

Senate Armed Services Committee
Advance Policy Questions for Honorable James E. McPherson
Nominee for Appointment to be Under Secretary of the Army

Duties and Responsibilities of the Under Secretary of the Army

1) Section 7015 of title 10, United States Code, states the Under Secretary of the Army shall perform such duties and exercise such powers as the Secretary of the Army may prescribe. What is your understanding of the duties and functions of the Under Secretary of the Army?

Answer: By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army (SecArmy) prescribes. It is my understanding that Headquarters, Department of the Army General Orders No. 2019-01 specifies that the Under Secretary is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. To that end, the Under Secretary is charged with communicating and advocating Army policies, plans, and programs to external audiences, including Congress, foreign governments, and the American public. In addition, the Under Secretary is assigned as the Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army and directly supervising the Office of Small Business Programs. The Under Secretary is the senior official for all executive and senior professional personnel actions and, as such, is responsible for developing policies and programs, as well as supervising and directing, the Civilian Senior Leader Management Office. Finally, the Under Secretary is the Army's Senior Sustainability Officer, and is assigned responsibility for coordinating and reporting the Army's requirements under Executive Order 13693, Planning for Federal Sustainability in the Next Decade, to the Department of Defense (DoD).

2) What background and experience do you possess that render you highly qualified to perform these duties and responsibilities?

Answer: I began my professional life by enlisting as a military policeman in the U.S. Army in 1972. I served at The Presidio of San Francisco, in South Korea, and in the 1st Infantry Division at Fort Riley, Kansas. In addition to providing me insight and perspective on life as an enlisted Soldier, those formative years taught me a great deal about selfless service and sacrifice, and instilled within me a lifestyle of service and military values that I have followed throughout my life.

That lifestyle of service motivated me to join the Navy JAG Corps after college and law school. I enjoyed a successful 24-year career, culminating as the Judge Advocate General of the Navy. During my Navy career, I served in a wide variety of assignments, including military justice as a line prosecutor and defense counsel. I served as a staff judge advocate overseas and afloat, and at shore stations and senior staff levels. I commanded at the field level and as a flag officer. Perhaps most importantly, I gained invaluable experience in the Pentagon serving for more than nine years in senior advisor, policy making, and leadership positions. I served as legal counsel to both the Vice Chief of Naval Operations and the Chief of Naval Operations, providing counsel on Navy-wide policies, ethics, and intelligence operations and assisting in the development of

policy on a variety of matters, including personnel, procurement, budgetary, and operational issues. My initial flag officer assignment was as the Deputy Judge Advocate General of the Navy and Commander, Naval Legal Service Office Command, where I led an organization of more than 700 men and women whose mission was to provide military justice, administrative representation, and legal assistance to Navy organizations, Sailors, Marines, and their Families. I was selected and served as the Judge Advocate General of the Navy, the senior uniformed attorney in the Department of the Navy responsible for providing legal counsel and strategic advice to the Chief of Naval Operations and the Secretary of the Navy. In that role, I led a professional, diverse organization of more than 2,400 men and women (including military and civilian attorneys) with more than 100 offices worldwide. I was responsible for the recruiting, training, professional development, and retention of the entire workforce, as well as the planning and execution of an annual budget of over \$140 million. As the Navy TJAG, I also served as the DoD Representative for Ocean Policy Affairs, representing DoD in the inter-agency and to foreign governments on strategic maritime policy matters. I was also a member of the Navy Executive Steering Group, the Board of Directors of the Naval Criminal Investigative Service, and the Navy Intelligence Oversight Board. Upon retirement, I was awarded the Distinguished Service Medal.

Upon retirement from the Navy in 2006, at the request of the DoD General Counsel, I accepted the position of General Counsel of the DoD Counterintelligence Field Activity (CIFA). In that position, I was responsible for providing legal and policy advice in areas of operational and policy matters, intelligence oversight, contract and fiscal law, ethics, and the full range of administrative law. I left CIFA after a year and a half as the agency was standing-down and the General Counsel position was abolished.

For the next nine and a half years, I led the National Association of Attorneys General (NAAG) as its Executive Director. NAAG is the professional association for the State, territorial, and District of Columbia Attorneys General. NAAG has a staff of 45 attorneys and support staff, an annual budget of \$13 million, and investment portfolios of \$190 million. Along with an outstanding staff, we successfully built NAAG into the premier professional association representing State-wide elected officials. Focusing on programs that foster local, State, and federal engagement and cooperation, I found ways to bridge the partisan political divide between all Attorneys General by creating a collaborative and cooperative platform where members come together as the chief law enforcement officers of their jurisdictions.

In January 2018, I was sworn in as the General Counsel of the Army where I have served as the Legal Counsel to the SecArmy and Chief Legal Officer of the Department of the Army. The General Counsel's authority extends to any legal question or procedure within the Department. I am responsible for coordinating legal and policy advice within the Headquarters, Department of the Army. I am also responsible for the professional supervision and leadership of more than 2,500 attorneys and support personnel throughout the Army. I served as the third in succession of Army civilian leadership and represented the SecArmy and Under Secretary of the Army at interservice, DoD/OSD, and interagency level meetings when those senior leaders were unavailable. I was instrumental in the creation of Army Futures Command, including drafting the various documents that established the command and defined relationships between this new major Army command and the Department. These efforts helped establish the contours of a refined requirements and acquisition process that will ensure the Army's modernization efforts.

In July 2019, I was designated as the Senior Official Performing the Duties of the Under Secretary of the Army and I performed the duties and responsibilities of that office until being formally nominated by the President to be the Under Secretary in December 2019.

Over the course of my career, I have developed skills and expertise in a variety of areas relevant to this position, including leadership and management of diverse organizations which include both civilian and military staff; advising senior uniform and civilian leadership at the DoD and military department levels on complex legal and policy issues; financial management, including budget development and execution; and perhaps most importantly, developing professional relationships that bridge the partisan political divide to achieve results all parties agree upon.

3) In particular, what management and leadership experience do you possess that you would apply to your service as Under Secretary of the Army, if confirmed?

Answer: If confirmed, I will rely on the entire breadth and depth of my managerial and leadership experience I gained while serving in the Navy JAG Corps, at CIFA, at NAAG, and most importantly, the experience gained during my tenure as the Army General Counsel and the six months when I performed the duties of the Under Secretary of the Army.

4) What recommendations, if any, do you have for changes in the duties and functions of the Under Secretary of the Army, as set forth in section 7015 of title 10, United States Code, or in Department of Defense regulations pertaining to functions of the Under Secretary of the Army?

Answer: While I currently have no recommendations for changes to duties or functions, I will focus on performing my duties in a way that will emphasize implementation of the SecArmy's and the Chief of Staff's stated priorities of People, Readiness, Modernization, and Reform.

5) Assuming you are confirmed, what additional duties, if any, do you expect will be prescribed for you?

Answer: I think the duties stated in question #1 will keep me sufficiently busy and, if confirmed, I look forward to an expanded role of working with Congress. I will obviously perform any additional duties given to me by the SecArmy.

Duties and Responsibilities as Army Chief Management Officer

6) What is your understanding of the duties and responsibilities of the Under Secretary in his capacity as CMO of the Department of the Army?

Answer: Section 904 of the National Defense Authorization Act for Fiscal Year 2008 designates the Under Secretary of the Army as the Army's Chief Management Officer (CMO) with primary management responsibility for business operations. Section 908 of the National Defense Authorization Act for Fiscal Year 2009 requires the CMO of each of the military departments to carry out a comprehensive business transformation initiative, with the support of a Business Transformation Office. Title 10 Section 2222 of the U.S. Code directs the Under Secretary, in his role as Chief Management Officer, to issue guidance in support of Secretary of

Defense (SecDef) guidance and directives regarding covered defense business systems and to advise the SecDef on business operations as a member of the Defense Business Council. The Under Secretary is the principal adviser to the SecArmy on business operations, and the SecArmy assigns duties and authorities necessary for the Under Secretary to organize and administer the business operations of the Army in an effective and efficient manner. The Under Secretary is responsible for carrying out initiatives the SecArmy approves for the business transformation of the Army.

7) Please provide an example of a situation in which you took action to improve the effectiveness and efficiency of the business operations of a large organization.

Answer: During my tenure as the Deputy Judge Advocate General of the Navy, and continuing through my term as the Judge Advocate General of the Navy, I initiated several organizational changes to both the JAG Corps' field activities and headquarters to streamline and improve the delivery of legal services to Sailors and senior leadership. I directed the reorganization of the Naval Legal Service Offices (NLSO) by transferring the prosecution and command advice functions to the Navy Regional Commanders' staffs allowing the NLSOs to focus on the defense and legal assistance functions. This provided Navy line commanders greater visibility and oversight of their courts-martials while improving the legal services provided to the Sailors and their families. At the headquarters level, I directed the consolidation of several functions and transfer of others resulting in savings and increased efficiencies.

8) Do you believe that the Under Secretary/CMO has the resources and authority needed to carry out the business transformation of the Department of the Army?

Answer: As I understand the authorities prescribed in law and delegated by SecArmy, and the resources currently available to the Department, I believe the position is resourced and able to accomplish the necessary business transformation efforts of the Army. If confirmed, I will consult with SecArmy; the Chief of Staff, Army; the Director of the Office of Business Transformation; the DoD CMO; and the CMOs of the other military departments to gain their perspectives to assess whether additional authorities or resources are needed to continue to achieve meaningful business reform and transformation.

9) If confirmed, on which specific business operations would you focus in your role as Army CMO, and why?

Answer: If confirmed, I would focus on those business operations directed by the SecArmy in support of his priorities of readiness, modernization, and reform. In specific, I would expect to be assigned the task of spearheading Army reform efforts to save time, money, and manpower for reinvestment in higher Army priorities, and to establish the cloud architecture as the foundation of the Army's modernization strategy. In addition, I would expect to implement SecArmy initiatives to improve force readiness, and the full range of processes supporting Soldier and family readiness and support at all Army installations.

10) What role has the Army played in the development and implementation of the business reforms developed as part of each of initiatives undertaken by the cross-DOD Reform Management Group (RMG)? How will RMG initiatives improve the business

operations of the Department of the Army, in your view? If confirmed, what role will you play in the RMG, going forward?

Answer: The Army has been an active participant and fully supports RMG efforts to identify and implement meaningful Department reforms to improve business processes and identify reform-related savings for reinvestment in higher Department priorities. To date, several RMG-directed reforms are improving Army business operations by standardizing cross-Department business processes to include category management implementation for services contracting and enterprise information technology license procurement. If confirmed, I will continue to actively engage with the DoD CMO directly and through the Reform Management Group to identify additional reform opportunities supporting DoD reform efforts to improve joint force capabilities supporting the National Defense Strategy.

11) What role has the Army, and the Under Secretary of the Army, in particular, played in the Secretary of Defense's "Defense-Wide Review"? What changes to Army plans, programs, budgets, and structures will be affected as a result of this review?

Answer: The Army has been an active participant in the DWR process. Given the DWR focus on Defense Agencies and Field Activities, SecArmy directed the HQDA staff and Army commands to generate a range of options for DWR consideration and Secretary of Defense decision to streamline Department-level business processes, eliminate redundant capabilities, and assign critical tasks to organizations best positioned to efficiently and effectively perform them. Implementation planning for DWR decisions is ongoing within the framework of the DoD Program and Budget Review. Resulting changes to Army plans, programs, and structure will be implemented as a result.

