter seriously and making appropriate improvements to policies and processes. USMA is revising its prevention efforts to better address the transitory nature of the Cadet population and their vulnerability as young adults. USMA has also added content to the Character Education Program, addressing the issue of victim blaming and suggestions about how to support a friend in crisis.

**241. If confirmed, what specific actions will you take to combat the increasing prevalence of sexual assault, sexual harassment, retaliation, and discrimination at the U.S. Military Academy? What specific actions will you take to increase reporting by cadets who are the victims of sexual assault, sexual harassment, retaliation, and discrimination?**

The prevalence of sexual assault and harassment at the United States Military Academy is unacceptable. I believe USMA should improve prevention efforts to specifically address the age and transitory nature of the Cadet population. If confirmed, I will work with USMA leadership to maintain a culture of dignity and respect that does not tolerate sexual assault and harassment. All Cadets must be aware of the warning signs of sexual assault and intimate partner violence, know how to intervene, and understand the connections between alcohol and sexual assault. USMA should also inculcate a culture that encourages reporting of incidents of sexual assault, harassment or reprisal, and supporting victims throughout the process. Combating sexual

assault, harassment, retaliation and discrimination at USMA and across the Army will be one of my top priorities and I will insist that leaders at all echelons understand Army policies and programs and implement them effectively.

**Currently, Military Service Academy graduates are required to serve on active duty for a minimum of five years following graduation. Congress last revised initial active duty service obligations for Academy graduates in 1996. Since then, the average real cost per graduate has increased by nearly 20 percent according to the Congressional Research Service. Additionally, recent studies suggest that Service Academy graduates have the lowest junior officer retention rates of all officer commissioning sources, despite being the most expensive. Meanwhile, the increasingly technical nature of officer careers has increased the length of initial skills training courses; during the period of their initial active duty service obligation, new officers are spending less time at their duty stations.**

**242. Do you believe a five-year minimum active duty service commitment for U.S. Military Academy graduates is sufficient return on investment for the U.S. military and the American taxpayer?**

Yes, I believe the USMA graduates' current 5-year minimum active duty service requirement delivers an appropriate return on investment. USMA has a long history of providing the Army's fighting force with premier quality combat leaders. The current service obligation design further provides the highest levels of leadership across our Reserve Components, as officers fulfill the remainder of their 8-year mandatory service obligation in the United States Reserve or Army National Guard. If confirmed, I will assess this area further, and recommend changes, in consultation with Congress, if data suggests the current approach should be modified.

**243. In your view, does the U.S. Military Academy contribute to the pool of military officer accessions commensurate with its attendant costs? Please explain your answer.**

Yes, costs associated with producing the highest caliber officers to support our warfighting mission and develop senior leaders for the future force is a prudent investment in protecting our Nation. USMA produces roughly 1,000 (about 9%) active duty combat leaders out of the approximately 11,000 officers annually commissioned across all components. USMA remains an integral commissioning source, necessary to complement ROTC and OCS. West Point's consistent capability of producing combat officers of character allows the Army to fight and win with a decidedly capable force led by tough, high caliber, smart, and innovative leaders.

**244. If confirmed, would you support increasing the active duty service obligation for U.S. Military Academy graduates by one year to a six-year minimum?**

If confirmed, I will consider supporting a USMA ADSO 1-year increase if recommended based on a comprehensive analysis of impacts to the Total Army across all components. In making this assessment, I will consider factors such as enhancing the return on investment, advancing continuation rates, and strengthening overall combat readiness.



## **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.**

### **245. How is the Army implementing these authorities today and to what effect?**

The Army has initiated implementation of six of the nine authorities granted to the services under the National Defense Authorization Act, including Sections 501, 502, 503, 504, 505, and 518. The Army is continuing to explore implementation plans for three FY19 NDAA authorities under Sections 506, 507, and 513. While the Army believes that these authorities will have a positive impact on officer personnel management, it is too early to assess the impacts until they are completely in place and applied to promotion boards and personnel management actions.

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

If confirmed, I will promote the appropriate use of existing legislative authorities to shape and change the industrial age personnel system to a 21st Century Talent Management System.

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

The Army established a Talent Management Task Force (TMTF) to study how the Army should best modernize management of our Officer personnel. If confirmed, I will work with Congress for legislative solutions for authorities the TMTF identifies as necessary.

## **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.**

### **248. What is your assessment of the effectiveness of the FY 2017 modifications to the JQO system?**

The FY 2017 modifications to the JQO system are adequate and allow the Joint Force more flexibility when managing joint assignments at the appropriate level. By reducing the number of required accrued joint qualification points from 36 to 24, the modified JQO system allows officers to move from joint duty assignments to take advantage of command and professional development opportunities without affecting the Officers’ ability to become fully joint qualified.

