

Advance Policy Questions for Mr. Patrick Murphy
Nominee for Under Secretary of the Army

Defense Reforms

The Committee has recently held a series of hearings on defense reform.

1. What modifications of Goldwater-Nichols Department of Defense Reorganization Act of 1986 provisions, if any, do you believe would be appropriate?

The ongoing hearings focused on the Goldwater-Nichols Reorganization Act of 1986 are both timely and necessary. The Goldwater-Nichols framework for National Security has served the Nation well, but our current global environment is dramatically different from the Cold War environment of the 1980s. If confirmed, I will fully support the hearings as required. If significant amendments are passed, I will ensure the Army fully coordinates and executes implementation of those amendments.

Qualifications

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

As a third generation veteran, strong family values and accountability were instilled by my mother and father. My father's time in the Navy, and as a Philadelphia police officer, as well as my mother's service to the Catholic Church and legal profession, taught by example what leadership looks like. My public service and private sector experience make me uniquely qualified to serve in this position. I have dutifully served our nation in some capacity for over twenty-three years, highlighted by two operational deployments (Iraq and Bosnia) as an Army officer, as an assistant professor at the United States Military Academy, serving on the national security committees as a member of the House of Representatives in the Armed Services, Appropriations, and the Select Intelligence Committees, and even today as a member of the United States Military Academy Board of Visitors. As a small business owner, law firm partner serving as outside general counsel to small businesses, and as an academic, I possess the unique public and private sector background to perform the duties of Chief Management Officer. If confirmed, I look forward to serving as the Army's Under Secretary.

Duties

Section 3015 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.

3. What is your understanding of the duties and functions of the Under Secretary of the Army?

By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. By regulation, the Under Secretary is the Secretary's principal civilian assistant and principal advisor 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, interagency partners, foreign governments, nongovernmental organizations, and the American public. The Under Secretary also advises the Secretary on the development and integration of Army programs and the Army budget. Finally, pursuant to Section 904 of the National Defense Authorization Act for Fiscal Year 2008, the Under Secretary is the Chief Management Officer of the Department 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 3015 of title 10, United States Code, or in Department of Defense regulations pertaining to functions of the Under Secretary of the Army?

If confirmed, I will review and assess the duties and functions currently assigned to, and performed by, the Under Secretary, and I will discuss with the Secretary of the Army any changes I believe may be necessary to enhance the Under Secretary's ability to support the Secretary of the Army's efforts to ensure that the Department of the Army is effectively and efficiently administered.

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

I am confident that the Acting Secretary will assign me duties that most appropriately support his efforts to ensure that the Department of the Army is effectively and efficiently administered, taking into consideration my background and experience.

Section 904(b) of the National Defense Authorization Act for Fiscal Year 2008, directs the Secretary of a military department to designate the Under Secretary of such military department to assume the primary management responsibility for business operations.

6. What is your understanding of the business operations responsibilities of the Under Secretary of the Army?

By statute and regulation, the Under Secretary is assigned the position of Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary of the Army on the effective and efficient organization and management of the Army's business operations, and is responsible for carrying out initiatives the Secretary of the Army approves for the business transformation of the Army.

7. How do you perceive your role in setting the agenda for the Army Chief Management Officer?

I perceive my role as the Chief Management Officer would include recommending to the Secretary of the Army methodologies and measurement criteria to better synchronize, integrate and coordinate the business operations of the Department of the Army. In addition, I perceive that my role as the Chief Management Officer would include developing and submitting to the Secretary of the Army for approval a comprehensive business transformation plan and a well-defined enterprise-wide business system architecture and transition plan.

Relationships

8. If confirmed, what would be your working relationship with:

8.a. The Secretary of Defense.

The Secretary of Defense, as head of the Department of Defense, possesses full authority, direction, and control over all of its elements. If confirmed, and subject to the authority, direction, and control of the Secretary of the Army, I would communicate with the Secretary of Defense on matters involving the Department of the Army. I would cooperate fully with the Secretary of Defense to ensure that the Department of the Army fulfills the Administration's national defense priorities and, mindful of my role as the Army's Chief Management Officer, I would make certain that the business operations of the Army are effectively and efficiently organized and managed to ensure their optimal alignment in support of Department of Defense and Department of the Army missions.

8.b. The Deputy Secretary of Defense.

The Deputy Secretary of Defense performs such duties and exercises such powers as the Secretary of Defense may prescribe. The Deputy Secretary is also the Chief Management Officer of the Department of Defense. If confirmed, and subject to the authority, direction, and control of the Secretary of the Army, I would be responsible to the Secretary of Defense – and to his Deputy – for the operation of the Army. I would also be responsible for providing information to the Deputy Secretary of Defense regarding the Army's business operations to assist him in the performance of his duties as the Chief Management Officer of the Department of Defense.

8.c. The Chief Management Officer and Deputy Chief Management Officer of the Department of Defense.

The Deputy Chief Management Officer of the Department of Defense assists the Deputy Secretary of Defense in synchronizing, integrating, and coordinating business operations within the Department of Defense. If confirmed as Under Secretary, I will provide information to the Deputy Secretary of Defense and the Deputy Chief Management Officer regarding the Army's business operations to assist them in the performance of their Chief Management Officer duties, and I will work closely with the Deputy Chief Management Officer on the full range of matters

involving the management of the Department of Defense.

8.d. The Secretary of the Army.

The Secretary of the Army is the head of the Department of the Army and is responsible for, and has authority to conduct, all of its affairs. If confirmed, my relationship with the Secretary of the Army will be close, direct, and supportive. As Chief Management Officer, I would be accountable to the Secretary for the effective and efficient organization and management of the Army's business operations and for carrying out initiatives he approves for the business transformation of the Army. I understand that all of my actions would be subject to the authority, direction, and control of the Secretary of the Army.

8.e. The Chief of Staff of the Army.

The Chief of Staff of the Army is the senior military advisor to the Secretary of the Army, is directly responsible to the Secretary of the Army, and performs his duties under the authority, direction, and control of the Secretary of the Army. The Chief of Staff also performs the duties prescribed for him by law as a member of the Joint Chiefs of Staff. It is vital that all leaders of the Department of the Army, both civilian and military, work closely together as one team to face the many challenges confronting our Nation. If confirmed, I will coordinate with the Chief of Staff of the Army in the performance of my duties.

8.f. The Assistant Secretary of the Army for Civil Works.

The Assistant Secretary of the Army for Civil Works has, as a principal duty, the overall supervision of missions associated with the development and management of the Nation's water resources, support for commercial navigation, restoration, protection and management of aquatic ecosystems, flood risk management, and engineering and technical support services. If confirmed, I will build a strong professional relationship with the Assistant Secretary, and I would cooperate fully with the Assistant Secretary in advancing and defending the Army's Civil Works Program.

8.g. The other Assistant Secretaries of the Army.

The four other Assistant Secretaries of the Army set the Army's strategic direction by developing and overseeing policies and programs within their respective functional areas. If confirmed, I will work to establish and maintain close, professional relationships with each of the Assistant Secretaries, and I will foster an environment of cooperative teamwork to ensure that we work together effectively on both the day-to-day management and long-range planning needs of the Army. In particular, in my role as the Chief Management Officer of the Army, I will coordinate with the Assistant Secretaries in addressing any matter related to business operations or business transformation that may impact their respective domains.

8.h. The General Counsel of the Army.

The General Counsel is the chief legal and ethics officer of the Department of Army and serves as counsel to the Secretary and other Secretariat officials. The General Counsel's duties include providing legal and policy advice to officials of the Department of the Army, as well as determining the position of the Army on all legal questions and procedures. If confirmed, and particularly given my experience as an Army Judge Advocate, I will work to establish and maintain a close, professional relationship with the General Counsel of the Army, and I will actively seek his or her guidance to ensure that Army policies and practices are in strict accord with the law and the highest principles of ethical conduct.

8.i. The Inspector General of the Army.

The Inspector General of the Army is charged with inquiring into, and reporting on, the discipline, efficiency, readiness, morale, training, ethical conduct and economy of the Army, as directed by the Secretary of the Army or the Chief of Staff of the Army. If confirmed as Under Secretary, I will work to establish and maintain a close, professional relationship with The Inspector General of the Army to ensure the effective accomplishment of these important duties.

8.j. The Surgeon General of the Army.

The Surgeon General is the principal advisor to the Secretary of the Army and to the Chief of Staff of the Army on the military health service system. In that role, The Surgeon General is charged with maintaining a medically ready military force, as well as a trained and ready medical force. If confirmed, I will work to establish and maintain a close, professional relationship with The Surgeon General to ensure that the Army's health care systems and medical policies effectively and uniformly support the Army's objectives, responsibilities, and commitments across the total force.

8.k. The Army Business Transformation Office.

In accordance with Section 908 of the National Defense Authorization Act for Fiscal Year 2009, the Secretary of the Army established the Office of Business Transformation to assist the Army Chief Management Officer in carrying out business transformation initiatives. The Office of Business Transformation is headed by the Director of Business Transformation, who is appointed by and reports to the Army Chief Management Officer. If confirmed, I will work closely and directly with the Army Business Transformation Office in carrying out initiatives the Secretary of the Army approves for the business transformation of the Army.

8.i. The Judge Advocate General of the Army.

The Judge Advocate General of the Army is the legal advisor to the Chief of Staff of the Army, the Army Staff, and members of the Army generally. In coordination with the Army General Counsel, The Judge Advocate General serves as the military legal advisor to the Secretary of the Army. The Judge Advocate General also directs the members of the Judge Advocate General's Corps in the performance of their duties and, by law, is primarily responsible for providing legal advice and services regarding the Uniform Code of Military Justice and the administration of military discipline. If confirmed as Under Secretary, I look forward to establishing a close, professional and inclusive relationship with The Judge Advocate General, and I will always welcome her views regarding any legal matter under consideration.

8.m. The Chief of the National Guard Bureau.

The Chief of the National Guard Bureau is a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces and on other matters as determined by the Secretary of Defense. The Chief of the National Guard Bureau is also the principal advisor to the Secretary of the Army and the Chief of Staff of the Army on matters relating to the Army National Guard. If confirmed, and subject to the authority, direction, and control of the Secretary of the Army, I will establish a professional relationship with the Chief of the National Guard Bureau, and I will work closely with him to utilize the talents available within the Army National Guard to strengthen the Total Army.

8.n. The Director of the Army National Guard.

The Director, Army National Guard is responsible for assisting the Chief, National Guard Bureau in carrying out the functions of the National Guard Bureau, as they relate to the Army National Guard. If confirmed, I will establish and maintain a close, professional relationship with the Director, Army National Guard to foster an environment of cooperative teamwork between the Department of the Army and the National Guard Bureau. I will also seek the input of the Director of the Army National Guard on all matters of policy and procedure that may impact Army National Guard Soldiers and their Families.

8.o. The Army Chief of Chaplains.

From the earliest days of the Army, chaplains have been an integral part of the total force. Chaplains are often the first to respond to incidents of death, combat casualty, suicide, and sexual assault. The programs that the Chaplains lead serve to bolster Soldier and family resiliency in these difficult times. The Army Chief of Chaplains leads the Army Chaplains Corps in its primary mission of providing religious support to the Army, and advises the Secretary of the Army and Chief of Staff of the Army on all matters of chaplaincy. If confirmed as Under Secretary, I will work to establish and maintain a close, professional relationship with the Chief of Chaplains because I understand the importance of, and value in, consulting with him in the exercise of my responsibilities.

8.p. The Under Secretaries of the Navy and Air Force.