12) If confirmed as the Under Secretary of the Army, and given your role as the Army CMO, how would you interpret your relationship with the DOD CMO? Do you view the DOD CMO as exercising directive authority over the Military Department CMOs?

Answer: If confirmed, I would work to establish and maintain a collaborative relationship with the DoD CMO to find and implement workable solutions to improve the business operations of the Department. Title 10 Section 132 of the U.S. Code provides that the DoD CMO has the authority to direct the Secretaries of the military departments and the heads of all other elements of the Department with regard to matters for which the Chief Management Officer has responsibility under this section.

Budget

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

Answer: Yes, at a minimum 3-5% is needed, given the expectation that Defense budgets will remain flat or decline in the future. In support of the 2018 National Defense Strategy, the Army's priority is to be prepared to fight its near-peer competitors - Russia and China - while sustaining the counterterrorism fight across the globe and defending the homeland. To do so, the

Army needs its resourcing to keep pace with inflation and pay raises to maintain readiness, moderately grow the force, and sustain investments in key legacy systems as well as its modernization priorities. The Army also needs Congress to provide timely, adequate, predictable, and sustainable funding to execute its requirements.

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

Answer: The Army is still evaluating the recently enacted FY20 budget and will assess the need for additional funding to meet all of its requirements. The Army's total FY20 enacted budget is \$180.2B, consisting of \$149.3B for base requirements and \$30.9B for Overseas Contingency Operations requirements. This budget provides the minimal resources necessary for the Army to sustain its current readiness, while modernizing for the future. However, with any change to ongoing contingency operations, or increase to contingency operations, the Army may require additional funding to support the increased operation levels.

15) Is the proposed FY 2020 Army budget adequate to recruit and retain an adequately sized force, sustain soldier and family quality of life, execute operations, maintain readiness, procure needed weapons and equipment, and modernize capabilities? Please explain your answer.

Answer: The Army budget is strategy driven and requirements based. The Army's FY20 enacted budget enables the Army to compete with and prevail, as necessary, in large scale combat operations with highly capable near-peer adversaries. It also enables the Army to train as part of the Joint Force alongside our allies and partners, while sustaining our ability to conduct irregular warfare. The resources enacted in the FY20 budget are sufficient to sustain the Army's current readiness and set the foundation for the Army to achieve its modernization goals by 2028. The Army is still evaluating the recently enacted FY20 budget against ongoing worldwide operations and will assess the need for additional funding. The Army will prioritize and resource quality of life requirements, ensuring it provides a quality of life to our Soldiers and their families befitting their service and sacrifice.

16) If confirmed, do you agree to support the Chief of Staff of the Army in providing his unfunded priorities list—including military construction projects—to Congress in a timely manner, beginning with the FY 2021 budget request?

Answer: Yes. If confirmed, I will fully support the Chief of Staff of the Army in providing a well prepared unfunded priorities list with the FY21 Budget Request.

2018 National Defense Strategy

17) In your view, does the 2018 NDS accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.

Answer: Yes, in my view the 2018 NDS accurately assesses the current strategic environment, which appropriately prioritizes great power competition with China and Russia. The NDS also

directs us to contend with other threats such as Iran, North Korea, and violent extremist organizations.

18) In your view, does the 2018 NDS correctly specify the priority missions and capabilities by which DOD can achieve its security objectives in the context of the current strategic environment?

Answer: Yes, the NDS expands the competitive space through 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 NDS also specifies the capabilities, including: nuclear forces, space and cyberspace, C4ISR, missile defense, joint lethality, forward force maneuver and posture resilience. These capabilities will enable the United States to compete with China and Russia while countering critical and enduring threats. The Army Strategy directly aligns with the NDS. The highest risk the Army faces is balancing the finite resources to modernize the force through our six modernization priorities to ensure overmatch while sustaining strategic readiness.

19) Is the Army adequately sized, structured, and resourced to implement the 2018 NDS and the associated operational plans? Please explain your answer.

Answer: I believe the current end strength levels to be insufficient to implement the 2018 National Defense Strategy. I am especially concerned about the level of risk our Army would assume to defeat a near-peer adversary while defending the homeland, deterring a regional aggressor, and continuing to disrupt violent extremist organizations. The Total Army Force should grow in a responsible and sustainable manner with accompanying resources to reduce risk to support the NDS. Current end-strength is insufficient for the Army to field and fill the required force structure of specific capabilities and size, postured to counter and defeats threats globally.

20) Does the Army have the requisite analytic capabilities and tools to support you, if confirmed as the Under Secretary of the Army, in evaluating the Army's force structure and sizing strategies to ensure that it can and will generate forces that are manned, trained, and equipped to execute the operational plans associated with the 2018 NDS? Please explain your answer.

Answer: Yes, the Army has a robust suite of analytic capabilities to evaluate structure and sizing strategies. The Army's Center for Army Analysis conducts campaign level analysis at and below the level of armed conflict to inform senior leader decisions on force structure and size requirements. Complementing those efforts, the recently established Army Futures Command has leveraged their Futures and Concepts Center, research and development components, science and technology enterprise, and test and evaluation centers to analyze key modernization efforts to best support the 2018 NDS and future force. The Army also leverages cross-functional teams to synchronize the acquisition enterprise with the concepts developed for future force employment.

21) If confirmed, how will you advise the Secretary to address any gaps or shortfalls in the Army's ability to meet the demands placed on it by the 2018 NDS and the operational plans that implement the strategy?

Answer: The NDS assesses that a period of deferred modernization has resulted in gaps to the Army's ability to execute plans. If confirmed, I will continue the Army's modernization strategy that has been underway for the past two years. The Army is addressing these materiel capability gaps through six modernization priorities: long-range precision fires, next-generation combat vehicle, future vertical lift, network, integrated air and missile defense, and Soldier lethality.

22) If confirmed, what changes or adjustments would you recommend in the Army's implementation of the 2018 NDS?

Answer: If confirmed, I will continue the integration of the Army's Multi-Domain Operations concept into the development of the Joint Warfighting Concept, deliver the six modernization priorities, and implement a 21st Century Talent Management System. The Army Strategy supports implementation of the 2018 NDS through four lines of effort: Building Readiness, Modernization, Strengthening Allies and Partners, and Reform. These efforts allow the Army to balance strategic readiness with continued modernization.

23) How would you characterize your familiarity with the civilian leaders of the Armies of other nations and multi-national and international land power- focused consultative forums? If confirmed, on which leaders and forums would you focus your engagement with a view to advancing the interests of the Army?

Answer: During my time as the Navy's Judge Advocate General and my tenure as the Army General Counsel, I have had several opportunities to meet, interact, socialize, and most importantly learn from, both the civilian and uniformed members of the Armies of other nations. I also have attended numerous international conferences and forums hosted by both the United States and other countries. Most recently in October, I attended the Lieber Institute at West Point's international conference on the future of the Law of Land Warfare in 2040. If confirmed, I would focus my engagement on foreign leaders and forums that can significantly contribute to the future of the United States Army - both in terms of how to take care of our Soldiers, families, and civilians and how to improve our readiness.

The U.S. network of allies and partners is a strength our adversaries cannot match. If confirmed, I will focus my engagements on further strengthening our alliances and attracting new partners in the Indo-Pacific, Europe, and the Middle East to compete with and deter our adversaries, and ensure U.S. interests are protected.

Major Challenges and Priorities

24) If confirmed, what would be your vision for the Army of today? For the Army of the future?

Answer: Today's U.S. Army 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. The Army Vision published in 2018 provides a strategic

framework for guiding the Army into the next decade. The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on a modern warfighting doctrine, and centered on exceptional Leaders and Soldiers of unmatched lethality.

If confirmed, I will work closely with the SecArmy, the Chief of Staff of the Army, and the Vice Chief of Staff of the Army to sustain the readiness gains we have achieved and accomplish the needed modernization of the force. Simultaneously, we will continue to build irreversible momentum across all of our modernization efforts so we can deliver the Army of 2028 outlined in the Army Vision.

25) If confirmed, will you continue to support the Army Futures Command and the Cross Functional Team concepts currently underway? Specifically what will you do to support these efforts? Are there any changes you would propose to the Army's implementation of these concepts to make them more effective?

Answer: Yes, I will continue to support Army Futures Command and the Cross-Functional Team efforts to deliver modernization solutions to the warfighter. Contributing to Army Futures Command's success is an Army priority. As of today, I do not recommend any changes to the Cross-Functional Team signature efforts, but like all leaders I plan to assess their concepts for a better understanding of their strengths and weaknesses.

26) What do you consider to be the most significant challenges you would face, if confirmed as Under Secretary of the Army?

Answer: The most significant challenge our Army faces is the ability to execute our aggressive modernization strategy while maintaining a sustainable level of readiness to meet current operational requirements. And, we have to do this while taking care of our people. The Army is a people organization and taking care of our people is a top priority. We fight and win with cohesive, disciplined teams, and we must address the negative trends in suicides, sexual assault, and sexual harassment that tear at the fabric of our organization. I assess that to be our most significant challenge – modernize today by delivering capabilities so we are ready for future threats – while simultaneously taking care of our people.

27) What plans do you have for addressing each of these challenges, if confirmed?

Answer: The key to addressing the challenges I articulated is staying the course. First, if confirmed, I will ensure continuity of priorities which are critical for the Army to achieve its Vision – the Army's Vision and priorities are not changing. Army leadership has been consistent the past three years and I will remain in step with that consistency. I will remain focused on the six modernization priorities and the 31 major systems our Cross-Functional Teams (CFTs) are developing. Second, we must continue to prioritize our invaluable resources and divest those legacy programs which will not contribute to the Army of 2028. Tough choices are ahead as we continue to align our resources with our priorities. Third, we must be prepared to integrate new capabilities into our formations as they arrive. We must integrate our modernization efforts

across our doctrine, organizational designs, training models, facilities, and talent management programs. Fourth, we must change our Army culture to reverse the negative trends in suicide, sexual assault, and sexual harassment.

End strength

28) Is the Army's total force 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?

Answer: No, the Army needs sustainable additional end strength across all three components, with accompanying resources, to reduce risk in implementing the 2018 National Defense Strategy. Modest growth to an end strength objective of at least 500,000 in the Regular Army and associated growth in the Army National Guard and the Army Reserve will enable better support for the 2018 NDS.

Recruiting/Retention

29) If confirmed, how would you ensure the Army maintains sufficiently high recruitment and retention standards, even if such standards result in the Army not achieving authorized end strength levels?

Answer: The Army achieved its FY19 recruiting and retention goals while maintaining high standards. Currently in FY20, the Army is postured for continued success in achieving its recruiting goals and has already achieved 89% of its retention goals. If confirmed, I will work with the SecArmy and the Chief of Staff to continually assess our recruiting and retention efforts and ensure those efforts are not compromising the Army's high standards.

30) What impact, if any, do current medical and other qualifications for enlistment in the Army have on the number of individuals eligible for military service? If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for Army service without degrading the quality of recruits?

Answer: Current medical and other qualifications for enlistment in the Army necessarily create a restricted pool of youth in our target age group who would otherwise be eligible for service. For example, nearly a third of our target age group are ineligible for service because they are overweight. If confirmed, I will explore initiatives to incentivize our targeted youth to change their lifestyles to meet the Army's high standards for service, and otherwise broaden the pool of potential Army recruits without compromising standards.