**249. 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?**

Yes, in my judgment, it is important that Army General Officers be joint qualified to operate effectively in a joint environment and lead Joint Forces.

**250. 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?**

I believe JQO prerequisites are sufficient to ensure Army Officers are particularly trained in and oriented toward joint matters.

### **Professional Military Education**

**The 2018 NDS asserts that Professional Military Education (PME) has stagnated—that it focuses more on the accomplishment of mandatory credit at the expense of lethality and ingenuity.**

**251. If confirmed, what actions would you take to enhance the Army’s PME system to ensure that it fosters the education and development of a strategic thinkers and planners with both the intellectual and military leadership acumen to merit promotion to General Officer?**

If confirmed, I will continually assess, evolve, and modernize our warfighting-focused PME, while maintaining the actions currently underway to enhance lethality and ingenuity within PME. I am committed to a dynamic and strategic education system to ensure the core competence of the Army’s future leader’s remains focused on the global application of strategic land power to address the great challenges of national defense, military science, and responsible command. As we modernize the Army, PME must adapt as well, rapidly shifting the focus of its full body of doctrine, training, and education to prevail in multi-domain large scale ground combat operations. I also intend to continue the talent management task force efforts that will include rigorous developmental assessments and entrance requirements for multiple levels of PME.

### **Religious Accommodation**

**U.S. military personnel routinely deploy to locations around the world where they must engage and work effectively with allies and with host-country nationals whose faiths and belief systems may be different than their own. For many other cultures, religious faith is not a purely personal and private matter; it is the foundation of culture and society. Learning to respect the different faiths and beliefs of others, and to understand how accommodating different views can contribute to a ready force is, some would argue, essential to operational effectiveness.**

**252. In your view, do current Army policies and processes properly facilitate the free exercise of religion, without impinging on the rights of those who have different religious beliefs, including no religious beliefs?**

Yes, I believe Army policies and procedures appropriately accommodate the free exercise of religion and individual expressions of belief, including the right to hold no religious faith. I believe it is important that the Army accommodate a Soldier's religious rights and their ability to appropriately express their views. The Army must also foster a climate and culture at all echelons which promotes dignity and respect toward all Soldiers.

**253. Do you support a policy that allows a prospective recruit to request and receive an accommodation of religious practices prior to enlisting or accepting a commission in the Army?**

I support the current Army policy that allows pre-accession requests before contracting for enlistment, contracting in the Reserve Officers' Training Program, accepting appointment to the United States Military Academy or accepting an appointment through direct commission.

**254. Do you support a policy that allows a soldier's religious accommodation, once granted, to follow the soldier throughout his/her military career—no matter where he/she is stationed or the nature of his/her specific duties, unless it can be demonstrated that the accommodation adversely affects military mission accomplishment?**

I support the current Army policy that provides that, once granted, accommodations endure for a Soldier's career, as long as it does not adversely affect mission or endanger the Soldier's health and safety.

**255. In your view, does a military climate that welcomes and respects open and candid discussions about personal religious faith and beliefs in a garrison environment contribute to preparing U.S. forces to be more effective in overseas assignments?**

In my view, the Army should promote a culture of dignity and respect based on Army Values and tolerance for other cultures and religious of views of others. Religion is a personal choice and the Army should also set conditions for respecting the rights of those who prefer to keep their views private. Soldiers preparing to deploy for overseas assignments should gain an understanding and respect for the cultural and religious differences in their area of operations. I support the current Army policy that provide that once granted, accommodations endure for a Soldier's career, unless because of a change in circumstances, the religious accommodation adversely affects the mission or endangers the Soldier's health or safety.

**256. Do you believe that allowing service members of certain faiths—such as Sikh, Orthodox Judaism, or Islam—to maintain beards or wear turbans or other religious headwear, while in uniform, strengthens or weakens the U.S. military's standing in areas of the world where such religions predominate? Would such allowance help or hurt U.S. efforts to build alliances and partnerships with such nations?**

I am not aware of any data showing whether Army policies strengthen or weaken the U.S. military's standing in areas of the world where other religions predominate. It is my belief, however, that allowing Soldiers to serve with appropriate accommodations for uniform and grooming standards in areas with differing religions conveys to those inside and outside of our formations that we value individual religious beliefs and treat all Soldiers and cultures with dignity and respect.