If confirmed, I will work to establish and maintain a close, professional relationship with the Under Secretaries of the Navy and the Air Force, and I look forward to engaging in frank exchanges of advice and opinions with them regarding issues that impact all the military departments.

Major Challenges and Priorities

9. In your view, what are the major challenges, if any, that you would confront if confirmed as Under Secretary of the Army?

I believe that the Army's primary challenge will be to meet the Nation's security needs with reduced and uncertain budgets. With the spread of ISIL, the resurgence of Russia and the growth of China, the world is increasingly complex, and Combatant Commanders' demand for forces is not diminishing. Yet, the Army has been downsizing, and I have been advised that the fiscal uncertainty caused by sequestration hinders planning and the efficient execution of the Army's mission.

10. If confirmed, how would you prioritize and what plans would you have, if any, for addressing these challenges?

Given our complex geopolitical situation and uncertain funding, one of my priorities, if confirmed, will be to assist the Secretary of the Army provide ready forces to Combatant Commanders as efficiently and effectively as possible. I have been advised that several important initiatives are underway that will assist the Army in accomplishing this goal. For example, the Department of Defense is reviewing personnel policies and compensation reforms as part of its Force of the Future initiative, and the Army is supporting ongoing efforts to reexamine Goldwater-Nichols. I have also been advised that the Army is making progress in auditability and the processes for maintaining readiness. If confirmed, I look forward to leading and supporting these efforts.

11. What do you consider to be the most serious problems in the performance of the functions of the Under Secretary of the Army?

It is my understanding that one of the most serious problems in the performance of the functions of the Under Secretary is that the bureaucratic processes required to manage a large, diverse organization like the Army can also stifle innovation and limit agility. Organizational innovation and agility are critical in ensuring the United States Army meets the needs of the nation and takes care of its Soldiers during a period of constrained resources and personnel reductions.

12. If confirmed, what management actions and time lines would you establish to address these problems?

I will work closely with the Army's principal officials to ensure that our management processes are agile, efficient, innovative, and accountable. These processes must ensure Army readiness to meet the needs of the nation and takes care of Soldiers and their families in the most resource effective manner. Aggressive but reasonable timelines are critical in tackling these problems.

13. How will you manage the recommendations of the National Commission on the Future of the United States Army? Its report is expected in February 2016.

If confirmed, I will thoroughly review the Commission's recommendations and assist the Secretary of the Army in taking appropriate action on those recommendations.

14. What is your assessment of the Army's Aviation Restructuring Initiative? Are its objectives reasonable? Do you think its cost avoidance goals are achievable? Are the equities of the National Guard and Reserves being adequately addressed? Is it the best plan for the Total Army?

I have been briefed that ARI provides greater combat capability at lower cost than proposed alternatives, achieved by divesting the Army's oldest aircraft fleets and rationally distributing its modernized aircraft between the components. I have also been briefed that it promotes a modernized aircraft fleet in the Army National Guard and Army Reserve. I am told that ARI underwent numerous external reviews, to include those by GAO and OSD's CAPE office, which validated its cost savings and operational capability estimates. Based on what I have learned thus far, ARI appears to be a sound and achievable response to the significant fiscal constraints the Army faces as a result of the Budget Control Act. If confirmed, however, I look forward to the report of the National Commission on the Future of the Army and the insights on Army's aviation structure that they will provide.

Priorities

15. If confirmed, what broad priorities will you establish?

One of my broad priorities will be to assist the Secretary and Chief of Staff of the Army to rebuild readiness across the Army. After a decade of counter-insurgency operations followed by downsizing and new emergent demands, readiness is difficult to rebuild. The Army needs to institutionally adapt to the new environment - to train and ready forces for the wide range of warfighting missions required to meet the security needs of a complex world. This touches not just our combat units, but institutionally how we can become more efficient across "Man, Train, Equip" to produce and sustain readiness. Additionally, the Army needs to prepare for the future in developing and investing our Soldiers and future leaders, in pursuing sound modernizations strategies, and in adopting effective doctrine. Another one of my top priorities will be to take care of Soldiers, civilians and families, in particular those who have seen so many combat tours. The Army has adapted before and can adapt to these challenges.

Duties and Responsibilities as Chief Management Officer

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). 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 new Business Transformation Office.

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

By statute and regulation, the Under Secretary is assigned the position of Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary of the Army on the effective and efficient organization and management of the Army's business operations, and is responsible for carrying out initiatives the Secretary of the Army approves for the business transformation of the Army. In addition, as the Chief Management Officer, the Under Secretary is responsible for developing and submitting to the Secretary of the Army for approval a comprehensive business transformation plan and a well-defined enterprise-wide business system architecture and transition plan.

17. What background and expertise do you possess that you believe qualify you to perform these duties and responsibilities?

My public service and private sector experience make me uniquely qualified to serve in this position. My active duty Army service (including two deployments) and my service as a lawmaker on the House Armed Services, Appropriations, and Intelligence committees, informed by being a small business owner, allow for a unique perspective to lead change in the Army as the Chief Management Officer. If confirmed, I look forward to serving as the Army's Under Secretary.

18. Do you believe that the CMO and the Business Transformation Office have the resources and authority needed to carry out the business transformation of the Department of the Army?

As I understand the authorities prescribed in law and by the Secretary of the Army, and the resources currently available to the Department, I believe the position and office are properly resourced and able to accomplish the necessary business transformation efforts of the Army. If confirmed, I will consult with the Secretary of the Army; the Army Chief of Staff; the Director of the Office of Business Transformation; and the Department of Defense's Deputy Chief Management Officer for their perspectives and assess the current situation as to whether any additional authorities or resources are needed to continue to achieve meaningful transformation.

19. What role do you believe the CMO and the Business Transformation Office should play in the planning, development, and implementation of specific business systems by the military departments?

The Chief Management Officer and the Business Transformation Office play leading roles in successful implementation of business systems for the Army. The Army Chief Management Officer and the Office of Business Transformation achieve the integration of its business management decisions through effective governance, utilizing the Army Business Council in particular, which provides overall synchronization of the department's business activities and ensures vertical integration from the Office of the Secretary of Defense down through all business activities of the Army. If confirmed, I will work with the Office of Business Transformation and the other leaders of the Department of Defense in continuing the momentum to drive the evolution of the maturing enterprise architecture and supporting business systems within the Army's business operations, leading to increased readiness and efficiency.

20. What changes, if any, would you recommend to the statutory provisions establishing the position of CMO and creating the Business Transformation Office?

The legislation that originally established the Service Under Secretaries as Chief Management Officers, and created the business transformation offices, has driven tremendous change and positive improvements for the Department of the Army. If confirmed, I will work closely with the Secretary of the Army, the DoD Deputy Chief Management Officer and the Deputy Secretary of Defense to determine the need for statutory changes in order to further increase the effectiveness of our critical business transformation efforts.

Section 2222 of Title 10, United States Code, requires that the Secretary of Defense develop a comprehensive business enterprise architecture and transition plan to guide the development of its business systems and processes. The Department has chosen to implement the requirement for an enterprise architecture and transition plan through a "federated" approach in which the Business Transformation Agency has developed the top level architecture while leaving it to the military departments to fill in most of the detail. The Army's business systems, like those of the other military departments, remain incapable of providing timely, reliable financial data to support management decisions.

21. If confirmed, what steps, if any, would you take to ensure that the Army develops the business systems and processes it needs to appropriately manage funds in the best interest of the taxpayer and national defense?

Well defined, understood, and applied enterprise business processes reflecting best business practices and supported by modern system technology are central to funds management and the Army's ability to provide trained and ready forces at best value to the Nation. If confirmed, and in the capacity of Chief Management Officer, I will ensure the Army optimizes business systems and processes to meet the needs of national defense while maintaining dedicated stewardship of the funds entrusted to it. In this regard, I will seek the advice of subject matter experts, both inside and outside the Department of Defense to ensure we are following

best business practices and employing state-of-the-art financial systems, as well as capitalizing on the results of our ongoing schedule of financial audits to improve processes and systems.

22. Do you believe that a comprehensive, integrated, enterprise-wide architecture and transition plan is essential to the successful transformation of the Army's business systems?

Absolutely. A well elaborated integrated enterprise business architecture details how the Army conducts its core Title 10 U.S. Code functions and how supporting business information technology systems support process execution. Comprehensive and enterprise-wide architecture is the starting point to implement transition plans from Army legacy business systems to its modern systems and to identify opportunities for greater effectiveness.

23. What steps would you take, if confirmed, to ensure that the Army's enterprise architecture and transition plan meet the requirements of section 2222?

Section 2222 is a powerful tool that ensures the Army continues to employ best practices in its business processes. If confirmed, I will ensure that the Army's enterprise architecture and transition plan meets the requirements contained in section 2222. I will ensure a continuous review and, where appropriate, revision, of our defense business processes in order to implement the most streamlined and efficient business processes practicable, and to minimize customization of commercial business systems.

24. What are your views on the importance and role of timely and accurate financial and business information in managing operations and holding managers accountable?

Timely and accurate financial and business information are critical enablers for Army senior leaders to make the best resource-informed decisions that guide and direct the Army in providing trained and ready forces wherever and whenever needed. If confirmed, as the Under Secretary and Chief Management Officer of the Army, I will be a strong advocate for "management by fact" as accurate data is the key to making the optimal decisions to ensure the long term defense of our Nation. I will hold leaders and managers throughout the Army accountable for the focused application of resources to generate readiness and to provide best-in-class support to Soldiers in the performance of their important missions.

25. How would you address a situation in which you found that reliable, useful, and timely financial and business information was not routinely available for these purposes?

I would find that to be unacceptable. If confirmed, I would take steps to discover the root causes of why financial and business information was inaccurate or unavailable. I would address deficiencies by implementing systemic changes in processes and hold leaders and managers directly responsible for implementing and sustaining those changes.

26. What role do you envision playing, if confirmed, in managing or providing oversight over the improvement of the financial and business information available to Army managers?

I will play the central role in leading and managing Army business operations. I will execute this by ensuring that the right policies and directives are in place to guide Army business operations and that governance structures are effectively functioning to enable Army senior leader performance assessment, and identification of and direction for improvement opportunities. I will also empower and hold Army leaders and managers accountable for ensuring the availability and accuracy of data and information for improvement of business processes.

Headquarters Streamlining

The Fiscal Year 2016 National Defense Authorization Act directs reforms to consolidate the headquarters functions of the Department of Defense and the military departments.

27. If confirmed, what would be your role in streamlining functions, as well as identifying and implementing reductions in the Department of the Army headquarters?

I anticipate playing a key and leading role in the analysis and streamlining of processes and functions in the Army. We must lead by example. Every dollar we can save in such a review can directly contribute to increased readiness of our operational force, and I am therefore committed to a relentless pursuit of such efficiencies. I am also aware that the Army implemented a plan to reduce all of its two-star headquarters and above by 25% over the period 2015-2019, and implemented a comprehensive delayering of the Department Headquarters which increased supervisors' spans of control from 4 to 8 and reduced 2 layers of bureaucracy. If confirmed, I would anticipate overseeing the continued implementation of those plans as well as identifying additional opportunities to streamline our headquarters.

28. What areas and functions, specifically and if any, do you consider to be the priorities for possible consolidation or reductions within the Department of the Army?

If confirmed, as the Army's Chief Management Officer, I intend to make the identification of opportunities for consolidation or reduction a major priority. We must lead by example. While I have not yet had the opportunity to begin that process, if confirmed, I will initially focus on two methods to prioritize my efforts. First, I will focus on those areas which if consolidated or reduced would provide the most savings. Secondly, I will focus on those areas and functions where the Department of the Army most significantly deviates from best practices in the private sector, not because the Army should necessarily resemble a business, but because those areas might be the most likely in need of significant transformation.