31) 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? Do you believe changes can or should be made to entrance examinations to ensure that talented and motivated individuals who speak English as a second language are accurately evaluated and identified for potential recruitment?

Answer: If confirmed, I will not support any action that will lower Army standards. Like the SecArmy and the Chief of Staff, I also do not believe the Army should make changes to entrance examinations. Instead, I will support current Army efforts to expand the recruiting pool. Developing stronger Army relationships in local communities, improving the Army marketing enterprise, and overhauling the Army's accessions approach with a renewed focus on social media are just some of those efforts.

32) What factors do you consider to be key to the Army's future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Army?

Answer: Authentic leader engagement is critical to retaining the best qualified personnel and developing them for leadership positions with greater responsibility. The Chief of Staff's philosophy of People First resonates through the force based on the efforts of engaged leaders and professionally developed career counselors.

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

Answer: The Army has a nearly 19-year-long record of successfully maintaining recruiting, retention, readiness, and the morale of the force. If confirmed, I will ensure the Army recruits, develops, and retains top talent through an agile 21st Century talent management system that identifies the right applicants and leverages existing talent to capitalize on our incentives, world class training, and significant investments to improve Soldier quality of life, to attract and retain Soldiers with the skills needed to maintain overmatch against great power competitors. I also will work closely with the SecArmy to reduce deployment stress on forces. We must focus efforts on low density specialties that remain in high demand, without losing sight of the greater force, and with a goal of all units meeting or exceeding DoD Deploy to Dwell (D2D) and Mobilization to Dwell (M2D) ratio directives.

34) 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? If not, what changes to these standards would you recommend?

Answer: I would not recommend any changes to current recruiting standards at this time. If confirmed, I will work with the SecArmy and Chief of Staff to develop and implement improvements to our screening methods, and to continue searching for mental and physical assessments that are the best possible predictors of a recruit's propensity for successful long-term service.

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

Answer: If confirmed, I will work with the SecArmy and Chief of Staff to assess whether the BRS has had or will have a measureable impact on recruiting or retention. The Army is always looking at ways to improve its recruiting/retention practices and I am open to exploring ways the BRS can contribute to such improvements.

Reserve Components

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

Answer: In my view, each of the three Army Components must be fully integrated and operate seamlessly as one team to meet the requirements of the NDS. Integration of the three components, in training events, exercises, deployments and operations, is key to delivering the breadth and depth of Army capabilities that Combatant Commanders require. If confirmed, I will support continued improvements in component interoperability, and I will support the SecArmy and Chief of Staff in ensuring that units that train and deploy together have similar mobility, lethality, survivability, and network communications architecture regardless of component.

37) 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's reserve component organization, force structure, and end strength?

Answer: The Reserve components are and will continue to be an operational Reserve. They play a critical role in enabling the achievement of our national interests by providing strategic depth to the Active component. Key to this strategic depth is a Total Army approach that integrates the Active and Reserve components to ensure interoperability. If confirmed, my goals for the Reserve Component will be an end strength that is sustainable, a force structure that is resourced to meet the demands the country places on the Total Army, and an organization that is both agile and efficient.

38) Are you concerned that continued reliance on Army reserve components to execute operational missions—both at home and around the globe—is adversely affecting the ability to meet their recruiting and retention missions? Why or why not?

Answer: When our Reserve Component Soldiers accept opportunities to perform in the current operational environment, they demonstrate a commitment to serving and staying in the Reserve Component. They also satisfy COCOM requirements through a balanced, total force approach that leverages their capabilities against current demands, whether at home or abroad, and increases their proficiency and responsiveness with deployment experience and meaningful employment. Predictability for Reserve Component Families, however, is critical; we must take active measures to offer Reserve Component Soldiers as much notice as possible to minimize adverse impacts on their Families and civilian careers. Even as requirements change, we must make every effort to employ RC units as and when they were intended. Concurrently, we gain the ability to better posture a ready and modernized total force for the next contingency. If confirmed, I will ensure that in the current environment, we maintain the balance between operational use, especially abroad, and the Reserve Component Soldiers' other commitments to their community, employer, and Family.

Military Health Care Reforms

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

Answer: I fully support the transition of Medical Treatment Facility administration from the Army to the DHA, as required by the FY17 NDAA and the FY19 NDAA. The Army remains committed to providing high quality care for our Soldiers and beneficiaries and we will work with DHA to ensure continuity of care during the Military Health System transformation, while building and maintaining readiness.

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

Answer: If confirmed, I will continue to support DHA assuming administration of health care delivery within Medical Treatment Facilities. The Army has established a strong team dedicated to working across the Army, with DHA, OSD, and our Sister Services to ensure this complex transition occurs as efficiently and rapidly as possible, without impacting the standard of care for Soldiers and Families.

41) If confirmed, how would you ensure that the Army reduces its medical headquarters staffs and infrastructure to reflect the more limited roles and responsibilities of the Surgeon General of the Army?

Answer: If confirmed, I will ensure the Army continues to progress towards its desired end state, in coordination with DHA, so no unwarranted duplication of function exists between DHA and the Army's medical headquarters. I also will support the SecArmy and Chief of Staff in determining the most effective and efficient manner in which to organize medical readiness functions within the Army.

42) If confirmed, how would you improve processing timeliness for both active duty and reserve component members of the Army at each phase of the multi-step disability evaluation process?

Answer: I am committed to ensuring our Soldiers receive a complete and timely disability evaluation. If confirmed, I will emphasize that leaders at all levels make the disability evaluation process a priority, ensuring they refer Soldiers into the Disability Evaluation System (DES) in accordance with DoD and Army policies and that they appropriately support Soldiers going through the DES. We all must remember that at the core of this process is a Soldier and his/her Family experiencing a life-altering event. I also will support the Army Disability Evaluation System Service Line, which participates in various monthly optimization working groups between DoD and VA. These working groups are diligently striving to improve the DES process, while maintaining its integrity. In July of 2018, the DoD reduced the time to process cases from 295 days to 230 days, and Army took a lead role to improve the disability process. Beginning in October 2019, the DoD further reduced the DES processing standard to 180 days or fewer from referral to the date of separation, retirement, or return to duty, and we will not stop our improvement efforts until we achieve that goal.

Women in the Army/Combat Arms Integration

43) What challenges still exist with regard to the assignment of women to formerly closed units and occupational specialties in the Army, and what proactive measures would you take or direct to address those challenges, if confirmed?

Answer: Flexibility remains a challenge and the Army has implemented several initiatives to address that challenge. For example, to improve flexibility for Families, we have increased maternity leave to 3-months post-partum and provided secondary caregivers authorization for 21-days of non-chargeable parental leave. To increase flexibility in career planning and progression, Soldiers are eligible to pursue the career intermission program, which could be for family reasons, so they can care for a young family and return to their career at a later date. If confirmed, I will continue to explore ways to maximize the assignments of women in formerly closed units and occupational specialties.

44) Has the Army's "leaders first" policy operated as intended—including in both the active and reserve components?

Answer: Yes, this policy has served the Army well. The Army's Leader First Policy was implemented to address cultural concerns within formerly closed units and occupations. We are currently in the third year of our deliberate 3-year gender integration implementation program, and the results remain positive. To date, there are more than 1,400 women integrated, recruited, or accessioned into the most recently opened specialties of Infantry, Armor, and Field Artillery, and 42 women Ranger school graduates. In 2017 we began integration in two brigade combat teams, one at Fort Bragg and one at Fort Hood. Since then, the Army has fully gender-integrated units on Forts Hood, Bragg, Bliss, Campbell, and Carson, and in 2019 we began integrating units on Forts Stewart, Riley, Polk, Drum; Joint Base Lewis McChord; Vicenza, Italy; and Vilseck, Germany. Hawaii and Alaska integration will begin this summer. The Army National Guard has integrated fully 14 of the 29 states with infantry and armor organizations, despite the geographic dispersion and travel distance requirements for assignment into Army National Guard units.

45) In your view, what more could the Army do to increase the propensity of qualified women to join the Army, particularly to enlist or commission in combat occupations?

Answer: Like the SecArmy and Chief of Staff, I believe we need to continue focusing our mentoring, recruiting, and advertising efforts to increase female awareness of Army opportunities, for both currently serving members and new recruits. For example, the Army currently has one female Infantry First Lieutenant post-Platoon Leader serving as Recruiting Company XO & one female Armor First Lieutenant post-Platoon Leader serving as Assistant Professor of Military Science at Georgia State University ROTC. These officers are in pinnacle positions to influence and recruit qualified women into the Army and combat occupations. We also need to continue developing female Army leaders as invaluable examples of success and promote them in Army marketing and advertising campaigns to increase the propensity of talented women to choose the Army. If confirmed, I will continue to look for new initiatives to attract and retain talented women to serve in our Army.

Non-Deployable Issues

46) 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?

Answer: We must maintain a deployable and fit culture in the Army. Commanders at all levels are responsible for individual Soldier readiness and must use all tools, resources, and authorities to reduce the number of non-deployable Soldiers. Individual Soldiers also remain personally responsible for maintaining individual readiness. If a Soldier is non-deployable for 12 consecutive months, the Army will assess each Soldier individually to determine if the Soldier is capable of returning to duty in his or her current or other specialty, or whether referral into the Disability Evaluation System is best for the Army and the Soldier. Commanders and medical professionals must review each non-deployable Soldier's case on its own merits for determination of future service or referral into the Disability Evaluation System.

47) 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"?

Answer: There are several instances where retaining a Soldier who has been non-deployable for more than 12 months might be in the best interest of the Army. A critical example is that it may take more than 12 months in some cases for a Soldier to recover from injuries and become fully-mission-capable, yet the retention of that Soldier's experience and skill outweigh the cost of time invested in their recovery. The Army can also fully utilize the time and resources invested in a Soldier, while also meeting that Soldier's need for a compassionate stabilization due to a Family member illnesses or adoption deferments. Additionally, Soldiers processing through the Disability Evaluation System to determine their fitness for duty sometimes require substantial time at one duty station to receive treatment and assessment. To ensure the best interests of the Army and the Soldier are met, I will ensure each Soldier is evaluated on a case-by-case basis to determine whether the Soldier may be granted a waiver to continue to serve.

Transgender Policy

48) In your view, would the service of a transgender soldier in his or her preferred gender negatively impact unit or overall readiness in the Army?

Answer: The mere presence of a Soldier who has identified as transgender in a command does not negatively impact the unit readiness of that command so long as they are otherwise medically qualified to serve in the military. Any individual with a medical condition, be it asthma, gender dysphoria, or an injured back, however, could negatively impact readiness and they must be evaluated through the Disability Evaluation System to determine their fitness for duty.

49) If confirmed, what would be your role in implementing the DOD policy on the service of transgender persons in the Army?

Answer: If confirmed, my role as Under Secretary of the Army is to attract the top talent to serve in the Army - but they must be medically qualified to do so. The Army will continue to follow the DoD policy regarding transgender servicemembers, which is not a ban on transgender

individuals. If a person is diagnosed with gender dysphoria, then we look at that medical condition to determine, on a case-by-case basis, whether the person meets Army accession and retention standards to allow that person to serve. This is the same process any young person who has a potentially disqualifying medical condition and wishes to join the military must go through. These processes are in place to ensure that Soldiers who enter our ranks are physically and psychologically capable of handling the rigors of military service.

50) What factors will the Army consider in determining which applicants for enlistment or accession should be granted an exception to policy to authorize the applicant to serve in his or her preferred gender?