**257. In your view, do existing Army policies and practices regarding public prayers offered by a military chaplain in both official and unofficial settings, strike the proper balance between a chaplain's right to pray in accordance with the tenets of his/her religious faith and the rights of other service members who may hold with different beliefs, including no religious beliefs, who may be present in these settings?**

It is my understanding the Army does not have a policy regarding public prayer by Army chaplains. As a matter of practice, however, chaplains are encouraged to be considerate of the audience as they pray in accordance with their own religious tradition. The Chaplain Corps trains Army Chaplains to perform or provide religious support to Soldiers in a diverse and pluralistic environment. Training and the leadership of supervisory Chaplains ensures that religious beliefs and expression are protected in practice. While it appears the Army's training programs and practices strike an appropriate balance, if confirmed, I will assess this matter to ensure that the approach is effective and appropriate.

**258. Should the Department of the Army accommodate the request of a college or university affiliated with a particular religious faith, to appoint a military officer of the same faith as the Professor of Military Science, charged with leading the host institution's Senior Reserve Officers' Training Corps unit?**

As a result of the partnership the Army maintains with its SROTC Host Universities, the Army coordinates with each school on the assignment of officers as Professors of Military Science (PMS). The Army uses a centralized selection board to select the best officers to serve in PMS positions, and colleges and universities should feel confident that every officer we assign to be in charge of an ROTC program is a leader of character and can execute his or her duties while respecting the views and rules of the faith of the university community, whatever those rules may be. The Army does not entertain requests for conditional assignment practices based on religion, race, ethnicity, sex or other inappropriate basis.

### **Senior Executive Service (SES) and General Officer Reductions**

**The FY17 NDAA limited the number of DOD SES and General/Flag Officers by about 12%.**

**259. What progress has the Army made in reducing the number of SES and General Officers in accordance with plans previously provided to Congress?**

In compliance with the FY17 NDAA, the Army has developed a plan to reduce 11 General Officer positions by 2022. The Army has also developed a plan identifying 29 Senior Executive Service positions for reduction by the end of calendar year 2022. These reductions will be done incrementally: 5 positions in 2020; 10 positions in 2021; and 14 positions in 2022.

### **The DOD Civilian Personnel Workforce**

**DOD is the federal government’s largest employer of civilian personnel. The vast majority of DOD and Army 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. Although this Committee does not have jurisdiction over title 5, over the years, it has provided numerous extraordinary hiring and management authorities applicable to specific segments of the DOD and Army civilian workforces.**

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

If confirmed, I will strongly support the Army’s initiative to develop and implement a cohesive human capital strategy for the civilian workforce. The Army’s Civilian Human Capital strategy should include implementation of a talent management process that will more effectively and efficiently manage its Civilian workforce to meet the demands of the future Army.

**261. 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 such authorities? If not, what additional authorities or training do Army supervisors require?**

I believe Army supervisors have the appropriate authorities to divest a Civilian employee whose performance fails to meet standards or who engages in misconduct. While Federal managers have adequate tools to discipline or remove civilian employees, they must have the training and competencies to follow proper procedures. If confirmed, I intend to review the training given to Army Civilian and military supervisors to ensure that it is adequate.

**262. Do you advocate the creation of a new “title 10” civilian workforce and a concomitant body of title 10 personnel authorities applicable only to the DOD civilian workforce? If so, what should be the key components of this new body of personnel law, and how should it improve on title 5, in your view?**

If confirmed, I will review key civilian personnel policies to identify ways to move from the industrial age system to a more flexible, adaptive system designed to increase civilian readiness. Moving from title 5 to title 10 could afford more flexibilities for hiring, managing, and retaining the Civilian talent needed for the Army of the future. I would welcome the opportunity to work with Congress on potential legislation that would enable the readiness of our civilian workforce.

**Under current law, the civilian pay raise to adjust for wage inflation is set at the Employment Cost Index (ECI) minus 0.5 percent, or, about a 2.6 percent increase for FY2020. Yet, the Department's budget does not provide funding for this civilian pay increase, despite the largest topline defense budget request in the Nation's history.**

**263. Do you personally support a pay raise for the Army's civilian employees, consistent with current law?**

Yes, I support pay raises for military personnel and civilian employees consistent with current law.

### **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.**

**264. Do you agree, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress?**

Yes.

**265. Do you agree, if confirmed, and when asked before this committee, its subcommittees, or other appropriate committees of Congress to give your personal views, even if those views differ from the position of the Administration?**

Yes.

**266. Do you agree, 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?**

Yes.

**267. Do you agree, 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?**

Yes.

**268. Do you agree, 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?**

Yes.

**269. Do you agree, 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?**

Yes.

**270. Do you agree, 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?**

Yes.

**271. Do you agree, 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?**

Yes.