29. To the extent that the Department of the Army has functions that overlap with the Department of Defense, Joint Staff, or military departments, what would be your approach to consolidating and reducing redundancy?

I will follow a disciplined and deliberate approach in analyzing potential redundancies between the headquarters of the Army and the other major headquarters of the Department of Defense. Redundancies and overlap among headquarters potentially represent major resource savings which could be re-applied to generating increased levels of Army readiness, a commodity in great demand. First, we must assess the necessity of a redundant function. Once we verify the need for the function, in conjunction with the other leaders of the Department of Defense, an unbiased determination where the function is most appropriately performed will be made, whether it is at the Department of the Army, another Military Service, a Defense Agency or in the Office of the Secretary of Defense. We must carefully balance the need for efficiency by centralizing functions with the effectiveness of de-centralizing those very same tasks. If confirmed, I will bring a fresh and impartial view to those tough questions and make those recommendations to the Army, which I believe will best contribute to the long term defense of this Nation.

End Strength

In this year's budget request and Future Years Defense Program, the Department proposes making additional cuts to the Army's active and reserve component end strengths.

30. In your view, can the Army meet national defense objectives at the end strength levels proposed under the current budget agreement? What about at the end strength levels that would be necessary after FY 2018 after this budget agreement expires?

With the Bipartisan Budget Act levels of funding, the Army will be able to support a total Army end strength of 980,00 (450,000 Active Component (AC); 335,000 Army National Guard (ARNG); 195,000 United States Army Reserve (USAR)) through Fiscal Year 2017. The Army leadership has said that this is the lowest acceptable level to meet the Defense Strategic Guidance with significant risk. I have been advised that the Army is also reducing civilian manpower commensurate with military end strength reductions. In the event of full sequestration, the Army would be forced to reduce to make significant reductions. These end strength levels would severely compromise the Army's ability to meet current combatant commander's demand, and the requirements of the Defense Strategic Guidance to defeat an adversary in one major combat operation while simultaneously denying the objectives of an adversary in a second theater.

31. What is your understanding of the Army's ability to meet these goals without forcing out soldiers who have served in combat over the past 10 years with the implicit promise that they could compete for career service and retirement?

The Army has worked to minimize involuntary separations by reducing new accessions and utilizing greater promotion selectivity. Of the approximate 76,000 reductions since 2012, only about 4,400 (5.8%) were involuntary. Unfortunately, it is my understanding that the Army may not be able to continue to meet the end strength goals without additional involuntary separations.

32. To what extent will the Army have to rely on involuntary separations through 2018? How will the budget agreement affect this?

I am aware that in order to achieve an Active Component end strength of 450,000 by 2018, a reduction of 40,000 Soldiers, where approximately 14,000 (35%) involuntary separations will be required. Without the budget agreement, we would potentially have had to lower end strength even further which would require more involuntary separations.

33. What programs are in place to ensure that separating and retiring service members are as prepared as they can be as they enter civilian workforce?

In my experience and through briefings, I have witnessed the coordination with the Department of Veterans Affairs, as the Department of Labor, as the Small Business Administration, and the Department of Defense, the Army has developed an enhanced version of its transition assistance program. Called the Soldier for Life - Transition Assistance Program (SFL-TAP), this commander's program features Soldier counseling and training sessions, employment and career workshops, and education opportunities, all while maintaining leadership focus on, and involvement in, each Soldier's transition process. SFL-TAP affords Soldiers the opportunity to prepare for successful post-Service careers

34. What is your understanding of the need for additional force shaping tools requiring legislation beyond what Congress has provided the past few years?

The Army has provided proposals to obtain additional authorities to responsibly shape the force. If confirmed, I will assess the need for additional authorities, and if necessary, work with the Congress to garner support.

35. In your view, should the number of general and flag officers in the Army be reduced commensurate with the drawdown of total Army end strength?

I have not had the opportunity review the linkage between the number of General Officers in the Army, current force structure, and overall end strength. If confirmed, I commit to reviewing any such analysis conducted to date, and, if appropriate, make recommendations to the Secretary. If no such analysis has been conducted, I will recommend the Secretary direct it.

36. What are your views on the appropriate size and mix of the active-duty Army, and the reserve components?

The Army remains committed to the Total Force Policy. The Active Component (AC), Army National Guard (ARNG), and the United States Army Reserve (USAR) all have important roles as part of the Total Force. The AC provides responsiveness and flexibility; the ARNG and USAR provides depth, staying power, and unique skills. The Army needs all three in the right combination to meet the Defense Strategic Guidance in the most effective and efficient manner. The 2014 Quadrennial Defense Review establishes Army end strength at 980k (450k AC; 335k ARNG; 195k USAR). If confirmed, I will ensure the Army utilizes the Total Army Analysis process for determining the forces required to meet Defense Strategic Guidance and component mix given authorized end strength.

Army Recruiting and Retention

The retention of quality soldiers, officer and enlisted, active-duty and reserve, is vital to the Department of the Army.

37. How would you evaluate the status of the Army in successfully recruiting and retaining high caliber personnel during a period of sustained overall decrease in end strength?

I have seen firsthand that even in a challenging recruiting and retention market, the Army continues to attract the Nation's most talented young men and women. As I have been briefed, currently only about 29% of today's youths age 17-24 are eligible for military service. The Army continues to recruit high quality personnel averaging 97% high school graduates, 0.4% CAT IVs (Soldiers who scored in the 10-30% of the Armed Forces Qualification Test). Additionally, the Army continues to use enlistment waivers judiciously, only granting them for 11.2 % of new recruits for FYs 12-15. The Army has also exceeded retention objectives during this period, retaining only the most highly qualified Soldiers. Many Soldiers will ultimately leave the Army during the drawdown, but the Army must continue to retain and recruit Soldiers with high potential for future Service, balance the force with critical skills, experience, and fill mission-essential units. It is clear that costs for recruiting and retention incentives and for advertising are rising. If confirmed, I will work with Army leaders to ensure sustaining the All Volunteer Force remains a strategic imperative for the Army and evaluate the progress of our efforts.

38. What initiatives would you take, if confirmed, to further improve Army recruiting and retention, in both the active and reserve components?

I will ensure that both our Recruiting and Retention programs are focused on recruiting and retaining only the highest quality Soldiers during the drawdown. I also will take steps to ensure that the Army can continue to develop indicators that help identify applicants that are more likely to succeed in service and lessen the chances that new Soldiers leave the Army before the end of their terms of enlistment. These measures offer the potential to reduce recruiting and training funds. If confirmed, I will ensure that leaders charged with the success of these

programs have the tools needed to successfully recruit and retain the highest quality personnel.

Readiness

39. What is your assessment of the current readiness of the Army to meet national security requirements across the full spectrum of military operations?

I am aware that as part of the Joint Force, the Army delivers decisive, expeditionary, and adaptive strategic land power for the Nation. In fact, the Army has more than 190,000 Soldiers in over 140 worldwide locations accomplishing a variety of Combatant Command military operations. However, given decreasing resources and shrinking capacity, the Army is mortgaging future readiness and response capabilities. As a result, the Army may be challenged to defeat a regional adversary without having to utilize resources and units needed to simultaneously deter aggression, assure allies, and conduct foundational activities elsewhere in the world.

Acquisition Issues

The National Defense Authorization Act for Fiscal Year 2016 emplaced myriad changes to defense acquisition processes, including reinserting service chief influence and accountability into acquisition processes.

40. I Do you support the acquisition reform provisions in the Fiscal Year 2016 National Defense Authorization Act?

Yes. I support efforts between the Department and the Congress to improve the acquisition system by streamlining processes, improving access to technological innovation, and professionalizing the acquisition workforce. If confirmed, I will review the impact of the legislative changes in processes and requirements in order to fully assess the effects on Army acquisition.

41. What additional acquisition-related reforms do you believe the Committee should consider?

I am aware the Department is currently working to implement changes established under the Fiscal Year 2016 National Defense Authorization Act. I would want to first assess the impact and effects of these reforms before determining whether additional changes are needed. If confirmed, I look forward to the opportunity to closely review the legislation, and to work with the Department and the Congress in determining the appropriateness of any additional changes.

42. How can the Department and the Army better access and integrate commercial and military technology to remain ahead of its potential adversaries?

Our warfighters must have the technical and tactical advantage over our enemy. This technological advantage over our adversaries is critical to our Nation's success. If confirmed, I would first assess the efficacy of existing authorities, processes, and procedures to access commercial technology and their utility in developing Army capabilities, and make recommendations, as appropriate.

43. If confirmed, how will you synchronize your acquisition responsibilities with the Army Chief of Staff?

The Army Chief of Staff plays a critical role in the development of requirements and ensuring the resources necessary to successfully develop and field programs. In this role, the Chief of Staff brings a unique perspective with a wealth of operational experience that is invaluable when generating and prioritizing military equipment requirements. If confirmed, I would work closely with the Army Chief of Staff to ensure that we make the appropriate tradeoff requirements in pursuit of warfighting capabilities while ensuring responsible use of our taxpayers' dollars.

44. What is your assessment of the size and capability of the Army acquisition workforce?

I have not yet had the opportunity to assess firsthand the size and capabilities of the Army acquisition workforce against the Army's acquisition needs. If confirmed, I will work with Army leaders to review and ensure that our workforce is properly sized and trained for effective and efficient delivery of warfighting capabilities to our Soldiers. We must ensure our warfighters have the technical and tactical advantage over our enemy.

45. If confirmed what steps would you take to ensure that the Department of the Army has an acquisition workforce with the size and capability needed to manage and reverse the acquisition problem?

The Army acquisition workforce requires critical skills in a diverse range of disciplines, to include contracting, program management, systems engineering, cost estimating, and risk management. If confirmed, I will first assess the current size and capability mix of the workforce before determining what, if any, steps are necessary to ensure the workforce is positioned to effectively and efficiently deliver critical capabilities to our warfighters.

Audit Readiness

The Department of Defense remains unable to achieve a clean financial statement audit. The Department also remains on the Government Accountability Office's list of high risk agencies and management systems for financial management and weapon system acquisition. Although audit-readiness has been a goal of the Department for decades, DoD has repeatedly failed to meet numerous congressionally directed audit-readiness deadlines.

46. What is your understanding and assessment of the Army's efforts to achieve a clean financial statement audit by 2017?

My understanding is that the Army has developed a plan to achieve a clean financial audit statement by 2017. I am aware of the DoD published Financial Improvement Audit Readiness plan to achieve audit readiness. If confirmed, I will examine the Army's and DoD's plans and work to identify any potential improvements to help the Army achieve financial auditability by Congressionally mandated deadlines. If confirmed, I will ensure a clean financial statement audit will be a top priority.

47. In your opinion, is the Department of the Army on track to achieve these objectives, particularly with regard to data quality, internal controls and business process re-engineering?

The Army is on track to achieve these objectives, but, if confirmed, I will review current Army processes and ensure the Army executes a fully coordinated plan.

48. If not, what impediments may hinder the Army's ability to achieve this goal and how would you address them?

The Army has identified a series of risks to achieving these objectives that include system shortcomings. If confirmed, I will review those potential system shortcomings, will provide my assessment to the Committee, and will do everything in my power to execute on this critical goal.

49. What steps will you take, if confirmed, to ensure that the Army moves to achieve these objectives without an unaffordable or unsustainable level of one-time fixes and manual work-arounds?