Answer: The Army is focused on the worldwide deployability, combat readiness, and lethality of its Soldiers and formations. It is not an organization that can regularly accommodate medical conditions requiring sustained medical intervention and exceptions to policy that may limit mobility, deployability, and individual readiness.

Suicide Prevention

51) If confirmed, what specifically would you do to maintain a strong focus on preventing suicides in the Active Army, the Army Reserve, and the Army National Guard, and in the families of soldiers across all Components?

Answer: Any death by suicide is a tragedy. If confirmed, I will support the Secretary of the Army's vision of empowering and providing leaders the time and resources necessary to build cohesive teams. Resilient, cohesive teams are essential to enhancing protective factors, countering risks, and reducing vulnerability to suicide. The Army Sexual Harassment/Assault Response & Prevention (SHARP), Ready and Resilient Directorate provides command teams with the capabilities to deliver training and tools to enhance personal readiness by strengthening individual resilience. Leaders must ensure Soldiers and Family members feel supported and connected. I will support command teams with improved leader visibility tools to inform prevention and intervention strategies for suicide and other problematic behaviors.

52) If confirmed, what specifically would you do to enhance the reporting and tracking of suicide among family members and dependents of soldiers across all Components?

Answer: The tracking and reporting of suicide rates among Soldiers and Family members is a collaborative effort between the DoD and the Army. We have collected data on Family member incidents in accordance with passage of the 2015 National Defense Authorization Act. I believe our reporting and tracking system is adequate and that our efforts should focus on equipping leaders with the tools to prevent these incidents from occurring. We are providing command teams with resources such as leader visibility tools, Ready and Resilient Performance Centers, and Performance Enhancement experts, to develop more effective prevention and intervention strategies for Soldiers, Army Civilians, and Family members. In addition, we have improved our training and education curricula to strengthen resilience, a protective factor that reduces vulnerability to suicide. This has supplemented efforts to increase awareness of suicide warning signs and normalize help-seeking behaviors. We're also conducting a 12-month suicide prevention/resilience strengthening pilot with all Service components and a test of the new Behavioral Health Readiness and Suicide Risk Reduction Review. We will assess the efficacy of

these tools and determine viability for Army-wide use once the pilots are complete.

Sexual Harassment and Assault Prevention and Response Programs

53) 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?

Answer: More work needs to be done to reduce prevalence rates. As indicated in the recent Workplace and Gender Relations Survey of Active Duty Service Members and the Service Academy Gender Relations Survey, most incidents of sexual assault occur within the ranks of E1-E4. While the policies, programs, and training we have in place to prevent and respond to sexual assault are effective, we need to ensure they are as effective for Soldiers in their initial enlistment period as they are for the rest of the force. I believe we need to increase unit cohesion, especially at the squad level, to prevent these incidents from occurring. If confirmed, I will continue to fully support – and work to enhance – the Army’s efforts to prevent sexual assault, provide effective support to victims, and hold offenders appropriately accountable.

54) If confirmed, what role would you establish for yourself in the prevention of sexual assaults?

Answer: If confirmed, I will support the SecArmy and Chief of Staff investing in prevention research and initiatives that reflect a comprehensive approach. Our efforts must recognize the risk factors associated with increased prevalence of sexual assault and the range of attitudes and behaviors that have a negative impact on professional organizational climate and unit cohesion. I will support the Army’s continued emphasis on reporting and help-seeking behaviors so incidents can be thoroughly investigated and victims can get the care and support they need. In addition, I will champion victim advocacy services for Army Civilians.

55) Are there impediments, in your view, to implementing the U.S. Air Force *Safe to Report* policy at the U.S. Military Academy? Please explain your answer.

Answer: Section 548 of the Fiscal Year 2020 National Defense Authorization directed the Services to study this question, and as I support minimizing barriers to reporting, I look forward to seeing the results of that study. I am concerned, however, that requiring blanket immunity for pre-determined circumstances may have the unintended effect of undermining the perceived credibility of a victim’s allegations by subjecting them to the accusation that a report was made merely to escape disciplinary or punitive action. Just as in the civilian criminal justice system, the decision to grant immunity is a prosecutorial decision that should be made on a case-by-case basis that reflects the facts and circumstances unique to each situation. To protect victims, the Army adheres to the Secretary of Defense’s 2012 policy of withholding disposition of collateral misconduct allegations to the Special Court-Martial Convening Authority, an O6-level commander.

56) What is your understanding of the adequacy of Army resources and programs to provide victims of sexual assault the medical, psychological, and legal help they need?

Answer: The Army, along with the other Services, continues to lead the way in victim care and support and I believe these services are appropriately resourced. Through our SHARP program, the Army provides immediate and ongoing support to victims of sexual assault. This program assists victims in choosing the level of care they need and ensures that victims are aware of the full spectrum of services available after a report of sexual assault. The Special Victims Counsel (SVC) program is a unique resource that has proved invaluable to ensuring victims understand their rights and assists them with navigating the military justice system. The SVC program is an unparalleled resource – above and beyond what we are aware of occurring in the civilian sector – and feedback indicates that victims highly value the support SVCs provide.

57) What is your assessment of the Army's policies for addressing retaliation or reprisal for reporting sexual assault?

Answer: My time serving as the Army General Counsel has shown me that the Army has proactive policies for protecting Soldiers and Army Civilians against retaliation, for identifying and investigating retaliation allegations, and for holding offenders appropriately accountable. Nevertheless, I believe that the Army must continually work to address challenges like social ostracism, which is both the most pervasive form of retaliation and the most difficult form to counter. I was encouraged after attending the National Discussion on Sexual Assault and Harassment held at the Naval Academy last year where the Services worked with civilian colleges and universities to examine data and assess efforts to maximize reporting and combat cultural myths that can foster a climate of reprisal. If confirmed, I will work with Army leaders to continue addressing retaliation as a readiness issue through a holistic approach that empowers leaders at all levels, while holding leaders appropriately accountable for unit climate issues. I intend to champion greater emphasis in empowering our junior leaders as they have the greatest direct influence on our young Soldiers, and are best positioned to counter the practice and effects of social ostracism. We must strengthen our efforts to equip them to foster healthy climates at their level.

58) What is your assessment of the potential impact, if any, of proposals to remove Army commanders from case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

Answer: Based on my service, I believe commanders are responsible for the good order and discipline of their units and the commander's role is therefore fundamental to the Uniform Code of Military Justice. Their direct, personal involvement is essential to the prevention of, and response to, sexual assault and all other criminal offenses by members in their unit, from AWOL to murder. Removal of the commander's case disposition authority would eviscerate the essential features of our military justice system and would be detrimental to the good order and discipline of the force. I believe commanders and their judge advocates working closely with one another within the military justice system, as they do now, is the most effective framework. There is no empirical evidence that removing commanders from the process would improve prevention, response, or the effective and just handling of sexual assault cases. The commander's role in addressing misconduct, including violations of law of armed conflict, is particularly critical for deployed units where the military justice system and a commander's

authority ensure the lawful and successful accomplishment of the mission and serves as an example for host nations, our allies, and even our enemies.

Equal Employment Opportunity and Harassment

In responding to an inaugural DOD Civilian Employee Workplace and Gender Relations survey administered in 2016, 14.2 percent of female DOD employees and 5.1 percent of male employees indicated that they had experienced sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

59) What is your view of the role of the chain of command/chain of supervision in maintaining a command/workplace climate in which harassment and discrimination are not tolerated?

Answer: We require leaders to foster a healthy climate based on dignity and respect in which sexual misconduct is not tolerated, intervention is encouraged, and incidents are addressed at the earliest opportunity. Establishing a healthy command/workplace climate that is free from harassment and discrimination is critical to mission accomplishment. Sexual misconduct occurs on a continuum in which a range of attitudes and actions may foster problematic behaviors and facilitate increased risk of sexual violence. Recent Workplace and Gender Relations Study results have shown the likelihood of sexual assault increases substantially in the presence of gender discrimination, sexual harassment, and workplace hostility. This is especially true if these acts are condoned, tolerated, or ignored in a unit. As sexual harassment and discrimination are malignancies that detract from the readiness of an organization, it is imperative that commanders set the conditions for a healthy command/workplace climate.

60) In your view, does the Army’s method for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide DOD leaders, supervisors, and managers, with an accurate picture of the systemic prevalence of these adverse behaviors in the civilian workforce?

Answer: Yes. The Army has several systems in place to address all complaints of harassment and discrimination. The Deputy Assistant Secretary of the Army for Equity and Inclusion (DASA (E&I)) is responsible for implementing Title VII of the Civil Rights Act of 1964 and its amendments set forth in 29 CFR 1614 and EEOC Management Directive 110. The Army DASA (E&I) ensures we are confident and compliant with the accuracy of official data and systems in place to analyze and address issues raised.

61) Does the Army’s method for responding to complaints of harassment or discrimination in the civilian workforce provide appropriate care and services for victims? For holding offenders appropriately accountable?

Answer: Yes. It is Army policy. The Army is committed to maintaining an environment that encourages and enables individuals to perform their duties without any inappropriate or unlawful interference, barriers, or harassment.

The Department of the Army makes every effort to ensure reports of harassment are confidential to the fullest extent possible without impeding fact-finding into such allegations. Upon receipt of

such report, management officials will ensure that they investigate the allegations and take appropriate corrective or disciplinary action, if warranted. Management officials have a duty to carry out their responsibilities under this policy, and failure to do so may result in disciplinary action.

62) In the context of your service as the Army General Counsel, did you administer a command climate survey to the workforce under your leadership and management? If so, what were the results of that survey and what actions did you take or direct to address the survey results? How might you employ command climate surveys to the broader Army workforce in the context of your duties as the Under Secretary, if confirmed?

Answer: As I approached my first-year anniversary as the Army General Counsel, I requested a Defense Equal Opportunity Management Institute (DEOMI) Command Climate Survey of my OGC Team. That survey was conducted in the Fall of 2018 and I received the results in December 2018. Overall, the results were very good and the large majority of the responses from the OGC Team were “excellent” in the critical areas of organizational performance, prevention and response of sexual assault/harassment and retaliation, and trust in leadership. Two areas caught my attention and required further work – sharing of information with the workforce and equipment/facilities. We instituted a system of communicating feedback to the attorneys and support staff from the meetings my Principal Deputy and I attended so that the entire workforce gained a better perspective of the “whole picture” as Army leadership implemented the National Defense Strategy and the Army Vision. To address the equipment/facilities concerns, I initiated the process to upgrade our IT equipment (mainly printers) and to improve the workplace. Over the past year, the offices occupied by the OGC Team have been repainted and re-carpeted. In December 2019, I requested a second annual DEOMI Command Climate Survey. That survey closes in mid-January 2020 and I expect results soon thereafter.

I found the Command Climate Survey to be a very helpful tool in addressing the concerns of the OGC Team. If confirmed, I intend to determine the status of the Command Climate Survey for all HQDA offices and ensure leaders have current surveys and take advantage of this critical tool.

63) How would you evaluate and describe the morale of the Army’s civilian workforce?

Answer: I believe the overall morale of our Civilian workforce is high. Our Civilian workforce is essential to the Army’s continued success and their professionalism is without parallel. In recent years we have worked hard to make significant progress in achieving the Army People Strategy’s goal of having the “most satisfied and engaged large federal workforce in the nation.” As a result, the Army moved up to number 7 of 17 in the federal government-wide 2019 Best Places to Work (BPTW) rankings among large agencies and was ranked highest among all DoD agencies. As you can imagine, members of our Civilian workforce are also thankful for the recent decision to increase Federal Employee pay by an average of 3.1 percent and the decision to grant 12 weeks of paid parental leave. The pay increase is the largest raise in more than 10 years.