Budgets are moral documents and proper analysis and execution is critical to our warfighters. In addition to personally assessing progress on a regular and consistent basis, if confirmed, I will reinforce the governance structure that the Army has put in place so that the Army is focused on developing and achieving Army-wide, cost-effective, and sustainable solutions. Additionally, if confirmed I will work closely with senior leaders to establish a 'tone from the top' that reinforces that audit activities are not simply checklists. It is about transforming the way the Army conducts its business enabling us to create a long-lasting infrastructure fully compliant with accounting standards and sustainable despite potential fiscal uncertainty.

Army Modernization

In general, major Army modernization efforts have not been successful over the past decade or more. Since the mid-1990's, Army modernization strategies, plans, and investment priorities have evolved under a variety of names from Digitization, to Force XXI, to Army After Next, to Interim Force, to Objective Force, to Future Combat System and Modularity. Instability in funding, either as provided by DOD or Congress, has been cited by the Army and others as a principal cause of program instability. For the most part, however, the Army has benefited from broad DOD and Congressional support for its modernization and readiness programs even when problems with the technical progress and quality of management of those programs have been apparent—the Future Combat System is a recent example.

50. What is your assessment, if any, of the Army's modernization record?

I think overall the Army has had too many failed modernization programs over the last ten years; some of them major programs. The cause of some of these failures appears to be overly ambitious requirements, funding instability or a slow, bureaucratic acquisition process. The Army modernization effort has worked well in addressing important needs for current operations remaining focused on requirements that could be rapidly delivered to meet the needs of our warfighters. If confirmed, I will do my best to ensure major Army modernization programs are managed properly, with reasonably achievable requirements, and in a fiscally responsible manner.

51. What is your assessment of the Army's Tactical Wheeled Vehicle Strategy?

I believe the Army has a solid Tactical Wheeled Vehicle Strategy. The strategy was approved in December 2014. The Army has made significant investments over the recent conflicts to modernize and increase protection of its tactical wheeled vehicles. The strategic objectives are: increased Soldier Protection; Fleet Operations to provide broad warfighting capabilities to Combatant Commanders such as sustainment, medical evacuation, and recovery; enabling Mission Command functions; providing Mobility in various operational environments; and maintaining a healthy industrial base. The centerpiece of the tactical wheeled vehicle strategy is fielding the Joint Light Tactical Vehicle in the near term.

52. What is your assessment of the Army's Combat Vehicle Modernization Strategy?

It is my initial assessment that the Combat Vehicle Modernization Strategy (CVMS) provides an effective framework for enabling brigade combat teams the appropriate combination of lethality, mobility, and protection to achieve overmatch against threats. The strategy addresses near-to-mid-term capability gaps for Infantry Brigade Combat Teams and Stryker Brigade Combat Teams. The Army will also invest in incremental improvements (Engineering Change Proposals) of our current platforms in order to improve the Armored Brigade Combat Team's ability to fight and win in a complex world.

53. If confirmed, what actions, if any, would you propose to take to achieve a genuinely stable modernization strategy and program for the Army?

I will work to ensure the Army's modernization strategy focuses on providing necessary capabilities that satisfy the needs of both the combatant commanders and our nation's leadership. It is important that the Army's modernization programs have reasonably achievable requirements that prioritized to allow for trade space and that the highest priority capabilities receive should consistent and unwavering oversight and advocacy from Army Senior Leaders. If confirmed, I will also work with the Office of the Secretary of Defense and Congress to secure stable and predictable support to allow the Army to manage programs as efficiently as possible.

54. What is your understanding and assessment of the Army's modernization investment strategy?

My initial impression is that more investment is needed, however, I understand that the strategy is designed to modernize the highest priorities within fiscal limitations. I understand that the Army strategy is to adapt its current equipment to gain or regain lost capability as our potential adversaries increase theirs, to evolve current equipment to avoid obsolescence and meet emerging gaps, and to innovate to develop new tools and methods that permit Army forces to address future demands, and stay ahead of determined enemies. If confirmed, I will undertake a comprehensive assessment of the strategy to ensure that it is appropriate given the fiscal and operational environment facing the Army.

55. In your view does the Army's modernization investment strategy appropriately or adequately address current and future capabilities that meet requirements across the spectrum of conflict?

I think the modernization strategy is appropriate given current fiscal constraints. In our rapidly changing national security environment, if confirmed, I will work to ensure the Army's strategy is appropriate to meet emerging threats across the spectrum.

56. If confirmed, what other investment initiatives, if any, would you pursue in this regard?

I will ensure the Army is investing in cross-cutting capabilities that can enhance multiple equipment portfolios, such as the active protection system that can be used on multiple combat platforms and other vehicles, directed energy or autonomous systems, and cyber security. The Army should invest in areas identified as potential vulnerabilities and in any areas that may have been bypassed over the past decade while it was investing in capabilities required by the conflicts in Iraq, Afghanistan, and Syria.

57. If confirmed, what actions, if any, would you propose to ensure that all these initiatives are affordable within the current and projected Army budgets?

I will evaluate the affordability issues of these initiatives and seek to align the Army's investment strategy with its highest priority warfighting challenges, and ensure that the Army's major programs receive the requisite oversight, advocacy and funding stability.

58. In your view, what trade-offs, if any, would most likely have to be taken should budgets fall below or costs grow above what is planned to fund the Army's modernization efforts?

Reduction in budgets or growth in costs above what is planned will require the Army to make some tough choices, to include deferring on and potentially terminating programs to fill more important capability gaps. If confirmed, I look forward to working with the stakeholders to fully understand the costs and risks associated with the budget reductions.

59. In your view, should the Army trade-off requirements within a program in order to make that program affordable?

Yes. If confirmed, I would seek to prioritize must-have capabilities within the program while trading-off less critical capabilities, or ones at higher risk of being achieved due to technology immaturity, to ensure the program remains affordable. The Army may also have to consider reducing planned procurement quantities to keep programs affordable.

Army Weapon Systems Programs

60. What is your understanding and assessment of the following research, development, and acquisition programs? Are all programs delivering or sustaining capabilities that are suitable, reliable and survivable? Are all programs within cost, timeline and performance?

61. Warfighter Information Network Tactical.

My understanding is that the Warfighter Information Network Tactical program provides the Army a secure, high-speed, high-capacity networking backbone for mobile, ad-hoc networks in tactical environments, and underpins the Army's Tactical Network modernization efforts. The program is focused on the development of key networking capabilities that have been tested and are currently deployed and utilized by warfighters in Afghanistan. I have been briefed that the Warfighter Information Network Tactical program is within cost, timeline, and performance against current requirements.

62. Distributed Common Ground System – Army.

I understand that the Distributed Common Ground System – Army is the Army’s weapon system for Intelligence Analysts supporting current operations worldwide in Africa, Afghanistan, Iraq, and Korea. It provides ground stations to receive, process, and disseminate sensor data and information; workstations for intelligence, weather, geospatial, and space operations analysts; tactical, operational, and theater strategic server capabilities; and a worldwide enterprise that provides access to over 700 data sources and intelligence reach back and tactical over watch capabilities. I have been briefed that the Distributed Common Ground System – Army system is within cost, timeline, and performance. I am aware that this system has drawn criticism, and, if confirmed, I am committed to an objective evaluation of the system's performance.

63. Ground Combat Vehicle (GCV).

The Ground Combat Vehicle program, which was concluded in 2014 due to budget limitations, was developed as a new Infantry Fighting Vehicle (IFV) to replace the Bradley IFV. I have been briefed that the Ground Combat Vehicle program is no longer active, but when it was, it was within cost, timeline, and performance.

64. Stryker Combat Vehicle, including the Stryker Lethality Upgrades.

The Stryker Combat Vehicle is an acquisition program that has proven to be highly successful in Iraq and Afghanistan, and will remain a significant part of the Army’s force structure for the foreseeable future. The Army is pursuing upgrades to the Stryker Combat Vehicles to increase both the survivability and lethality of the fleet in response to urgent operational needs.

In response to poor performance against improvised explosive devices, the Army retrofitted Stryker vehicles with a more survivable Double V-Hull designed underside. My understanding is that the blast-deflecting Double V-hull improvements have saved numerous lives in Afghanistan.

In an effort to increase the lethality of the Stryker vehicles against emerging threats abroad, the Army will integrate 30mm cannons with an unmanned remote turret into a number of the vehicles. Providing an improved direct fire weapon system to support infantry at a greater range will improve the lethality of the Stryker fleet against a wide array of targets.

I have been briefed that the Stryker Combat Vehicle program is within cost, timeline, and performance.

65. Joint Light Tactical Vehicle (JLTV).

The Joint Light Tactical Vehicle (JLTV) is a Joint Army and Marine Corps development program, which consists of a Family of Vehicles that are capable of performing multiple mission roles. The JLTV will be designed to provide protected, sustained, and networked mobility for personnel and payloads across the full spectrum of military operations. JLTV addresses force protection performance and payload limitations in current High Mobility Multipurpose Wheeled Vehicles, while providing more off-road mobility, fuel efficiency, and reliability than Mine-Resistant Ambush Protected All-Terrain Vehicles. I have been briefed that the JLTV program is within cost, timeline, and performance.

66. M1 Abrams tank modernization.

The Abrams Tank is anticipated to be the Army's primary ground combat system through at least 2045. The age of the current Abrams tank fleet is low – six to seven years, on average. As a result of lessons learned in Iraq, the Army is pursuing incremental improvements to the Abrams tank designed to buy back power deficiencies, improve protection and lethality, and provide the ability to accept future network and protection upgrades. These improvements will enable the Abrams Tank to maintain its leading edge in measures of survivability, lethality, and maintainability. I have been briefed that the Abrams Tank modernization program is within cost, timeline, and performance.

67. M2 Bradley infantry fighting vehicle modernization.

The Bradley Family of Vehicles has been an integral part of the Army's force structure for decades, and will be continue to be so for the foreseeable future. As such, modernization of the fleet is critical. Over the past years, the Army has made incremental improvements to the Bradley variants that will buyback power deficiencies, improve protection and provide the ability to accept future network and protection upgrades. The Bradley fleet is now undergoing two additional improvements initiatives to upgrade the mobility, power generation and cooling capabilities lost by increasing the survivability and upgrading the network. I have been briefed that the M2 Bradley infantry fighting vehicle modernization program is within cost, timeline, and performance.

68. Paladin Integrated Management (PIM) self-propelled howitzer modernization.

The Army is fully committed to the Paladin M109A7 Family of Vehicles, formerly known as PIM. The M109A7 will replace the current Paladin M109A6 Self Propelled Howitzer and Field Artillery Ammunition Support Vehicle starting in Fiscal Year 2017. The M109A7 will deliver responsive, all-weather, operationally adaptable, and offensive and defensive fires in support of the Armored Brigade Combat Team maneuver force, while keeping pace with the Abrams and Bradley. I have been briefed that the PIM modernization program is within cost, timeline, and performance.

69. Armored Multipurpose Vehicle (AMPV).

The AMPV will replace the M113 Family of Vehicles (FoV) within the Armored Brigade Combat Team, which have become operationally irrelevant due to inadequate mobility, survivability, and force protection, as well as the lack of size, weight, power, and cooling necessary to incorporate future technologies. The AMPV will replace five M113 FoV mission roles with the following variants: Mission Command, Medical Treatment, Medical Evacuation, General Purpose, and Mortar Carrier. The first prototypes are scheduled to be delivered in December 2016. I have been briefed that the AMPV program is within cost, timeline, and performance.

70. AH-64E Apache modernization and Manned-Unmanned Reconnaissance.

The Apache is the Army's only heavy attack helicopter, and is an invaluable asset on the modern battlefield, providing an immeasurable contribution to combat power. The Apache's history dates back to the 1980's, and the latest version, the AH-64E, is the second remanufacture of that proven system.

Manned-Unmanned Teaming (MUM-T) is a force-multiplying capability in which the AH-64E Apache receives video feeds and target coordinates from Army's Gray Eagle and Shadow Unmanned Aircraft. This greatly increases the Apache's combat lethality and survivability by providing the pilot increased situational awareness prior to engaging the threat.

Both the Apache modernization efforts and the MUM-T capability are delivering and sustaining capabilities that are suitable, reliable, and greatly enhance survivability for our Soldiers.

I have been briefed that the AH-64E Apache modernization and Manned-Unmanned Reconnaissance program is within cost, timeline, and performance.

71. Joint Tactical Radio System (JTRS).

The radios in the former JTRS program comprise a critical aspect of the Army's and the Department's network modernization effort, and are the foundation of the Army's tactical network and communications. The radios provide man-portable, vehicle-mounted, and aerial communication and data transport services for the Army's tactical network. It is my understanding that the Army's strategy for the acquisition of these systems is to conduct full and open competition designed to leverage industry innovation and capability, reducing the long developmental lead times of the original JTRS program. I have been briefed that the JTRS program is within cost, timeline, and performance.

72. Joint Multi-Role rotorcraft program

The Joint Multi-Role Technology Demonstrator is a Science and Technology effort to help inform capabilities and requirements for the planned Future Vertical Lift Program. I have been briefed that the Future Vertical Lift program is not yet an acquisition program, so it does not have a cost and schedule baseline yet.

73. Small arms modernization.

The Army's small arms modernization efforts provide for the maturation, demonstration, testing and evaluation for emerging technologies in small arms. The ultimate goal is to provide Soldiers with world-class weapons systems that achieve overmatch, and which are suitable, reliable, and survivable on current and future battlefields. Currently, it is my understanding that the Army is focused on developing weapons system improvements that will enhance the lethality, target acquisition and tracking, fire control, training effectiveness, and reliability of weapons.

I am aware the Army's portfolio of small arms modernization programs includes the XM17 Modular Handgun System, designed to replace the M9 pistols currently in use by the Army; the M2A1 Machine Gun; and the M4A1 Carbine.

I have been briefed that the small arms modernization program is within cost, timeline, and performance.

74. Personal protective equipment modernization.

The Army provides Soldiers with the best protective equipment in the world. Over the past ten years the Army has fielded, and continuously improved, protective equipment that saves Soldiers' lives. It is my understanding that Soldiers are equipped with a complementary suite of protective capabilities (body armor/combat helmets) that guard against multiple threats associated with ballistic, blast, and blunt force events, including ballistic projectiles and fragmentation from Improvised Explosive Devices. These improvements are drastic compared to what I personally experienced in Iraq in 2003-2004.

My understanding is that the Army's next generation PPE system is the Soldier Protection System (SPS). The objective of the SPS program is to develop a modular, scalable, and tailorable system that is designed to defeat current threats at a reduced weight in comparison to our existing PPE.

I have been briefed that the personal protective equipment modernization program is within cost, timeline, and performance.

75. AN/TPQ-53 Counter Fire Radar.

The AN/TPQ-53 (Q-53) Counter Fire Radar is a new generation of counter fire sensor with the flexibility to adapt to uncooperative adversaries and changing missions, a vital capability on today's battlefield. The Q-53 detects, classifies, tracks and determines the location of enemy indirect fire. The Q-53, replacing the current Q-36/37 Counter Fire Radars, provides enhanced performance including greater mobility, increased reliability and supportability, and the increased capability to determine the location of enemy fire in either 360-degree rotating or 90-degree stationary modes. The AN-TPQ 53 radar is on track from a cost, schedule perspective. The radar experienced performance issues during tests but we are back on track and the program is moving forward to production.

Mine Resistant Ambush Protected (MRAP) Vehicles

76. What is your understanding and assessment of the Army's long term strategy for the retention, disposal, utilization, and sustainment of its large MRAP vehicle fleet?"

The Army is retaining the best, most modern MRAPs necessary for its requirements, and where appropriate, excess equipment is made available to other agencies, activities, and nations. If confirmed, I will review the Army's MRAP strategy and make recommendations as necessary.

Army-related Defense Industrial Base

77. What is your understanding and assessment of the systems and processes for identifying, evaluating, and managing risk in the Army's organic and commercial defense industrial base?

The Army continually assesses the industrial base and makes adjustments as necessary, while maintaining compliance with legal and policy requirements, to appropriately manage and maintain a viable, ready industrial base. If confirmed, I will review the Army's industrial base strategy and make recommendations as necessary.

78. Should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major end items such as tanks, tactical wheeled vehicles or key repair parts?

It is my belief that Army acquisition leaders should consider impacts to the industrial base when addressing recapitalization or modernization requirements in order to make the best decisions for the total force. Army materiel must be available, reliable, sustainable, and affordable. Army acquisition leaders must consider all aspects of acquisition, including impacts to the industrial base, to be responsive to the needs of the warfighter.

79. If confirmed, what changes, if any, would you pursue in systems and processes to improve identification, monitoring, assessment, and timely actions to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed in order to develop, produce, and sustain technically superior, reliable, and affordable weapons systems?

If confirmed, I will review and assess the existing systems and processes the Army uses to identify potential risk to the industrial base, and monitor its overall health. I will work with Army leadership to implement required improvements to ensure that the defense industrial base remains reliable, cost-effective, and prepared to meet the Army's current and future strategic objectives.

Army Science and Technology

80. What is your understanding and assessment of the role that Army science and technology programs have played and will play in developing capabilities for current and future Army systems?

Over more than a decade of war, our warfighters have had the technical and tactical advantage over our enemies. The world has witnessed the value and impact that technologically enabled capabilities are critical to our warfighters. I have been briefed that the Army's Science and Technology (S&T) mission is to enable Soldiers to dominate the battlefield, both today and tomorrow. The Army's S&T Enterprise includes more than 11,000 scientists and engineers, has been essential to developing near-term fixes for warfighter's urgent needs. The strong technical expertise they provide has led to many fielded capabilities in response to both Operational Needs Statements (ONS) and Joint Urgent ONS. From what I have learned, the Army S&T Enterprise is aligned with and meeting the needs of the current and future warfighter.

81. Given the budget, how will you ensure that Army science and technology programs will successfully transition to operational warfighting capabilities?

The Army has established a thirty-year modernization plan to guide Science and Technology investments and provide a more deliberate and systematic planning of technology insertion into programs of record. I believe that to prevent, shape, and win future conflicts in an ever-changing world, Army Science and Technology must deliver timely technological solutions that address top priority capability gaps. Science and Technology remains a critical investment to ensure our Soldiers maintain a technological edge over potential adversaries. These investments are required to develop and mature enabling technologies. If confirmed, I would support continued investment in this area and ensure that it successfully transitions to the Army's current and future acquisition programs. Given the great uncertainty about, and increasing complexity of, future national security threats, I believe it is especially important that the Army also continues investing in basic research and development.

82. If confirmed, what metrics would you use to judge the value and the investment level in Army science and technology programs?

Historically, developing metrics associated with S&T has been exceedingly difficult. I have been advised that continuity of both funding and focus areas are keys to success within S&T, both from a technology development perspective as well as to maintain core competencies. I am told that the Army does measure how well S&T is aligned to warfighter needs and how well S&T transitions. If confirmed, I will challenge the S&T community to continue to develop additional metrics that will aid in assessing whether the Army is adequately invested.

Army Laboratories and Research, Development and Engineering Centers (RDEC)

83. What role should Army laboratories play in supporting current operations and in developing new capabilities to support Army missions?

Army laboratories should deliver technology-enabled solutions for current conflicts and develop technologies that enhance the Army's ability to prevent, shape, and win future conflicts. If confirmed, I will work to ensure that Army laboratories fulfill these important roles.

84. If confirmed, how will you ensure that the Army laboratories and research and development centers have a high quality workforce, laboratory infrastructure, resources, and management, so that they can continue to support deployed forces and develop next generation capabilities?

I fully recognize the important role that the science, technology, engineering, and mathematics workforce and laboratory facilities have in facilitating the Army of the future. If confirmed, I will learn more about the specific issues and challenges facing Army laboratories and centers and ensure they have the necessary tools and personnel to effectively perform their missions.

85. Do you support the full utilization of authorities established by Congress under the Laboratory Personnel Demonstration program that is currently being run in many Army RDECs?

Yes, I have been informed that the authorities established by Congress under the Laboratory Personnel Demonstration Program have given the laboratories and engineering centers the flexibility and tools necessary to manage and incentivize Army personnel performing this critical function. If confirmed, I will seek to ensure that the Army is taking full advantage of the authorities provided by Congress under this program.

86. Do you believe that all RDECs in the Army's Research, Development and Engineering Command (RDECOM) need enhanced personnel authorities in order to attract and retain the finest technical workforce? Would you support expansion of the Laboratory Personnel Demonstration authorities to all of RDECOM's laboratories and engineering centers?

All the RDECOM laboratories and centers are currently part of the Laboratory Personnel Demonstration, and that this provides important management flexibility for the laboratory directors allowing them to shape their workforce and remain competitive with the private sector. If confirmed, I will assess the effectiveness of these existing authorities, recommend changes, and execute as needed and appropriate.

87. Do you believe that the Army's laboratories and engineering centers should have a separate, dynamic personnel system, uniquely tailored to support laboratory directors' requirements to attract and retain the highest quality scientific and engineering talent?

If confirmed, I would fully examine this issue to better understand the potential benefits and costs of such a system. With the exception of a few organizations, it is my understanding that the Laboratory Personnel Demonstration program provides the laboratory directors with the ability to attract and retain the highest quality scientific and engineering personnel.

88. How will you assess the quality of Army laboratory infrastructure and the adequacy of investments being made in new military construction and sustainment of that infrastructure?

If confirmed, I will engage the appropriate Army organizations and stakeholders to better understand the challenges facing our Science and Technology infrastructure and develop solutions to ensure we are making the necessary investments in this important area.

89. Are you concerned about the current or future supply of experts in defense critical disciplines, particularly personnel with appropriate security clearances, to hold positions in defense laboratories?

The Army must and will compete with the private sector to attract and retain the highest quality personnel in critical, emerging areas such as materials science, biotechnology, and cyber. It is my understanding that Army laboratories have benefited from a number of congressionally authorized personnel flexibilities allowing them to mitigate many of the concerns related to hiring clearable experts. In addition, these same authorities provided the directors of each of the Army laboratories management flexibility to ensure that their laboratories possess the research programs and facilities to entice the highest quality personnel. I also understand that the Army has been investing in Science, Technology, Engineering, and Mathematics education to ensure a future workforce that includes well-trained scientists and engineers. If confirmed, I will work to ensure the Army continues to have the authorities necessary to access a high quality workforce both current and future.

Army Test and Evaluation (T&E) Efforts

90. If confirmed, how will you ensure that the Army's test and evaluation infrastructure is robust enough to ensure that new systems and technologies are tested to verify their combat effectiveness and suitability?

I will ensure the acquisition and the test and evaluation enterprise continually assesses the adequacy of the Army's test and evaluation infrastructure to support current and planned future test events. I will also take into consideration the Office of the Secretary of Defense's annual reports to Congress on developmental and operational test and evaluation as well as the Test Resource Management Center's annual budget certification focused on test and evaluation infrastructure in accordance with 10 USC 196(e)(2). If confirmed, I will take steps to protect the funding necessary to maintain a robust Army test and evaluation infrastructure.