Army Senior Executives

64) Given that competent and caring leadership is one of the most significant and relevant levers available to shape a high-performing DOD civilian workforce, if confirmed, what factors and characteristics would be most important to you in selecting a candidate for appointment to the Senior Executive Service (SES) in the Army?

Answer: Currently the Department of the Army is in the midst of tremendous change as we move toward the future with our modernization efforts. Our senior executives have a significant impact on the direction of our most important programs, how our resources are managed, and how effectively the Army's mission is accomplished. It is in the Army's interest to attract the best talent possible to tackle today's challenges and plan for the future. When selecting individuals for the SES, it is imperative that we select leaders who are caring and compassionate, have strong communication skills and most importantly have the vision and focus to lead and manage change.

65) If confirmed, how would you go about ensuring that SES personnel under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

Answer: The Army's SES performance system requires that organizational performance be considered in reviewing and rating SES performance objectives. Each executive performance objective must be linked to Organization, Command, Army and/or DoD goals and priorities. Therefore, rating officials and the Performance Review Board must consider the extent to which an SES's performance objectives and resulting accomplishments contribute to progress of Army and DoD strategic goals and priorities when making recommendations on performance actions. Critical to this process is developing a concise statement of organizational missions, tasks, and objectives which can be translated into the individual's performance plan. The individual's performance plan will lay out precisely how the task is to be accomplished, and to what standards. In addition, all SES performance plans contain a performance objective requiring rigorous performance management of their subordinate employees. SES personnel must document their efforts each year at performance closeout, which has a direct impact on overall performance appraisal and compensation.

66) If confirmed as the Under Secretary of the Army, you would be responsible for supervising and directing the Civilian Senior Leaders Management Office. What would be your approach to recruiting, placing, developing, counseling, and managing the performance of Army SES? What role does mobility play in the Army SES program?

Answer: I am keenly aware that talent management is one of the most critical tasks of organizational leadership. In the midst of the Army's transformation, we must be aware that newly required knowledge, skills and abilities will constantly emerge. We must be certain that, as an organization, we are attuned to what these new skills will be so that we maintain that critical skill-to-requirement match as they arise. Without this insight, we won't be able to hire for the future force. The only certainty is that the Army Civilian Senior Executive Service (SES) Corps will require all senior leaders to have a diverse portfolio of experiences and strong skills to lead and operate effectively in achieving the Army's mission and organizational goals. The Army has instituted an enterprise approach to SES management through the establishment of an annual Talent and Succession Management process and a monthly Executive Review Board

process. These processes are designed to optimally align executive positions and talent with the most critical Army imperatives and priorities. Equally important is to be able to “scout” what the emerging operational environment will be like, so that we always have a developing vision of what the future will require. The Talent and Succession Management process directly links executive positions to overall Army needs; develops a broader, more agile executive bench; and addresses succession planning for Army's Civilian Senior Executive positions to ensure Army has the right executive talent in the right position at the right time.

As with General Officers, SES personnel must be a mobile workforce willing to move to meet Army's mission critical needs. Mobility involves using a full range of assignment authorities to leverage the skills of executives for greater mission accomplishment and to prepare them for higher levels of service. Through talent management, the Army deliberately assesses the ability and potential of our executives against current and future leadership requirements and actively builds an executive corps to address those requirements. Mobility is a critical element in succession planning. With that in mind, all new Senior Executives are required to sign a mobility agreement upon initial appointment. Additionally, the Army has placed an increased emphasis on Executive Development and is currently reevaluating the Army Senior Executive Education Program to ensure this program is focused on change management, strategic leadership, business transformation and enterprise, ethics, culture, and Army transformation. This will ensure Army executives have the skills for advanced placement within the SES when required.

Domestic Violence and Child Abuse in Military Families

67) What is your understanding of the extent of domestic violence and child abuse in the Army, and if confirmed, what actions will you take to address it?

Answer: Child abuse and domestic violence severely degrade overall Army readiness. I believe the Army has implemented many positive reforms and programs to combat domestic violence and child abuse, but it remains an issue of concern. The Army has seen a multi-year reduction in the number of reported and substantiated incidents of child abuse and domestic violence. We are able to see that treatment and command engagement with these families works. Less than 10% of domestic abuse offenders will have a repeat offense.

I believe the issues of domestic violence and child abuse should be areas of continued emphasis for leaders at all levels and we need to ensure commanders, Soldiers, and Families are aware and using all available resources. If confirmed, I will work with Army leaders to reduce instances of child abuse and domestic violence, as well as focus on identifying and addressing root causes. I will also ensure programs empower leaders to intervene to prevent child abuse and domestic violence, ensure victim safety, provide treatment, and hold offenders accountable.

68) Please describe current Army programs that address domestic violence. How effective are these programs, in your view? If confirmed, what would you do to improve these programs?

Answer: The Army continues to strengthen the Family Advocacy Program to lead domestic and child abuse prevention, education, prompt reporting, intervention, and treatment. Additionally,

in FY19, the Army implemented first responder domestic violence protocols to standardize how law enforcement personnel assess domestic violence disputants for potentially highly dangerous or potentially lethal behaviors. The protocol provides an effective response that heightens both safety measures for victims and accountability for highly dangerous and/or potentially lethal perpetrators.

The Army has seen a multi-year reduction in the number of reported and substantiated incidents of child abuse and domestic violence. We are able to see that treatment and command engagement with at risk families works. Less than 10% of domestic abuse offenders will have a repeat offense. In addition, the Army Public Health Center and HQDA DCS, G-9, are partnered to strengthen the evidence base and improve the effectiveness of Soldier and Family readiness programs, which includes the Family Advocacy Program

Domestic violence severely degrades overall Army readiness. I believe the Army has implemented many positive reforms and programs to combat domestic violence, but it remains an issue of concern. I believe it should be an area of continued emphasis for leaders at all levels and we need to ensure commanders, Soldiers, and Families are aware and using all available resources. I will work with Army leaders to reduce instances of domestic violence, as well as focus on identifying and addressing root causes. I will also ensure programs empower leaders to intervene to prevent domestic violence, ensure victim safety, provide treatment, and hold offenders accountable.

69) Please describe current Army programs that address child abuse. How effective are these programs, in your view? If confirmed, what would you do to improve these programs?

Answer: The Army mandates immediate reporting of child abuse incidents to proper authorities. We have training and education programs geared towards commanders, law enforcement, healthcare providers, garrison staff, and new parents to recognize and immediately report child abuse. As part of the broader coordinated community response each installation establishes agreements with local child protective services and law enforcement to enhance response to suspected incidents of child abuse and/or neglect.

Child abuse severely degrades overall Army readiness. I believe the Army has implemented many positive reforms and programs to combat child abuse, but it remains an issue of concern. We recently provided input in response to the draft Government Accountability Office report on child abuse reporting and response and we look forward to receiving the recommendations so that we can protect our most valuable resource, people.

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If confirmed, I will work with Army leaders to reduce instances of child abuse, as well as focus on identifying and addressing root causes. I believe it should be an area of continued emphasis

for leaders at all levels and we need to ensure commanders, Soldiers, and Families are aware and using all available resources. I will also ensure programs empower leaders to intervene to prevent child abuse, ensure victim safety, provide treatment, and hold offenders accountable.

Services provided to service members and their families

70) If confirmed, would you advocate for the consolidation of commissaries and the service exchanges into a single defense resale system?

Answer: If confirmed, my priority would be to create efficiencies without adding costs or changing benefits for Soldiers, Service members, and their Families. Consolidating commissary operations could be an option, but any proposals for consideration should fit that criteria.

71) If confirmed, what specific suggestions would you make to increase employment opportunities for military spouses and other family members?

Answer: While military spouses are well educated and highly qualified for a range of careers, they face a 24% unemployment rate. This is a readiness and retention issue, as spouses with meaningful employment are satisfied with military life, making them more likely to support their Soldiers staying on active duty. The Army established a Quality of Life Task Force with spouse employment as one of its five core lines of effort that emphasizes its commitment to spouse employment.

We are very grateful for the attention and support that Congress has provided in the area of spouse employment. If confirmed, I will ensure the Army continues to improve areas such as home business portability, professional license/certification reimbursement, Employment Readiness Program, direct hire authorities for military spouses, and other initiatives that allow spouses to find meaningful employment and career opportunities. The Army will also continue to work with DoD on efforts such as state license reciprocity and professional license compacts, the Military Spouse Employment Partnership, and workforce development scholarships for spouses to pursue licenses, certifications, or associates' degrees.

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

Answer: If confirmed, I will continue efforts to invest in initiatives that increase capacity and expand Soldier access to child care programs and entitlements, both on and off post. Increasing Family Child Care Homes and constructing new Child Development Centers at installations with the greatest need will create additional capacity. The Army will also continue to invest in child and youth programs to support deployments, the Reserve Components, and the geographically dispersed.

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

Answer: The Army conducted 100% inspection visits to all privatized and Army owned family houses for mold and other life, health, and safety issues and implemented 24-hour hotlines for

service members and their families to report any housing or potential health-related concerns. The Army has conducted town halls with Soldiers and Family members led by senior commanders and joined regularly by private housing companies at every U.S. Army installation and will continue to do so. The Army is supporting the Government Accountability Office, the DoD Inspector General, and the Army Audit Agency audits relating to environmental and safety hazards in privatized and Army-owned/leased housing. The Army is working to implement NDAA requirements such as the Military Housing Privatization Tenant Bill of Rights and Tenant Responsibilities pursuant to section 3011 of the 2020 NDAA. The Army also has reinvigorated training for its Senior Leaders, installation commanders, and housing oversight staff, in addition to hiring more than 100 new installation housing oversight staff to enhance on-site oversight and responsiveness to resident concerns.

74) If confirmed, what specifically would you do to establish accountability in the Army for sustaining the high quality housing that soldier and their families deserve?

Answer: The Army, in concert with the other Military Departments, will finalize and implement a Resident Bill of Rights. The Army has developed new metrics to assess privatized housing project performance and resident satisfaction and will use metrics as the basis for revised/reformed performance incentive fee payments. We will continually review its military housing privatization initiative baseline business operating agreements and ground lease agreements with our housing privatization project companies to ensure the agreements enable accountability. We also will ensure legal authorities exist at each Army echelon to oversee private companies' ground lease and operating agreements.

75) If confirmed, what specifically would you do to establish accountability in Military Housing Privatization Initiative “contractors”, particularly given that, in most cases, they have public-private partnership agreements with the Army that extend for as long as 50 years?

Answer: We will reassess RCI baseline business operating agreements and ground lease agreements and enter into negotiations with RCI project companies for possible revision of the agreements that could enable enhanced accountability.

76) What steps has the Army taken to improve the Household Goods move processes associated with most Permanent Changes of Station? What further improvements would you make, if confirmed?

Answer: The Army is making great strides to improve the household goods experience by making information available to empower Soldiers and Families during the move process, increasing quality control inspectors and inspections to hold industry accountable, and working with OSD, USTRANSCOM, and the other Services to implement meaningful policy changes.

Additional efforts currently underway include establishing a permanent change of station advisory panel to address issues within the Army’s purview; policy updates that will provide PCS orders 120 days prior to report dates and standardize three-year tour lengths in Europe and Japan; and development of a knowledge-based smartphone application, that is currently in the beta testing phase.

If confirmed, I would ensure current efforts are completed in a timely fashion and I would be open to further suggestions for improvement from our Service members, emphasizing our commitment to their satisfaction during the move process.

Training/Readiness

77) 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 Combatant Commanders’ associated operational plans?

Answer: Global demand for Army forces remains high, but because of congressional support and Army senior leader focus, the Army has more units, more ready, more often, than at any time in the last three years. Ready units across the Regular Army increased by 15% from September 2016 to December 2019 and Reserve Components have been sufficient to fulfill operational demands. Our core warfighting readiness to defeat a near-peer adversary has improved, but in order to ensure future capability and readiness the Army must continue to modernize in order to align efforts in support of the National Defense Strategy.

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

Answer: The priority missions for which *current and future* Army forces should be ready are defense of the homeland, large-scale combat operations against the adversaries described in the National Defense Strategy, and the continued disruption of Violent Extremist Organizations. The Army must continue to invest in, and integrate, multi-domain capabilities relevant to the future operating environment.

79) What is your assessment of the risk the Army has accepted in regard to its readiness to execute operational plans in furtherance of the 2018 NDS?

Answer: The Army has made great strides in improving our readiness for large-scale combat operations. The Army is targeting investment in unit-level readiness and the mobilization and power projection enterprise, while aggressively pursuing modernization to further reduce the risk that is associated with the NDS.

80) If confirmed, how would you oversee compliance by the Army with the Secretary’s timelines to ensure that readiness goals are met?

Answer: If confirmed, I intend to meet the goals established by the Army Vision and The Army Strategy. These documents firmly establish the timelines and the capabilities that are required to meet global demand in support of OSD, the Joint Staff, and the Combatant Commands. Training readiness is one of my top priorities, and I would resource it as such through the use of the Army Campaign Plan as a forum to assess progress, synchronize required adjustments over time, and integrate leader decisions.

81) If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Army to ensure future readiness?

Answer: If confirmed, I would continue to focus on building readiness for large-scale combat operations before shifting any priorities. This requires the Army to prioritize the creation of ready and lethal forces for sustained ground combat and other contingency operations. I would work simultaneously to achieve the Army Vision for 2028 and modernize the Army to fight and win decisively against any adversary in multi-domain operations. This requires the Army to maintain readiness, while modernizing, by maximizing CTC rotations, resourcing home station training, modernizing training environments to replicate realistic operational environments, and executing a comprehensive emergency deployment readiness exercise program.

82) What is your understanding, and assessment, of the methods currently used for estimating funding requirements for Army equipment maintenance, particularly aircraft and combat vehicles?

Answer: My understanding is that the Army's acquisition executive and the commanders of Army Materiel Command and Futures Command annually develop and prioritize requirements for sustainment and align them to the NDS and the Army's readiness and modernization priorities. If confirmed, I would support efforts to continue to work with OSD and the other Services to improve department-wide policies and procedures, including using information-age technology like data and cloud advancements to better inform sustainment funding decisions.

83) Do you believe that increased investment is needed to reduce the backlog in equipment maintenance that has accrued over the last several years?

Answer: At this time, I believe we have sufficient funding for our high-priority readiness drivers, and our efforts to mitigate the impacts of strategically deferring lower-priority requirements have been successful. In addition to the right level of investment, timing of funding is critical to our ability to execute equipment maintenance. Receiving the FY20 budget in the first quarter, and timely budgets in the future, will help us keep the Army's maintenance backlog at manageable levels.

84) How important is reduction of the materiel maintenance backlog to improvements in readiness?

Answer: Keeping materiel maintenance backlogs manageable is very important for readiness. The Army is proactively attempting to reduce depot maintenance backlog, applying resources to the highest priority and focused readiness unit requirements first. Key readiness drivers like Abrams tanks, Bradley fighting vehicles, Howitzers, and Apaches have been prioritized to build equipment readiness for focused readiness units, which has improved.

We have had to make strategic decisions to defer maintenance on some equipment, but have worked to mitigate these effects by applying additional resources to units for field maintenance. Additionally, efforts like the repair cycle float program will allow us to bring equipment in the field to the depots for maintenance, improving readiness levels.

85) In your view, is the Army's continued receipt of OCO funding necessary to ensure all equipment is reset?

Answer: Yes. OCO reset funding is essential to supporting forces deployed in support of global operations. Any deployment for global operations will require some OCO funding to ensure equipment is returned to a fully ready state. Right now that sufficient period of time is three years and I recommend it remain three years.

Munitions

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

Answer: If confirmed, I would provide executive oversight of the process already underway to refine munitions requirements and to ensure production appropriately appreciates applicable risk. Ongoing efforts like realigning funding, increasing efficiency, and maximizing unused capacity in the munitions industrial base have improved inventory levels, and we will continue to work with industry partners to increase production and procurement of critical munitions. Targeted munition efficiency initiatives like stockpile reliability programs and shelf life extension ensure that current stocks meet appropriate standards. These initiatives reduce the burdens of new production and procurement, and help combatant commanders maintain ready and reliable munitions.

87) Are the Army's energetic ammunition depots capable of supporting munition requirements? If not, what changes must be made to address the situation, in your view?

Answer: The depots are, in most cases, capable of supporting joint services' munitions requirements and my understanding is that there are ongoing efforts to continue improving those facilities. The ammunition plants are being renovated, modernized, and improved to meet those joint services' munitions requirements. Examples of improvements include building the world's largest and most advanced nitrocellulose production facility at Radford Army Ammunition Plant; efforts at Holston Army Ammunition Plant, which is in the process of modernizing and increasing the capacity of explosive energetics; and efforts at Lake City Army Ammunition Plant, which is undergoing facility upgrades for the next generation squad weapon.

Operational Energy

88) If confirmed, how would you lead the Army in harnessing innovations in operational energy and linking them with emerging joint operational concepts?

Answer: The Army's current operating concept, Multi-Domain Operations, describes how the Army fights as part of a joint team. Modernization must take place within that joint context. The Army Futures Command has recognized that the ability to generate, distribute, and store power is a key cross-cutting enabler of multiple combat capabilities. If confirmed, I will work to ensure that energy is addressed appropriately, as we work to build the future Army, one part of a joint team.

89) In what specific areas, if any, do you believe the Army needs to improve the incorporation of energy considerations in strategic planning processes?

Answer: The Army must plan for energy (fuel, electricity) and water security and address potential vulnerabilities to these resources both at installations and while conducting operations. If confirmed, I will ensure the Army continues to ensure readiness and the ability to project power by strengthening the energy and water resilience of our installations, and encouraging Soldiers and leaders to incorporate energy security at all levels of planning.

90) How can the Army acquisition process better address requirements related to the use of energy in military platforms? In your view, should energy supportability be a key performance parameter in the requirements process?

Answer: The Army can and should prioritize energy efficiency in acquisition. Many of the Army's legacy systems were fielded in an era when the Army assumed an uninterrupted supply of energy, and have now been maintained through a period of increasingly limited energy resources. Recognizing that we do not live in an era of energy abundance and realizing that newer systems have increased energy requirements, the Army must ensure future systems make the most efficient use of the energy they consume.

A key performance parameter focused on energy supportability is crucial to identify energy challenges within tactical systems and to work potential solutions, whether technological or behavioral. If confirmed, I will commit to strengthening the process for assessing the energy impacts of future weapons system acquisitions.

91) If confirmed, how would you prioritize energy resilience, including acquiring and deploying sustainable and renewable energy assets, to support mission critical functions, and address known vulnerabilities?

Answer: Energy resilience is key to Army mission effectiveness. Today's multi-domain operating environment means the Army's installations are strategic assets for generating readiness. The Army's approach to installation energy resilience is an "all of the above" strategy that includes energy efficiency, onsite generation, and storage. If confirmed, I would continue to prioritize installation energy resilience that supports critical missions.

Environment

92) If confirmed, how would you ensure that the Army complies with environmental protection laws, regulations, and guidance from the Environmental Protection Agency?

Answer: If confirmed, I will enlist the Army's Assistant Secretaries to conduct management oversight to ensure compliance with applicable environmental laws and regulations. I will work to ensure the Army's investment in environmental compliance is maintained according to applicable laws and regulations. These steps will ensure the Army continues to emphasize the protection of human health and safety, and the environment.

93) If confirmed, how would you further efforts to address PFOS/PFOA contamination at Army installations?

Answer: If confirmed, I will work to protect Soldiers, Families, and surrounding communities' from PFOS/PFOA in drinking water. Currently, no drinking water containing PFOS/PFOA above the EPA Lifetime Health Advisory level is being consumed at Army installations, I want to ensure that remains the case going forward. The Army will continue to monitor and address any PFAS-related concerns, while working transparently with stakeholders and the PFAS Task Force.

94) If confirmed, what would be your approach to addressing the health concerns of service members and their families regarding alleged exposures to potentially harmful contaminants on U.S. military installations and in the context of performing military duties?

Answer: Our people are our most important asset and the greatest priority. If confirmed, I will make the health of our Soldiers, Civilians, and Family Members a top priority. This is a readiness issue and I will work tirelessly to address exposures to potentially harmful chemicals that may have an adverse impact on health.

Readiness and Resource Impacts from Extreme Weather

95) How would you assess the readiness and resource impacts on the Army from recent extreme weather events?

Answer: The Army remains vigilant in protecting our assets and infrastructure from the adverse impacts of extreme weather events. The Army prioritizes recovering from damages inflicted during these events and is proactively investing in, and focusing on, resiliency. These efforts include planning for current and projected impacts of climate change and extreme weather at our sites.

96) Based on these readiness and resource impacts, do you believe it useful to incorporate more resilient designs in Army infrastructure?

Answer: Yes. The Army uses a variety of funding sources to study and incorporate climate change and extreme weather resilience in our infrastructure planning and designs. Using the Army Climate Vulnerability Assessment Tool, which assesses installation exposure to six climate-related threats, we have assessed the vulnerability of 113 Army sites. We plan to execute this analysis Army-wide in early 2020.

Audit Readiness

97) If confirmed, what specific actions will you take or direct to achieve better outcomes than past initiatives intended to improve overall Army auditability?

Answer: If confirmed, I will work to ensure Army auditability by pushing for reforms, strengthening governance and oversight structures, and demanding accountability for these

efforts. While efforts to address these issues are ongoing, I will work to energize the Army's current efforts to update our accounting practices so they are consistent with today's standards. It is important that the Army protects the taxpayers' dollars, ensuring they are used to fund a financially efficient and effective Army and I will work to ensure there is increased accountability to expeditiously achieve a clean audit opinion.

It is also essential that we continue to drive improvements to the Army's business operations. These efforts can be maximized by quickly responding to and then correcting auditor findings. By focusing on constant and steady improvement the Army can progress towards full auditability. I expect that these efforts will be reflected in the reduction of material weaknesses issued to Army and a lessening in severity of issued auditor findings.

The Army has already made substantial progress on these efforts. Previous audits indicate the Army is improving its financial management. If progress continues, I expect the Army will achieve an opinion for Working Capital Fund in 2021 and General Fund in 2022. This is important as it will allow the Army to obtain accurate information on its operations and spending, as well as improved visibility into the location and status of mission critical equipment, ensuring accountability, stewardship, and optimization of purchasing power.