91. What metrics will you use to assess the quality of the Army's T&E infrastructure?

If confirmed, I will assess the adequacy of the Army's Test & Evaluation infrastructure and the metrics used to support the testing requirements of Army and Department of Defense acquisition, test, and evaluation professionals.

92. If confirmed, how would you ensure that weapon systems and other technologies that are fielded by the Army are adequately operationally tested?

I will ensure that the operational test community has adequate resources to independently verify that acquisition systems and technologies employed by Soldiers under operationally realistic conditions and are operationally effective, operationally suitable and survivable prior to deployment of the systems and technology.

Army Information Technology Programs

93. What major improvements would you like to see made in the Army's development and deployment of major information technology systems?

The Army has a number of efforts to modernize the network; however, the current budget extends our modernization efforts out to 2022. My goal, if confirmed, would be to accelerate the modernization to the left to meet increasing cybersecurity threats and ensure we derive maximum benefit from increased capacity, efficient network operations and improved cybersecurity posture.

The Army must continue to streamline the IT and Cyber acquisition process so that we may procure and quickly transition the necessary information technologies to stay ahead of the threat, which requires current and cutting edge technologies.

94. How will you encourage process and cultural change in organizations so that they maximize the benefits that new enterprise information technology systems can offer in terms of cost savings and efficiency?

A key aspect of culture change is to continue to ensure that cybersecurity, threat awareness and sound cyber practices are instilled throughout the Army as an institution. The Army is working closely with DoD, the other Services and across the interagency community to ensure we improve our cyber hygiene and heighten our cybersecurity posture.

If confirmed, I will encourage the Army to continue to implement its IT management reforms initiated in 2012, and continue supporting Secretary Carter's initiative to reinvigorate DoD's relationship with our IT & Cyber industry partners. This is key to tapping the innovation present in the private sector and for enhancing our ability to rapidly identify and take advantage of changes in the technology environment.

95. What is the relationship between Army efforts at implementing enterprise information technology programs and supporting computing services and infrastructure to support Army missions and efforts being undertaken by the Defense Information Systems Agency?

I have been briefed that the Army looks to DISA as a service provider for enterprise services such as email, communication transport, and application hosting. DISA sees the Army's efforts as setting the stage for the other Services to take advantage of DISA's enterprise services and is using the Army as a catalyst to pave the way for a better Joint Information Environment across the Department of Defense.

The Army is working closely with DISA on a number of efforts to include: Enterprise Resource Programs, mobile pilots, Joint Regional Security Stacks and Multi-Protocol Layered Switching which is a huge effort for DISA and currently the biggest Army effort to build the capacity necessary to support enterprise capabilities.

Investment in Infrastructure:

Witnesses appearing before the Committee in the past have testified that the military services under-invest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of under-investment in DOD installations has led to substantial backlogs of facility maintenance activities, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity. These challenges have been exacerbated by current budget pressures.

96. What is your assessment of the Army's infrastructure?

I am aware there is a substantial backlog of facility maintenance. The Army has one of the largest real property inventory portfolios in the federal government, spread over a broad geographic footprint – both domestic and overseas. The Department is now in its fourth year of budget caps under the Budget Control Act, which have resulted in sizable underinvestment in facilities, impacting the Army's ability to sustain its current infrastructure. This continued underfunding ultimately results in greater costs down the line, as small repairs turn into much larger problems. To that end, if confirmed, I will prioritize resources on facilities that build readiness to maintain life, health, and safety standards.

97. If confirmed, what actions if any would you propose to increase resources to reduce the backlog and improve Army facilities?

The Army should address critical maintenance problems before they develop into bigger and more expensive projects. I also believe more predictable funding is essential to facility investment planning and strategic decision making. As the Army downsizes, it has excess and poor quality facilities, which are unsustainable at the current funding levels. Budget predictability and modification of the Budget Control Act would help the Army provide adequate funding for the sustainment, restoration, modernization, and military construction accounts to meet infrastructure needs. If confirmed, I will focus on reducing the Army's footprint, while adding precision to its facility investments.

Base Closure and Realignments

The Department of Defense has repeatedly requested a Base Realignment and Closure (BRAC) round.

98. Do you believe another BRAC round is necessary? If so, why?

Senior Leaders within the Defense Department and the Department of the Army have repeatedly stated the need for another round of BRAC to reduce excess infrastructure. Declining budgets and force reductions underscore the need to avoid spending resources on excess infrastructure. With the Army's announced force structure reductions to an Active end strength of ~450,000, I believe the Army must be provided the authority to analyze and where necessary reduce excess infrastructure. BRAC is a proven process that saves significant sums of money.

99. If confirmed and if Congress were to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the Department of the Army?

BRAC is a strict statutory process by which DoD can close or realign military installations. It requires a meticulous, objective, and well documented analysis, with a focus on reducing capacity, not capabilities. If confirmed, I will ensure the Army uses military value as the primary consideration and treats all bases equally using the approved 20 year force structure plan and statutory selection criteria to develop recommendations to the Commission and Congress.

100. If confirmed and if Congress were to authorize another BRAC round, what is your understanding of the responsibilities of the Army in working with local communities with respect to property disposal?

Specific Army responsibilities for property disposal can only be determined after the recommendations are approved. If confirmed I will ensure DoD resources are made available to assist affected local communities in planning the redevelopment of surplus Army properties.

It has been noted repeatedly that the 2005 BRAC round resulted in major and unanticipated implementation costs and saved far less money than originally estimated.

101. What is your understanding of why such cost growth and lower realized savings have occurred?

BRAC 2005 primarily supported Army Transformation while the Army force structure was increasing and tens of thousands of Soldiers returned to the U.S. from overseas requiring the construction of new facilities. Nearly half of the BRAC 2005 recommendations focused on opportunities to enhance military value available under BRAC authority to move forces and functions. I understand that BRAC 2005 is still saving the Army \$1 billion per year on a net \$13 billion investment (7.7 percent annual investment yield). It was also produced a significant improvement in military value (which was the goal).

102. How do you believe such issues could be addressed in a future BRAC round?

A future BRAC round could be structured differently than BRAC 2005 so as to focus on infrastructure consolidation and cost savings in response to a reducing force structure. This future BRAC would look more like 1990s-era BRAC rounds with relatively short payback periods. The payback for Army BRAC recommendations during these rounds averaged 2 years. The Army had about 30 “efficiency” recommendations in BRAC 2005. Those “efficiency” recommendations have an average payback period of 3.4 years and produce over half a billion dollars in annual savings.

Religious Guidelines

103. In your view, do Department of the Army policies concerning religious accommodation in the military appropriately accommodate the free exercise of religion and other beliefs, including individual expressions of belief, without impinging on those who have different beliefs, including no religious belief?

Yes. I am aware that the Army and DoD policies ensure that every request for religious accommodation is evaluated equally on a case-by-case basis, given the unique facts of each case, for all Soldiers, regardless of their faith background or belief or non-belief system.

104. Under current law and policy, are individual expressions of belief accommodated so long as they do not impact good order and discipline?

Yes, I am aware that current law and policy protect and accommodate individual expressions of belief, or non-belief that do not impact good order and discipline.

105. In your view, do existing policies and practices regarding public prayers offered by Army chaplains in a variety of formal and informal settings strike the proper balance between a chaplain's ability to pray in accordance with his or her religious beliefs and the rights of other service members with different beliefs, including no religious beliefs?

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

106. What is your assessment of measures taken at the Military Academy to ensure religious tolerance and respect?

As a member of the United States Military Academy (USMA) Board of Visitors, I am familiar with the measures taken at the Military Academy to ensure religious tolerance and respect. The Superintendent and Commandant take this issue very seriously and hold frequent sensing sessions to review religious tolerance. The USMA Chaplain's office has developed rules for religious discussions among cadets, faculty, and staff and has issued guidance for attending religious events. If confirmed, I will assess the effectiveness of these efforts at USMA and will monitor this area carefully across the entire force.

Delivery of Legal Services

107. What is your understanding of the respective roles of the General Counsel and Judge Advocate General of the Army in providing the Secretary of the Army with legal advice?

The General Counsel is the legal counsel to the Secretary of the Army and the chief legal officer of the Department of the Army. The duties of the General Counsel include coordinating legal and policy advice to all members of the Department regarding matters of interest to the Secretariat, as well as determining the position of the Army on any legal question or procedure.

The Judge Advocate General of the Army is the legal advisor of the Secretary of the Army, the Chief of Staff of the Army, the Army Staff, and members of the Army generally. The Judge Advocate General also directs the members of the Judge Advocate General's Corps in the performance of their duties and, by law, is primarily responsible for providing legal advice and services regarding the Uniform Code of Military Justice and the administration of military discipline.

108. What are your views about the responsibility of the Judge Advocate General of the Army to provide independent legal advice to the Chief of Staff of the Army?

I fully support the statutory provision that prohibits any officer or Department of Defense employee from interfering with the ability of The Judge Advocate General to give independent legal advice to the Chief of Staff of the Army. The Chief of Staff does not appoint The Judge Advocate General, and does not have the personal authority to remove her. This enables The Judge Advocate General to provide independent legal advice.

109. What are your views about the responsibility of staff judge advocates within the Army to provide independent legal advice to military commanders throughout the Army establishment?

I fully support the statutory provision that prohibits any officer or Department of Defense employee from interfering with the ability of judge advocates to give independent legal advice to their commanders. Staff Judge Advocates understand that the Army is the client and they are trained and instructed at The Judge Advocate General's Center and School on the importance of providing independent legal advice to commanders.

Judge Advocate General Corps Resourcing

110. What is your understanding of the current and projected manpower requirements in the Army JAG Corps?

As a former Army Judge Advocate, I am very interested in this topic. Based on my experience, I understand the important role that Judge Advocates play in providing legal advice to Soldiers, their families, and Commanders at all levels. I have not had the opportunity to thoroughly review the Army JAG Corps' current manning levels or future requirements but assure you that, if confirmed, I will undertake such a review to ensure that the Army JAG Corps is properly manned to support Commanders in all aspects of their mission.

111. If confirmed, will you review the judge advocate manning within the Army and determine whether current active-duty strengths are adequate?

Yes, if confirmed I will review judge advocate manning and work with The Judge Advocate General to ensure current active-duty strengths are adequate. As the Army continues to have emerging legal support missions in areas such as cyber, military justice, and legal assistance, I will continue to consult The Judge Advocate General and the G-1 to ensure there are also adequate levels of manning for the legal support missions for Soldiers, Family members, Retirees and the Army.

Sexual Assault Prevention and Response

112. What is your assessment of the Army's sexual assault prevention and response program?

From my initial review of the data, I see positive progress and indicators that the Army Sexual Harassment/Assault Response and Prevention (SHARP) is going in the right direction. However, I also believe that there is still much work to be done. The Army must continue to increase reporting and decrease prevalence. The Army must also focus on the issue of retaliation to ensure that victims feel safe in reporting and that we have established a command climate that demands dignity and respect for all Soldiers, Civilians and Family Members.

113. What is your assessment of the Army's programs to address and prevent retaliation or reprisal against individuals who report sexual harassment or sexual assault?

Sexual harassment and sexual assault are a cancer to our Army. The Army has been working proactively to address retaliation and reprisal against individuals who report sexual harassment or sexual assault. Past efforts have included the expedited transfer program and the implementation of the Special Victim Counsel. Most recently, the Army has spoken with and surveyed victims, implemented policy to prohibit retaliation, developed training to assist Soldiers in identifying and preventing retaliation, and implemented policy to investigate and monitor all allegations of retaliation. While I believe these programs and efforts are good steps, if confirmed, I will assess their effectiveness and recommend additional measures if necessary.

114. What do you see as the greatest challenges to the success of those programs? If confirmed what changes if any would you make to improve those programs?

The greatest challenge is eliminating sexual harassment and assault while simultaneously maintaining an environment that encourages and facilitates victim reporting. Achieving a balance between these complementary goals contributes directly to individual Soldier and unit readiness. A matter of critical importance, if confirmed I will assess and monitor closely to ensure that the Army continues to make progress toward achieving this end state.

115. What is your assessment of Army programs and policies to hold individuals accountable for retaliation or reprisal against individuals who report sexual assault or sexual harassment?

If confirmed, I will conduct an assessment to ensure policies are sufficient to hold individuals accountable for their actions. Army Directive 2014-20 prohibits any Soldier from retaliating against a victim, an alleged victim or another member of the Armed Forces based on that individual's report of a criminal offense. As a former judge advocate, I know Soldiers may be punished for acts of retaliation under Article 92 of the Uniform Code of Military Justice. I have been advised that when Army CID initiates a sexual assault investigation, it will also now initiate and conduct subsequent investigations relating to suspected threats against the sexual assault victim, including minor physical assaults and damage to property. If confirmed, I'll ensure these policies are working to hold people accountable to rid our Army of this cancer.

116. What is your view of the provision for restricted and unrestricted reporting of sexual assaults?

As a former military prosecutor and leader, I believe protecting the victim of sexual assault is imperative. Army policy favors unrestricted reporting as a bridge to offender accountability. Some victims do not want an investigation for a variety of personal reasons. Restricted reporting is a vital avenue to allow these Soldiers to obtain advocacy, medical, mental health, and legal services. I have been advised that the services and support provided to victims who initially make a restricted report sometimes provide victims with the confidence to convert to an unrestricted report. I believe we should continue to allow victims options and multiple avenues for reporting sexual assault at this time.

117. What is your view about the role of the chain of command in providing necessary support to the victims of sexual assault?

I firmly believe that Commanders, and all Army personnel occupying leadership positions, should be held accountable for setting, training and enforcing the highest standards for supporting victims of sexual assault.

Specifically, committed and engaged leadership and robust prevention campaigns at the squad leader level are critical to providing the necessary support to victims of sexual assault. Commanding officers are also responsible for setting positive command climates that not only help prevent the crime of sexual assault but also provide a safe environment where victims feel confident coming forward to report. The entire chain of command is responsible for creating a climate that prevents sexual assault, protects the victims from retaliation or reprisal, and holds the perpetrators fully accountable in accordance with appropriate legal processes. We must not rest until we rid the Army of the cancer of sexual assault.

118. What is your assessment of the Department of the Army's implementation of the requirements to establish special victim's counsel?

From what I have observed, after legislative efforts, the Army's rapid implementation of this program, which provides independent legal representation for victims of sexual assault, has been very successful in providing essential legal assistance to victims throughout the Army. Comprising approximately 75 Special Victims' Counsel at 34 installations, positive feedback from clients supports the Army's decision to place these counsel at local installations to maximize face-to-face interaction, the most effective means of delivering these critical services. These counsel have been aggressively protecting victims' rights and allowing them to make informed decisions during the military justice process. Victims are also able to swiftly address retaliation concerns with the assistance of these Special Victims' Counsel. These efforts have gone a long way, but we cannot stop until we rid the Army of the cancer of sexual assault.

119. 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?

After legislative efforts, the Army has dramatically transformed victim response services in recent years, to include professionalizing Sexual Assault Response Coordinator and Victim Advocate education, implementing a Special Victim's Counsel Program, and establishing one-stop shops for victims in Sexual Harassment/Assault Response and Prevention Resource Centers. However, we must continue to do all we can to prevent the scourge of sexual assault on our forces, and provide the victims of this intolerable crime the medical, psychological, and legal assistance they need. If confirmed, I will be committed to ensuring that adequate Army resources and programs exist so we can rid the Army of the cancer of sexual assault.

120. What is your view of the steps the Army has taken to prevent additional sexual assaults both at home station and deployed locations?

I believe the Army has made significant, measurable progress to prevent sexual assaults both at home and in deployed locations. There is, however, much more work to be done. I am committed to combating this crime and cancer to our troops.

121. What is your view of the adequacy of the training and resources Army has in place to investigate and prosecute allegations of sexual assault?

The Army has one of the best training programs for sexual assault investigators in the nation and, as a result, the Army's investigators bring exceptional investigative capabilities to each installations' special victim teams. I am also aware of the Army's development of a special victims' prosecution capability, which consists of uniquely-trained counsel focused solely on the prosecution of sexual assault and family violence crimes. These Special Victims' Prosecutors respond to every allegation of sexual assault that arises in their geographic areas and work closely with local Staff Judge Advocates and trial counsel to ensure the best advice is given to investigators and Commanders, and to ensure the appropriate disposition in each case. While the training and resourcing of specially-selected and trained investigators and prosecutors has been a focus of the Army's efforts, if confirmed, I will closely and continually monitor this critical work. We cannot rest until the cancer of sexual assault is gone from our Army.

122. What is your view about the role of the chain of command in changing the military culture in which these sexual assaults occur?

As a former military prosecutor and with the changes—driven by statute and policy—the Army has made, over the last few years, I believe the commander is central to sexual assault prevention within the Army. The commanding officer of every unit is the centerpiece of an effective and professional warfighting organization. They are charged with building and leading their team to withstand the rigors of combat by establishing a climate of dignity, respect, and trust in their unit. Leaders at every level must be held accountable to rid our troops of this cancer.

123. In your view, what would be the impact of requiring a judge advocate outside the chain of command to determine whether allegations of sexual assault should be prosecuted?

The issue of sexual assault in the Army will be one of my primary areas of focus. Ridding our Army of this cancer is a top priority and readiness issue. Significant changes to law and policy have occurred in this area over the last few years, including requirements for additional legal training for commanders at all levels, and reducing the Commander's authority in the clemency phase of sexual assault cases, to name only a few. The military justice system has recently undergone the most comprehensive revision since its implementation more than 50 years ago. Additionally, the Secretary of Defense directed the establishment of the Military Justice Review Group to conduct a comprehensive review of the military justice system. If confirmed, I would want to review all of these changes and to determine their effect on the current military justice process in sexual assault cases prior to making an assessment on further changes, including the use of judge advocates outside the chain of command making such determinations.

124. What additional steps would you take, if confirmed, to address the problem of sexual assaults in the Army?

I believe that the Army has made progress but there is additional work still to be done. If confirmed, I am committed to ensuring continued progress. The Army focused significant efforts on senior leadership engagement to address this cultural issue. To achieve continued progress, the Army is placing additional emphasis on junior leader/first line leaders with programs like "NOT IN MY SQUAD" encouraging first line leaders to achieve the culture of dignity and respect necessary to eradicate sexual assault in our Army.

Balance Between Civilian Employees and Contractor Employees

The Army employs many contractors and civilian employees. In many cases, contractor employees work in the same offices, serve on the same projects and task forces, and perform many of the same functions as federal employees. Both contractors and civilians make up an integral part of the Department's total workforce.

125. Do you believe that the current balance between civilian employees and contractor employees best serves the Army?

Although I have worked with both Department of the Army Civilians and contractors, I do not have current knowledge of any issues indicating these two components of the force are out of balance. The most effective make up for one element of the Army will not necessarily be the same for another, so determining optimal efficiency and effectiveness across the force requires detailed analysis. If confirmed, I will review and should I become aware of an imbalance or an inefficient use of taxpayer dollars, I am committed to providing the Secretary my best advice, within current statutory limitations, to remedy the situation.

126. In your view, has the Department utilized contractors to perform basic functions in an appropriate manner?

Again, although I have worked with both Department of the Army Civilians and contractors, I do not have sufficient current knowledge to assess whether or not the Department is utilizing contractors in an appropriate manner when performing basic functions. If confirmed, I will review and should I become aware of an inappropriate use of contractors, I am committed to providing the Secretary my best advice to remedy the situation.

127. Do you believe that the Army should undertake a comprehensive reappraisal of “inherently governmental functions” and other critical government functions, and how they are performed?

The Army Staff has briefed me that current law requires the Army to do so through the Inventory for Contractor Services review process. If confirmed, I will review and should I discover the Army is not in compliance with this statutory requirement, I will immediately recommend to the Secretary a plan for coming into statutory compliance.

128. Are there non-monetary reasons why the Army would need or desire one type of manpower over the other? If so, provide relevant examples where of those reasons? Under what circumstances should cost be used as the primary factor?

If confirmed, I will assess under what circumstances, within existing statutory and policy constraints, cost should be used the primary factor in the Army using one type of manpower over another. As a general rule, military personnel should perform military duties, maximizing combat power and bolstering readiness.

129. If confirmed, will you work to remove any artificial constraints placed on the size of the Army’s civilian and contractor workforce, so that the Army can hire the number and type of employees most appropriate to accomplish its mission?

By law, the Army does not manage its civilian workforce based on caps, End Strength levels or Full Time Equivalent levels. Instead the Army manages its civilian workforce based on workload, available funding, and Total Force Management statutory and policy requirements governing the mix between military, civilian employees and contractors. The Federal Acquisition Regulations require most contracts to be “performance based” rather than “personal services” arrangements unless personal services are specifically authorized by statute. By law, the Army provides input to Department of Defense plans for reducing civilian and contract funding as a percent of military funding reductions. This requires managing both civilian employees and contractors based on cost savings, rather than manpower levels, and strategically programming for both civilian and contract funding when developing Agency budgets. If confirmed, I will work to remove artificial constraints placed on the size of the Army’s civilian and contractor workforce and ensure the Army is compliant with statutory requirements.

Women in Combat Integration

Army recently completed its review of military occupations closed to service by women, prior to the Secretary and Chief of Staff essentially recommending that all positions be opened.

130. What is the military necessity to allow women to serve in the combat arms? Is there a shortage of qualified men? Does the Army assess women are as suitable, reliable and survivable as men in close combat?

Access to a greater pool of qualified individuals who meet Army standards will improve our readiness. Women have already shown their capability in combat, most recently in Iraq and Afghanistan, and the Army will continue to be a standards-based organization.

131. The Marine Corps' research demonstrated that women suffered higher injury rates among women than men when engaged in field combat exercises and training. Did Army research show the same? If so, does that concern you with respect to potential impact to female soldiers?

The Army reviewed an extensive amount of published research and injury data provided by the Public Health Center. The published research demonstrates that overall injury rates are higher for women, but higher levels of physical fitness in women reduce injury rates. If confirmed, I will work to ensure the implementation of gender neutral occupational standards and optimal physical fitness programs to place the right Soldier in the right job regardless of gender.

132. Has the Army done a cost benefit analysis of decision to send women to Ranger School? What was the ratio of female volunteers beginning the course to graduates? How does this ratio compare to male volunteers? What is the comparative cost in dollars and man hours for a female Ranger School graduate and compared to that of a male?

a. Has the Army done a cost benefit analysis of decision to send women to Ranger School?

The Army began assessing the participation of women in the Ranger Course in May 2014, and gained the Secretary of the Army's approval in January 2015 to proceed with an initial assessment in April 2015. Resource costs associated with that gender integration assessment included necessary facilities changes to establish designated female living areas and to implement safe and secure measures such as security cameras and reinforced doors. Costs associated with the Ranger Course Assessment also included the Temporary Duty costs of female Observer/ Advisors, which was approximately \$866K. This cost was driven by the fact that there were no permanently assigned female cadre in the Airborne Ranger Training Brigade at the time of the assessment and this would not be an enduring/continuing cost.

b. What was the ratio of female volunteers beginning the course to graduates?