Army-related Defense Industrial Base

98) What is your assessment of the systems and processes for identifying, evaluating, and managing risk in the Army's organic and commercial defense industrial base, including the munitions industrial base?

Answer: I believe that there are sufficient systems and processes in place to assess and manage risk across all elements of the industrial base. Started by Secretary Esper during his tenure as SecArmy, and continued by Secretary McCarthy, senior leaders in charge of modernization and sustainment are held accountable to assess and manage industrial base readiness in the organic and commercial sectors. The addition of Army Futures Command is a positive step that gives us better insight into the strengths and weaknesses of industry. ASA (ALT) ensures the Army assesses risk across the industrial base when making critical acquisition decisions while Army Materiel Command has developed long-term strategies to preserve the readiness of the organic industrial base.

99) How should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions?

Answer: The national treasures which comprise our organic industrial base are critical to our national security, and we must continue to safeguard their viability by investing in infrastructure improvements. Likewise, the equally important commercial industrial base needs predictable and stable supply chain management and production to ensure its continued viability. The Army must continue to carefully consider impacts to the industrial base when developing recapitalization and modernization requirements. For example, the Army recently made the Depot Source of Repair decision to select Anniston Army Depot for support to the Armored Multi-Purpose Vehicle, currently in low rate initial production.

100) If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?

Answer: If confirmed, I will consult with the commanders of Army Materiel and Army Futures Command, General Perna and General Murray, and the Army's Acquisition Executive, Dr. Jette, early in my tenure to assess the current state of the organic and commercial defense industrial base and identify options for improvement if and where required.

Equipping/Modernization

101) What is your assessment of the Army's modernization record?

Answer: The Army has struggled to deliver new weapon systems on time and within budget. With the establishment of the Army modernization priorities and Army Futures Command, we have implemented a dramatic restructuring of our modernization enterprise to bring unity of effort and unity of command under one roof. This started with a set of investment priorities and it included all acquisition leaders to inform decision-making and reduce the acquisition time span. In the last two years, our focused efforts have driven down the cycle time of requirements development by years. If confirmed, I will keep the Army on track with its internal process reform, as well as work with the DoD and Congress to ensure our requirements and acquisition process enables us to sustain overmatch against our near-peer adversaries.

102) How has Army Futures Command contributed to Army modernization? What role do you expect the Command to play going forward?

Answer: Army Futures Command (AFC) is providing unity of effort and focus across the Army modernization enterprise. In concert with Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)), they are leading change across our current priorities through the Cross-Functional Teams. AFC is also focusing the science & technology portfolio on these current priorities as well as the Army priority research areas to ensure the Army continues persistent modernization beyond the current Cross-Functional Team work.

AFC has streamlined the requirements process. AFC continues to refine how we create and validate requirements by defining them in terms of operational need and by using modeling to assist in identifying the most critical capability gaps.

Moving forward we expect AFC to continue playing a critical role in the Army modernization enterprise, from concept to delivery. This includes leading the Army efforts to identify the operational environment of the future created by emerging threats and technological development, discovery and prioritization of future requirements, and aligning future force designs. AFC will also play a key supporting role in orchestrating capability integration within the process of evaluating the Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P) process.

103) If modernization is fundamental to future readiness, what must the Army be ready for? What key capabilities must the Army possess for multi domain operations?

Answer: The Army must be prepared for war with a near peer competitor, across all domains, as part of an integrated Joint Force. The key capabilities the Army must possess for multi domain operations are represented by the Army modernization priorities: long range precision fires, next generation combat vehicles, future vertical lift, network, air and missile defense, and Soldier lethality.

104) Do you believe the Army's modernization priorities should be adjusted or revised? If so, what would you propose be changed?

Answer: While we will continually assess the operational environment and adjust our priorities and investments, I currently do not believe these priorities should be changed. I support these priorities as they allow the Army to modernize to effectively address a rapidly changing operational environment. The Army's modernization priorities ensure the Army is prepared for great power competition, as outlined in the National Defense Strategy.

105) What is your understanding and assessment of the following research, development, and acquisition programs? Are the programs within projected cost, schedule, and performance criteria?

a. Strategic Long Range Cannon

Answer: The Strategic Long Range Cannon (SLRC) is a Science and Technology program independent of the other listed programs that follow. SLRC provides a complementary surface to surface strategic fires capability to the Long Range Hypersonic Weapon (LRHW) to penetrate and break adversary Anti-Access/Area Denial (A2AD) networks. SLRC is a system of systems effort and consists of a cannon mounted to a mobile chassis, a system unique propellant charge, and advanced projectiles. The first developmental test shots were executed in 3QFY19 and 1QFY20 utilizing refurbished and modified existing assets. Testing for LRHW begins in FY21 with prototype fielding in FY23. SLRC will demonstrate its first long range test shots in FY23.

b. Precision Strike Missile

Answer: The Precision Strike Missile (PrSM) is the replacement for the current Army Tactical Missile System (ATACMS) missile. The PrSM provides enhancements that increase survivability and range. The first successful flight test commenced in December 2019 with subsequent flight tests planned in March and April 2020 providing prototype missiles to field a baseline capability in FY23. The Cross Functional Team plans to spiral additional missile capabilities (advance seeker technologies, enhanced lethality payloads, extended range) within 3-5 years after fielding the base missile.

c. Extended Range Cannon Artillery

Answer: Extended Range Cannon Artillery (ERCA) is a Section 804 funded prototype system of systems program following an incremental approach, which includes improving the self-propelled howitzer (M109A7 PIM), projectiles, supercharge propellant, and course correcting

fuses for accurate fires to 70km. ERCA capabilities arrive to the warfighter starting in FY21 with a new rocket assisted projectile, and then incrementally increase system and munition lethality, rate of fire, and crew protection beginning in FY23. Recent demonstrations in December 2019 include successful firings of Excalibur ammunition to 65.3km with target hits. The first ERCA prototype howitzer will begin integration and capability assessment in 2QFY20.

d. Optionally Manned Fighting Vehicle

Answer: This program replaces the Bradley Fighting Vehicle. It will include technologies to regain the lethality, mobility, power, and protection necessary for Armored Brigade Combat Teams to safely maneuver Soldiers to a positional advantage on the battlefield and overmatch of peer threats. The Army is ongoing with Source Selection Evaluation Board analysis and will continue to assess funding optionality and the right way forward with this critical modernization effort.

e. Robotic Combat Vehicle

Answer: This program has three variants – Light, Medium, and Heavy Vehicles – that will deliver decisive lethality, increased situational awareness, and formation overmatch in a future multi-domain battle/operational environment. The first of three Soldier operational experiments is in 3QFY20. The Army has a detailed, three-phased experiment plan to inform DOTMLPF-P and future fielding requirements. Based on current funding, the Army is reevaluating the experimentation schedule.

f. Armored Multi-Purpose Vehicle

Answer: The Armored Multi-Purpose Vehicle is a next generation combat vehicle that will provide Armored Brigade Combat Teams with modern General-Purpose, Mortar Carrier, Medical Evacuation, Medical Treatment, and Mission Command vehicles. The vehicle is designed to stay current by having the ability to incorporate future technologies. The Armored Multi-Purpose Vehicle is currently in Low Rate Initial Production and operating within cost/schedule/performance parameters. First unit equipped (FUE) with the Armored Multi-Purpose Vehicle is expected in FY22 with a fielding to an Armored Brigade Combat Team.

g. Mobile Protected Firepower

Answer: The Mobile Protected Firepower will provide Infantry Brigade Combat Teams with a protected capability to apply immediate, lethal, and sustained long-range direct fires. The Mobile Protected Firepower is designed to engage armored vehicles, hardened enemy fortifications, and dismounted personnel. The program is operating within cost/schedule/performance parameters. Two vendors are building prototype vehicles scheduled for delivery to the Army in 2QFY20.

h. Joint Light Tactical Vehicle

Answer: The Joint Light Tactical Vehicle (JLTV) program remains on schedule and on budget to replace a significant portion of the Army's High Mobility Multipurpose Wheeled Vehicle fleet. The JLTV is a joint Army and Marine Corps program, which consists of a family of

vehicles, including a companion trailer, that can perform numerous key mission roles as it fills an operational capabilities gap in today's light tactical vehicle fleet. The JLTV family of vehicles is designed to restore payload and performance which were traded from light tactical vehicles to add protection during recent conflicts. The JLTV gives commanders an improved protected mobility solution and is the first vehicle purpose-built for modern battlefield networks. In 2019, the program had a successful Full-Rate Production decision and was fielded to the FUE, 1-3 ID, at Fort Stewart, Georgia, in April 2019. The Army continues to produce and field the JLTV based upon the prioritized schedule to get this enhanced capability into the hands of Soldiers.

i. Future Attack Reconnaissance Aircraft

Answer: Future Attack Reconnaissance Aircraft (FARA) is the Army's #1 aviation modernization priority. Currently FARA is a laboratory competitive prototype which initiated via congressional add funding in FY2019. Actions are underway for coordinating the future orderly and efficient transition of technology to an acquisition program of record.

j. Future Unmanned Aircraft Systems

Answer: Future Unmanned Aircraft Systems (FUAS) encompasses the family of future unmanned technologies which are crucial elements of the FVL eco-system to enable survivability, reach, and lethality in multi-domain operational environments. FUAS includes the Future Tactical UAS (FTUAS), and Air Launched Effects (ALE). FTUAS begins "buy, try, inform" unit demonstrations in FY2020. The demos will inform stable requirements for survivable, resilient, and runway independent systems to replace Shadow UAS in Brigade Combat Teams.

k. Future Long Range Assault Aircraft

Answer: The Future Long Range Assault Aircraft (FLRAA) acquisition program is pursuing an accelerated schedule which benefits from the highly successful Joint Multi-Role Technology Demonstrator and Congress's provision of FY2020 appropriations in excess of the original President's Budget Request.

l. Modular Open System Architecture

Answer: Modular Open System Architecture (MOSA) is not an independent acquisition program, but rather an architectural requirement which cross-cuts all future vertical lift lines of effort. MOSA will enable continued aircraft updates at the speed of relevance.

m. Unified Network

Answer: The Unified Network is comprised of multiple systems to establish a multi-path, available, reliable, and resilient network that ensures seamless connectivity in any operationally contested environment because the Army requires assured network transport in a contested environment against a peer adversary. A key part of this effort is the Integrated Tactical Network (ITN), which incorporates commercial solutions to give commanders network resiliency and multi-path connectivity. This effort leverages advancements in space, networking algorithms, dynamic spectrum allocation, cloud computing, and artificial intelligence to enable

assured network transport, simplified network management, and rapid decision making. ITN will reach FUE to four Infantry Brigade Combat Teams in FY21 (subject to change due to 1/82 IRF deployment). Expeditionary Signal Battalion – Enhanced (ESB-E) reached FUE in FY19 and will field three additional battalions in FY20.

n. Common Operating Environment

Answer: This effort provides a simple, intuitive, single common operating picture (COP) through a single mission command software and hardware suite. Commanders must be able to execute distributed Mission Command and make rapid, knowledge-based decisions. This effort delivers mission command tools to dismounted Soldiers (mobile/handheld environment), Soldiers in platforms (mounted environment), and Soldiers conducting command and control in command posts (command post environment). These efforts deliver core infrastructure including a COP tool, common data sharing, common applications such as mapping and chat functions, common server hardware, and common user interfaces with an incremental development strategy that can incorporating data input from multiple and emerging sources. Command Post Computing Environment began fielding in 4QFY19 and more than 23 units have been fielded which will be an integral part of Defender 20.

o. Command Post Mobility/Survivability

Answer: This effort enables commanders to lead and fight in their formations from anywhere they choose. Platforms must be capable of rapidly emplacing or displacing with integrated protection and signature reduction to be mobile and survivable in dynamic and lethal combat environments. Command posts must be increasingly expeditionary and employ distributed mission command. The Army is conducting Command Post Configuration Experimentation/Prototyping in FY20 with fielding to one Infantry and one Stryker Brigade Combat Team and one Division Headquarters in FY21.

p. Maneuver – Short Range Air Defense Artillery

Answer: This program will reach FUE by equipping one platoon with four interim solution vehicles in 2QFY21. The Army intends to field the initial M-SHORAD capability of 144 systems to four battalions by FY23 followed by an enduring capability for additional battalions. The system integrates a turret with multiple selectable effectors integrated onto a Stryker A1 vehicle. These prototypes will be used for test, qualification, and FUE. The first competitively acquired prototypes have been delivered and begun testing at Aberdeen Proving Ground, Redstone Arsenal, and White Sands Missile Range. The enduring capability will include kinetic and directed energy effectors. The FY20 budget includes requests to begin transition of the Multi-Mission High Energy Laser technology maturation initiative to a program of record.

q. Indirect Fire Protection Capability

Answer: The Army will use two Iron Dome batteries as an interim Indirect Fire Protection Capability (IFPC) solution, with First Unit Equipping (FUE) in FY20, and IOC in FY23. The Army has evaluated the Iron Dome system's performance and the feasibility of integrating it with the Integrated Battle Command System to determine its viability as an enduring Indirect

Fire Protection Capability Increment 2 solution. The Army plans to make a decision on the enduring IFPC solution in early 2020.

r. Lower-Tier Air and Missile Defense Sensor

Answer: Increases system lethality, improves effectiveness, and enhances the Army's capability to counter evolving Air and Missile Defense (AMD) threats. The Lower-Tier-Air and Missile Defense Sensor (LTAMDS) program leverages modern technology to reduce cost and increase reliability & maintainability. The Army awarded a contract to Raytheon in October 2019 (utilizing Middle-Tier Acquisition authority) to produce six prototypes, with deliveries between 3QFY21 and 1QFY22. Following reduction in FY20 appropriations for the LTAMDS program, IOC is now 1QFY23 instead of 4QFY22 but remains within congressional guidance.

s. Next Generation Squad Weapon-Rifle & Automatic Rifle

Answer: The Next Generation Squad Weapon (NGSW) program (rifle, automatic rifle, and common cartridge), next generation fire control, and projectile development are all within cost, schedule, and performance. We continue to maintain FUE of 4QFY22. Congressional FY19 NGSW Above Threshold Reprogramming (ATR) approval was instrumental in maintaining the FUE date. Current FY20 \$4.7M ammunition mark impacts projectile development and will delay development and fielding of reduced range and/or special purpose ammunition by 6-12 months.

t. Integrated Visual Augmentation System

Answer: The IVAS program is within cost, schedule, and performance. Soldier Touch Point 2 (STP 2) was completed on schedule in November of 2019. STP 3 (July/August 2020) is on schedule. Mark impacts are currently supportable within the program to achieve FUE 4QFY21.

u. Enhanced Night Visual Goggles-Binoculars

Answer: The Enhanced Night Visual Goggle-Binoculars (ENVG-B), Directed Requirement - 10,262 and Program of Record, are all within cost, schedule, and performance. Congressional support of the FY17 ATR facilitated the complete resourcing of the directed requirement early. FUE for the directed requirement began in SEP 2019 with 2d Brigade, 1st ID.

106) Do you see utility in the Army conducting more joint program development, particularly in the area of helicopters and unmanned systems?

Answer: Maintaining synchronization between the Services is extremely important to the Army and we will continue to ensure our development efforts are fully coordinated with the other Services. For future vertical lift, the Army is assessing what the other Services and Special Operations Command are developing in the area of unmanned aerial vehicles to see what can be leveraged to meet our requirements. For the Future Long Range Assault Aircraft, the Army is taking deliberate steps to meet specific FUE timelines while maintaining collaboration with other Services.

Acquisition

107) If confirmed, how would you synchronize your acquisition-related responsibilities with those of the Chief of Staff of the Army and the Secretary of the Army?

Answer: The Under Secretary of the Army plays a key role in the acquisition process by synchronizing with the Vice Chief of Staff of the Army to support the SecArmy and Chief of Staff in executing their acquisition-related responsibilities. If confirmed, I will work with the Army Vice Chief of Staff to assist the SecArmy and Chief of Staff in their review of program objectives at key program milestones to ensure requirements tradeoffs are made among cost, schedule, technical feasibility, and performance; and to ensure that program cost and schedule estimates are realistic and achievable. I will also work closely with the Army Vice Chief of Staff to assist the SecArmy and Chief of Staff in balancing the resources available against the priorities of the acquisition programs and ensure responsible use of our taxpayer's dollars in achieving those priorities.

108) In your view, who should be held accountable for large-scale acquisition failures?

Answer: In my view, there are two kinds of acquisition failures: failures associated with learning and failures associated with competency. Regardless of the size of the program, if we fail fast while spending little, I do not consider that a failure. I consider that learning. As the Army, we need to build a culture that recognizes the difference between competency failures and learning failures. If it is a large program, we spend big, learn little, and fail as a result of a competency issue, then ultimately responsibility for such failures rests with Army senior leadership.

109) Do you perceive benefit to the Army in establishing major acquisition programs under Section 804 authority? What are the risks? Please explain your answer.

Answer: There is considerable benefit in leveraging the streamlined nature of Middle Tier Acquisition, when appropriate. The Middle Tier pathway exists to fill a gap in the Defense Acquisition System for capabilities that have reached a level of maturity to allow them to be rapidly prototyped or fielded within five years. Earlier prototyping ensures a more mature and stable design earlier in the process. It also allows for simplified requirements and acquisition processes exempt from the Joint Capabilities Integration Development System (JCIDS) and DoD Directive 5000.01. This flexibility allows for a requirement that is informed by experimentation and enables the requirements and acquisition communities to work closely in a streamlined fashion.

Risk associated with the Middle Tier Acquisition pathway can be managed by dedicated senior leader involvement and oversight. To this end, recently published defense-wide policy on Middle Tier Acquisition (DoD Instruction 5000.80) requires approval from the Under Secretary of Defense for Acquisition and Sustainment for any proposed Middle Tier effort expected to exceed the statutory threshold for a Major Defense Acquisition Program. If confirmed, I will work with the Vice Chief of Staff to prioritize review of Middle Tier Acquisition programs to ensure the efforts selected for the pathway are sufficiently mature, and the Army appropriately balances the potential benefits and risks.

110) What best practices can the Army employ to generate realistic and feasible requirements, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence, and to incorporate those requirements meaningfully in development and acquisition processes?

Answer: Army Futures Command is chartered to provide synchronization of modernization efforts coupled with unity of command. This is executed by, with, and through identification of emerging capability gaps and the use of technology developments that accelerate the closure of those gaps. Additionally, by forging relationships with producers of commercial innovation, partnerships with academia, cutting edge science and technology, prototyping, and warfighter feedback, we will generate realistic and feasible requirements. AFC has established formal relationships with the stakeholders of the modernization enterprise, including Army G8, ASA (ALT), U.S. Army Materiel Command (AMC), U.S. Army Forces Command (FORSCOM), U.S. Army Training and Doctrine Command (TRADOC) and U.S. Army Special Operations Command (USASOC). A best practice is to co-locate innovators with the customer.

Test and Evaluation

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

Answer: When a weapon system or piece of equipment is essential to protect lives and/or accomplish a critical mission, it may be appropriate to procure weapons and other equipment that have not been demonstrated through the traditional test and evaluation process. The Army's highest priority is to provide warfighters involved in conflict or preparing for imminent contingency operations with the capabilities urgently needed to overcome unforeseen threats, achieve mission success, and reduce risk of casualties. The time component of this need requires us to adapt the acquisition process while not compromising on Soldier safety. An example is when we receive a Joint Urgent Operational Need Statement (JUONS) from a Combatant Commander. This need can be as major as a mine resistant ambush protected (MRAP) vehicle, or a small commercial off the shelf technology, like a radio or unmanned aerial vehicle. In all cases, the test community conducts safety testing for Soldier safety, and provides a capability and limitations report on what has been observed about the system effectiveness, suitability, and survivability. The system is also continuously observed and evaluated after it is fielded. If confirmed, I would continue carefully balancing the risk of using a safe system that may meet only part of the solution to help our Army execute mission and protect lives against a given threat.

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

Answer: The developmental and operational test and evaluation communities must adapt to support evolutionary acquisition processes to deliver capabilities at the rate of need to the warfighter. The test and evaluation community must be involved as early as possible during system requirements and concept design and development to create testing focus on the critical elements at reduced cost and time and avoid sequential and industrial-age processes. We

ensured test community expertise and assets were embedded within Army's Futures Command and Cross Functional Teams from the beginning so that Test and Evaluation considerations would be addressed early in the requirements development process. While the Army Test and Evaluation Command directly supports the needs of AFC, it retains its role as an independent voice to Army Senior Leaders, and is driving towards obtaining critical insights through user involvement earlier in the system life-cycle as well as focusing operational testing, including cyber security, on continuous evaluation rather than very large episodic events. If confirmed, I would continuously seek to improve the timeliness of processes intended to leverage information about our program effectiveness while still maintaining due diligence with respect to the quality information Army programs require.

113) Are you satisfied with Army test and evaluation capabilities? In which areas, if any, do you feel the Army should be developing new test and evaluation capabilities?

Answer: I'm satisfied with our current capabilities and with the plan the Army has in place to modernize some ageing capabilities such as radars and telemetry. I'm also satisfied with the Army's plans to invest in new capabilities to test future weapon systems such as autonomous systems, hypersonics, and artificial intelligence. The Army is investing a considerable amount of its funding to ensure our test capabilities are prepared to support Army modernization efforts. The Army is also utilizing the Central Test and Evaluation Investment Program to use DoD funding to develop new test capabilities that the Army and the other Services will use. This program has paid huge dividends to the Army test capability modernization effort.

114) Do you believe the Army should exploit non-developmental or commercial off-the-shelf solutions to meet Army requirements? Would this put capabilities into the hands of soldier more quickly, in your view?

Answer: Yes to both parts. I believe we need to pursue both non-developmental and commercial off-the-shelf solutions to ensure we take advantage of existing technologies and capabilities that can potentially decrease fully burdened costs to the government. One example is the Army's intention to leverage commercial low earth orbit satellites to support the Army's data transport requirements. Leveraging commercial systems will provide the Army with complementary capabilities that assure and optimize communications at a decreased cost to the government.

Congressional Oversight

115) 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.

Answer: Yes

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

Answer: Yes.

117) 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?

Answer: I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

118) 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?

Answer: I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

119) 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?

Answer: Yes.

120) 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?

Answer: I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

121) 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?

Answer: I respect Congress's authority to seek information from the Department. If confirmed, I agree to accommodate all congressional requests for information by supplying the requested

information to the fullest extent, consistent with the constitutional and statutory obligations of the Executive Branch.

122) 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?

Answer: Yes, I agree to protect the member from unlawful retaliation.