Nineteen women started the April 2015 Ranger Course Assessment, with three graduating and earning the Ranger Tab (16%).

c. How does this ratio compare to male volunteers?

The graduation rate for males completing the same April Ranger Course was 33%.

d. What is the comparative cost in dollars and man-hours for a female Ranger School graduate and compared to that of a male?

The costs are similar for men and women attending the Ranger Course with the exception of female Observer/Advisors, which will not be an enduring cost. The Army is currently determining costs associated with permanently integrating female students into the course (e.g., billeting, latrines, and showers at Ranger training sites).

133. Do you believe Congress should amend the Selective Service Act to require the registration of women?

The decision to fully integrate women into our military is an historic decision, and full implementation of this decision requires cooperative efforts across the Department of Defense and Congress, which must decide how this impacts the Selective Service Act. If confirmed, recognizing the significance of this decision, my goal is to ensure the Army implements this change consistent with controlling law and policy, while ensuring continued successful mission accomplishment of individual Soldiers and Army units.

134. If women become subject to the draft, should they also be prepared for involuntary assignment based upon the needs of the Army?

Over the past 15 years, our volunteer force has proven its ability to succeed against challenging adversaries in rapidly changing environments. If the draft is reinstated, meeting the requirements of the Combatant Commanders will be the Army's top priority. The primary considerations in assigning a Soldier are, and will continue to be, the Soldier's current qualifications and ability to fill a valid requirement. The goal is always to place the right Soldier in the right job at the right time.

135. What is your opinion on whether men and women in combat and special forces MOSs should be subject to the same physical requirements for participation in those MOSs?

The use of gender neutral validated occupational standards and physical requirements ensures readiness across the force. My opinion is that if an individual meets the occupational standards of a specific MOS then they should be allowed to serve. If confirmed, the Army will continue to be a standards-based organization.

136. In light of Secretary Carter's decision to open all military positions to women, what do you believe are the primary challenges to implementing full integration in the Department of the Army and how do you plan to address them?

I have been briefed that the Army is taking a deliberate, methodical, standards-based approach to integrating women into previously closed occupations and positions. This analysis will identify the primary challenges to implement full integration.

137. Tank crews, howitzer sections, infantry squads, engineer squads, mortar squads and scout sections readiness require small unit stability after weapons qualification. These are the building blocks that affect Battalion and Brigade over all readiness. Given available data, women have higher rates of injury. Maternity leave can remove a female soldier from her assigned crew or squad for months. Given these challenges, what is your view on the impact this decision will have on unit readiness?

I have been advised that the Army is taking a deliberate, methodical, standards based approach to integrating women and we do not anticipate a decrease in readiness when women enter previously closed occupations and positions under current Army policies. The Army is instituting a longitudinal study on physiological injuries on all Soldiers to improve the physical readiness of all Soldiers.

Maternity Leave

Navy Secretary Mabus recently announced a change in Department of Navy policy that would provide 18 weeks of maternity leave for sailors.

****138. Would you support extending maternity leave to 18 weeks for soldiers?**

Army Soldiers and their Families are our greatest asset. I fully support Army maternity leave, but I need to better understand the impact that extending maternity six-week leave and/or parental leave would have on the readiness of the force during a drawdown before providing an opinion on this issue. If confirmed, I will review the impact extending maternity leave would have on readiness, coupled with the impact an extension of our six-week policy may have on recruitment and family resiliency.

139. If so, what would be your plan to augment or back-fill those positions occupied by female soldiers on extended maternity leave? Would you consider utilizing reservists to back-fill those positions?

Army soldiers, their families, and readiness are our top priority. I need to better understand how extending maternity leave would impact the force. If confirmed, I will review the impact on readiness, and the associated fiscal costs and its effect on recruitment and family resiliency, and I will make a recommendation on how best to mitigate any impacts.

140. In your view, how would the soldiers account and pay for the cost of additional personnel to fill positions left vacant by soldiers on extended maternity leave?

I need to better understand how extending maternity leave will impact the force. If confirmed, I will review the impact that an extended maternity leave policy will have on the readiness of the force, to include potential recruitment benefits and family resiliency.

141. Would the Army require an increase to their authorized end strength to accommodate additional manning requirements?

I need to better understand how extending maternity leave will impact the force. If confirmed, I will review the readiness impact and costs associated with providing extended maternity leave, to include potential recruitment and family resilience.

142. Do you support paid uncharged paternity leave for male soldiers in excess of the 10 days afforded by statute? If so, how many weeks do you believe is an appropriate amount of time?

I need to better understand the impacts of changing the current law regarding paternity leave. If confirmed, I will review the data and any readiness impacts and associated costs that a change in paternity leave would have on Army readiness, cost, and potential recruitment and family resiliency.

143. Do you believe the Army fully understands the cost of this reform? If so, describe those costs.

I've been advised that the Army is currently assessing the impact that this reform would have on cost and readiness. If confirmed, I will review the cost and readiness impacts, to include potential recruitment and family resilience benefits, and provide a recommendation.

Morale, Welfare, and Recreation

144. If confirmed, what challenges do you foresee in sustaining Army MWR programs in the future fiscal environment?

Soldier and Family quality of life is an essential component to our Army. Moreover, Family is one of the most important components of retention. We have tremendous programs now. The challenge is to re-shape MWR to address the needs of the Families while adapting the programs to be less dependent on appropriated dollars. If confirmed, I will work to ensure the Army's highest priority MWR programs are fiscally sustainable and continue to provide Soldiers and Families a quality of life they so deserve.

Military Health Care

145. In your view, what should the Army Medical Command do to improve access to care in its medical treatment facilities?

As a former Army judge advocate, I recognize the importance of providing timely and high quality care to our Army family. If confirmed, I will work with the Army Surgeon General to ensure we continue to make focused improvements in access to care and that we are diligent in the governance and oversight of our healthcare responsibilities.

146. If confirmed, how would you work with the Surgeon General of the Army to improve the healthcare experience for soldiers and their families?

I am committed to working with The Surgeon General to ensure that Soldiers, Family Members and Retirees have access to quality and safe health care where and when it is needed. My focus will be on improving access by expanding the number of portals available to obtain an appointment, and by studying the possibility of leveraging such tools as expanding the use of Telehealth beyond the fixed facility and into the patient's home.

Family Readiness and Support

Soldiers and their families in both the active and reserve components have made, and continue to make, tremendous sacrifices in support of operational deployments. Senior military leaders have warned of concerns among military families as a result of the stress of deployments and the separations that go with them.

147. What do you consider to be the most important family readiness issues for soldiers, and their families, and, if confirmed, how would you ensure that family readiness needs are addressed and adequately resourced, especially in light of current fiscal constraints?

Our Soldiers and their families are our greatest asset. I am aware and believe that continued deployments, rotations, separations and permanent changes of station are very stressful to Soldiers and Families and that effective programs to reduce that stress are critical to the Army's readiness. If confirmed, one of my top priorities will be adequately resourcing programs that address and prevent negative behaviors such as domestic violence and substance abuse. Another area of great importance to me is Soldier and Family financial readiness. These programs build resiliency, self-reliance, and confidence to enable Soldiers and Families to remain Total Army Strong. If confirmed, I will work to ensure the fiscal viability of Family programs such as those that provide child care and family advocacy services, as well as effective financial readiness training to Soldiers throughout their careers.

Suicide Prevention

The numbers of suicides in each of the Services continue to be of great concern to the Committee.

148. If confirmed, what role would you play in shaping suicide prevention programs and policies for the Department of the Army to prevent suicides and increase the resiliency of soldiers and their families?

Suicide prevention must be a priority and I will personally oversee the Army's Suicide Prevention efforts. The Army's ready and resilient campaign along with targeted and integrated training efforts are working to build protective factors, instill deterrence, prevention and intervention strategies with an aim to identify behaviors, which are associated with suicide. If confirmed, I will ensure that the Army continues to collaborate with our sister services and the Defense Suicide Prevention Office to address common challenges and share best practices and results of Army-specific initiatives.

Support for Wounded, Ill, and Injured Soldiers

Servicemembers who are wounded or injured in combat operations deserve the highest priority from the Army and the Federal Government for support services, healing and recuperation, rehabilitation, evaluation for return to duty, successful transition from active duty if required, and continuing support beyond retirement or discharge.

149. What is your assessment of the progress made by the Army to improve the care, management, and transition of seriously ill and injured soldiers?

I am confident in the progress the Army has made to improve the care for our wounded, ill and injured Soldiers, but we must continue to maintain and improve upon the great work we have already done for seriously ill and injured Soldiers. If confirmed, I will continue to leverage the Medical Command's rigorous organizational inspection program, Army and Department of Defense Inspectors General, the Army Audit Agency, and external audit organizations, such as by the Government Accountability Office, to drive improvements in the care and management of our seriously ill and injured Soldiers.

150. If confirmed, are there additional strategies and resources that you would pursue to increase the Army's support for wounded soldiers, and to monitor their progress in returning to duty or to civilian life?

Warrior care should remain an Army priority; it is an enduring mission and our sacred obligation. If confirmed, I will ensure that the Army remains committed to ensuring our wounded, ill, and injured Soldiers have the best health care possible to either successfully remain on active duty or transition from military service into communities as productive Veterans. If confirmed, I would work on these important priorities and continue collaborative efforts with the Department of Veterans Affairs to facilitate the seamless transition for our Wounded Warriors.

Senior Military and Civilian Accountability

While representative of a small number of individuals in DOD, reports of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently received. Whistleblowers and victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.

151. What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department?

If confirmed, I will demand accountability from all of our leaders. My view is that the Army should demand that all Soldiers and Army civilians abide by the Army values. We will hold leaders accountable for ensuring professionalism, trustworthiness, expertise, and honorable service, while also ensuring that all members receive appropriate due process when they fail to meet Army standards.

152. If confirmed, what steps would you take to ensure that senior leaders of the Army are held accountable for their actions and performance?

I will ensure that all allegations of misconduct or performance against general officers and senior executive service civilians, of which I am aware, are properly referred to the Inspector General of either the Army or the Department of Defense for a thorough, impartial investigation, regardless of the perceived credibility or magnitude of the allegation. If asked, I would also provide my best professional advice to the Secretary of the Army regarding the appropriate disposition of any substantiated allegation of misconduct or performance by a senior leader.

Management and Development of the Senior Executive Service (SES)

The transformation of the Armed Forces has brought with it an increasing realization of the importance of efficient and forward thinking management of senior executives.

153. What is your vision for the management and development of the Army senior executive workforce, especially in the critically important areas of acquisition, financial management, and the scientific and technical fields?

I will work closely with the Army staff to ensure the availability of talented individuals prepared to fill key leadership positions throughout the Department of the Army and the Army-serviced organizations, such as European Command, Africa Command, Southern Command and the majority of the executives assigned to the US Mission to NATO. I have been advised, that in order to meet this goal, the Army will need to continue to leverage talent and performance management programs and that those programs will need to be extended below the executive level to ensure the availability of a strong bench of candidates. I understand the Army has implemented new initiatives for the mid- and senior graded GS (and equivalent) workforces, and, if confirmed, I intend to continue to promote these to build a diverse bench of leader candidates.

****154. Do you believe that the Army has the number of senior executives it needs, with the proper skills to manage the Department into the future?**

The Army manages senior executives to best meet leadership needs for Army and DoD. I understand that the Army continuously reviews the alignment of senior leader allocations to leadership needs and identifies changes in requirements. If confirmed, I will review this process and make recommendations to ensure the Army has the proper skills for the future.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

156. Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

157. Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Under Secretary of the Army?

Yes.

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

158. Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes.

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

159. Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes.