

Senate Armed Services Committee
Advance Policy Questions for Dr. Laura Taylor-Kale
Nominee for Assistant Secretary of Defense for Industrial Base Policy

Duties

1. What is your understanding of the duties and functions of the Assistant Secretary of Defense for Industrial Base Policy?

The defense industrial base is fundamental to our national and economic security. The United States faces threats to financial viability and supply chain resilience from near-peer and peer competitors. At the same time, the changing manufacturing and industrial workforce and nature of work is shaping the capabilities and business models of the manufacturing and defense industrial base. Having offensive and defensive strategies to mitigate risks and promote a healthy and resilient defense industrial base is the primary responsibility of the ASD(IBP). The ultimate objective of the ASD(IBP) should be ensuring that the defense industrial base is healthy and resilient in the face of these many challenges and that our nation and our warfighters have the critical supplies of materials and equipment they need.

I understand that as the principal advisor to the Under Secretary of Defense for Acquisition and Sustainment for all industrial base policies, the ASD(IBP) is responsible for providing detailed analysis of, and insight into matters related to the global, commercial, and financially complex industrial supply chain that is essential to our national security. I believe that the ASD(IBP) must always ensure that the Department's policies deliver secure and resilient capabilities to our forces. The ASD(IBP) must conduct and coordinate global investment and antitrust reviews and forecasts within the Department and develop the DOD position on such matters in consultation with the DOD General Counsel; oversee and participate as the DOD representative in matters pertaining to CFIUS; and maintain effective oversight of small business programs and support and encourage small businesses, minority and female-owned enterprises, and nontraditional suppliers.

2. What background and experience do you possess that qualify you to perform these duties? What background or experience, if any, do you have in industrial base issues, including supply chain management?

The duties and responsibilities of ASD(IBP) require analytical, policy, technical, management and organizational, and interagency coordination skills. I have more than 20 years of experience working in government, private sector, multilateral organizations, academia, and the nonprofit sector at the interface between business and government, and between national and economic security. As the Deputy Assistant Secretary (DAS) for Manufacturing in the Commerce Department's International Trade Administration, I learned well the importance of understanding industry challenges and needs. I see great value in policymakers liaising directly with manufacturers to increase export potential for U.S. companies. As the DAS, I worked directly with several industry groups and trade

associations in addition to serving as the Department's chief interlocuter with the Manufacturing Council and industry trade advisory committees in the domains of aerospace equipment, automotive equipment, forest products and building materials, and civil nuclear energy. As Commerce DAS, the Deputy Assistant Secretary of Defense for Manufacturing and Industrial Policy was my counterpart and key partner in CFIUS reviews. We also worked together to analyze defense and civilian commercial manufacturing issues like the decline of machinery, casting and forging sectors, small business and entrepreneurship, and dual use commercial/defense technologies.

Additionally, I have a decade of experience as a U.S. diplomat working on economic and business issues across three continents. I have significant on-the-ground experience working closely with the Department of Defense on infrastructure and industry engagement from my service in Afghanistan. I engaged directly with industry on export opportunities and critical resources in Asia and Africa as a State Department Foreign Service (FSO) economic officer. I was the first State Department FSO to become an advisor on the Executive Boards of the private sector investment arms of the World Bank Group (International Finance Corporation), and in that role, as well as in my role as senior advisor for policy and operations related to private sector investment at the Overseas Private Investment Corporation, I garnered significant experience in investment reviews and interagency financial policy. I have also managed organizational change processes that involve expanding capabilities and working closely with the interagency to expand an agency's footprint and impact on business policy issues.

Lastly, I have a proven track record of understanding industry needs, particularly in manufacturing. I understand the underlying strategies, business models, and profit-and-loss evaluations. I have detailed knowledge of technology innovation and the impact on workforce development, and I have translated this knowledge into actionable policies. I also have conducted extensive research in academia and as part of the Council on Foreign Relations' Renewing America Initiative on manufacturing and industrial policy and the future of the U.S. workforce. My research into the role of cross-sector/public-private partnerships, ecosystems and supply chain management, technology innovation and entrepreneurship, workforce challenges, and innovative financial tools to help scale opportunities for entrepreneurs has direct implications for how policy can effectively support the health and resilience of the defense industrial base.

If confirmed as the ASD(IBP), I will leverage my analytical, managerial, financial, negotiation, diplomatic, and organizational leadership skills and knowledge gained from prior experience to advance the Department's national security objectives and to be an important partner for industry. I will directly apply my leadership and management experience to the important task of ensuring the overall success of defense industrial base policy management.

3. If you are confirmed, what duties and functions do you expect that the Under Secretary of Defense for Acquisition and Sustainment will assign to you?

If confirmed, I would expect the Under Secretary of Defense for Acquisition and Sustainment to prescribe duties and functions for me in accordance with 10 U.S.C. §

138(b)(6), the Acquisition and Sustainment charter, and, if available, the IBP organizational charter. I would expect these duties and responsibilities to include primary management, coordination, and oversight of programs and policies related to industrial base resilience, industry engagement, international cooperation, and small business programs. If I am confirmed, I will work closely with Under Secretary LaPlante on all matters related to the IBP portfolio, as well as fulfill to the best of my ability any other duties and responsibilities he assigns to me. If confirmed, I would manage and lead the IBP team to provide the subject matter expertise and experience necessary to deliver programs and policies that promote a strong and resilient defense industrial base. We would remain mindful of our primary objective: to facilitate the delivery of secure and resilient capabilities to our armed forces and allies.

Qualifications

The Assistant Secretary of Defense for Industrial Base Policy (ASD(IBP)) is the principal advisor to the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) for all industrial base policies and related matters. If confirmed, in supporting the USD(A&S), you will be responsible for establishing policy and conducting oversight of the defense industrial base which supports the acquisition and sustainment of our military forces.

4. What background or experience, if any, do you have in ensuring and implementing supply chain management and security?

As an economic officer in Afghanistan, I gained on-the-ground experience in working with industry and military officers on supply chain management and security with a focus on infrastructure development and telecommunications services and security. Additionally, I have conducted extensive research on these issues as part of my study of cross-sector partnerships, ecosystem development, and industrial policy. If confirmed, I will bring these experiences to bear in assessing the risks to defense industrial supply chains and in managing OASD(IBP) policies and programs aimed at ensuring supply chain management and security.

5. What background or experience, if any, do you have in conducting global investment reviews and forecasts that help inform acquisitions and investments?

My work in interagency global economic policy at the State and Commerce Departments provided me with extensive background in investment reviews including CFIUS. Additionally, I reviewed investments in my work on the Executive Board of the private sector investment and lending arms of the World Bank Group. If confirmed, I would use this to lead, manage, and provide oversight of OASD(IBP) global investment reviews and forecasts, so as to inform the Department's assessment of acquisitions and investments in the defense industrial base.

6. What background or experience, if any, do you have in overseeing commercial mergers and acquisitions or conducting antitrust reviews?

In addition to my interagency experience in analyzing private sector investments, I have advanced degrees in economic policy and business administration, with corporate finance training, including mergers and acquisitions and antitrust analysis. If confirmed, I will bring my analytical skills to bear in understanding the complex challenges that mergers and acquisitions and antitrust matters pose for national security and the overall health of the defense industrial base.

7. What background or experience, if any, do you have in developing policy and processes for programs to acquire products and/or services, as well as policies and processes for oversight of such programs?

In my prior work at the Departments of State and Commerce, Mathematica Policy Research, and the World Bank, I developed policies and processes for managing and overseeing programs for services and products. If confirmed, I will bring to bear this experience and my organizational and program management skills to leading, managing, and providing oversight of OASD(IBP) industrial base programs.

8. What qualifications do you have using modern data approaches, tools, and methods that prepare you to maintain visibility of, analyze, and manage data on the volume, variety, and complexity of the inventory of acquisition and industrial base initiatives and programs in the Department?

In addition to my prior analytical work at Mathematica Policy Research, the Departments of State and Commerce, and the Executive Board of the World Bank Group, I have advanced doctorate-level training in modern, complex data methodology, approaches, and tools. I have used my advanced skills in both quantitative and qualitative data gathering and analysis to manage the collection, synthesis, analysis, and visualization of complex data at the network, industry, and organizational levels. If confirmed, I will bring to bear this experience in leading, managing, and overseeing the research and analytics arms of the OASD(IBP), and in assessing the complexity and diversity of data generated by acquisition and industrial base initiatives across the Department of Defense enterprise.

9. What background or experience, if any, do you have in managing programs which encourage small business and/or nontraditional business participation in government contracting?

As the Commerce DAS for Manufacturing and as senior official at the Overseas Private Investment Corporation, I worked on engaging and encouraging small business and nontraditional participation in government programs. If confirmed, I will bring to bear this experience to encourage the participation of small businesses and nontraditional suppliers in defense contracting.

10. What background or experience, if any, do you have in overseeing, pursuing or managing programs that support international armaments or security cooperation?

As a career diplomat in the State Department, I worked overseas with defense attachés and defense cooperation offices in the pursuit of security cooperation in bilateral and multilateral settings. If confirmed, I will use my diplomatic skills and experience to support international armaments and security cooperation with allies and strategic partners in support of the defense industrial base and industrial supply ecosystems.

Priorities and Challenges

11. If confirmed, what are the top priorities you would plan to focus on during your tenure as the ASD(IBP)? What would be your plans for achieving these priorities?

Our national security rests on our economic security and the tools and capabilities our troops have to confront and overcome rapidly evolving challenges from strategic competitors and adversaries. The COVID-19 and the Ukraine crises have laid bare some of the vulnerabilities in our defense industrial base and supply chain ecosystems. A healthy and resilient defense industrial base can deliver the capabilities that meet the current and future needs of U.S. forces. These vulnerabilities represent both immediate and long-term national security risks and economic risks because they could adversely affect our ability to provide our troops with these essential capabilities. If confirmed, my top priority would be strengthening the defense industrial base and its supply chains, including continual assessment of the strengths and weaknesses of the defense industrial base to identify risks and opportunities, and then determine the best authorities available to mitigate those risks and realize opportunities.

In consultation with Congressional Committees, engagement with industry, and in close coordination with senior officials across the Department enterprise, the White House and the interagency, if confirmed, I would focus on several key areas to address short term gaps and the long-term health and resilience of the defense industrial base. First, I would assess risks and develop and execute plans to shore up supply chain vulnerabilities, particularly around critical minerals and materials. I would do this by aligning risk mitigation priorities with the needs of industry and lessons learned from the COVID-19 pandemic and Ukraine crises. The recent reports published in response to the Executive Order 14017, *America's Supply Chains* outlines actionable recommendations the Department can take to address this challenge. Second, I would focus on protecting the defense industrial base from foreign adversarial capital and investments. Third, I would aim to support small businesses and nontraditional suppliers as important components of the defense industrial base for spurring innovation and promoting competition in the defense industrial base. Finally, the development and fielding of new, innovative technologies are important for the health of the industrial base and for providing the capabilities our armed forces need.

12. In your opinion, what are the greatest challenges facing the defense industrial base?

The fundamental challenge to the defense industrial base is striking a balance between the sustainment of existing industrial capability, while setting the conditions for the

successful adoption of more capable systems that are necessary for strategic competition with peer and near-peer competitors. In my view, the defense industrial base can be differentiated from commercial sectors in that it responds to the demand signals from the Department of Defense and must reckon with programmatic and budgetary challenges of working closely the Department on capabilities and tools that ultimately meet DOD needs and national security specifications for our armed forces. The threat environment is rapidly evolving and the priorities and needs of our armed forces must keep pace and get ahead of the shifting threat environment. Russia's invasion of Ukraine has destabilized supply chains, making it difficult to secure critical and strategic materials. Additionally, we face strategic economic challenges from China, including threats to intellectual property and to supply chain resilience through adversary investment capital. President Biden has also outlined another pernicious challenge for U.S. industry: vulnerability to malicious cyberattacks from foreign adversaries, like Russia.

13. What would be your plans for addressing these challenges, if confirmed?

The key to addressing these challenges is deploying a holistic approach where policymakers assess and mitigate risks along the entire industrial supply chain. It is my understanding that the President's Budget Request for Fiscal Year 2023 drives at the heart of this challenge, including additional resources to support the Office of (???) Industrial Base Policy and support for building upon the efforts of the Executive Order 14017 report. It is also my understanding that the Department has programs to assist small and medium sized businesses with implementing cybersecurity improvements, including Project Spectrum.

If confirmed, I will work across the Department, with interagency partners, and in partnership with industry and the Congress, to address these challenges. I would also seek to directly engage our allies to create partnerships for ensuring capabilities critical to the health and resilience of the defense industrial base. Additionally, if confirmed, I would continue to prioritize innovation and entrepreneurship through small business programs. I would look for ways to move innovations past prototyping and into production lines. In this regard, I would work with USD(A&S) to improve collaboration with OUSD(R&E).

14. By what metrics will you measure your progress towards achieving these priorities and addressing these challenges?

The data and metrics in Industrial Base Policy should address cross-cutting industrial base challenges that impact the Military Services and Joint Chiefs' Planning units. Metrics are only as viable as the underlying data that comprise them. As Under Secretary LaPlante has said, data should be robust, readily accessible, and measured against sound metrics. I share Under Secretary LaPlante's view that if we don't move innovative technologies and research into production lines, we have not succeeded. Ultimately, the measure of success is the reduction of shortfalls to readiness and estimated national emergency requirements, such as those provided in the reports under Executive Order 14017, *America's Supply Chains*.

If confirmed, I will work closely with OUSD(A&S), this Committee, industry partners, and senior officials across the Department, including in Joint Chiefs' planning and the acquisitions and logistics teams in the Military Departments to assess available data and align metrics.

Office of the ASD(IBP)

If confirmed, you will serve as the first Assistant Secretary of Defense for Industrial Base Policy.

15. How would you ensure that this new position and office are successful in overseeing and managing the defense industrial base?

From my experience in the interagency, I saw first-hand how critical DOD's Industrial Base Policy functions were for understanding vulnerabilities and implementing a robust strategy for manufacturing and industrial policy. This observation has been heightened by the constantly changing threat environment and the strategic vulnerabilities in our industrial supply chains that the COVID-19 crisis and Russian aggression in Ukraine has revealed.

If confirmed, I will work closely with this Committee and its staff as well as with industry partners, and senior leadership across the DOD enterprise to advance OASD(IBP)'s efforts to ensure the health and resilience of the defense industrial base.

16. How would you ensure the office of the ASD(IBP) is adequately resourced (in terms of personnel, budget, and authority) and provided with the high-level support necessary to perform its duties and responsibilities?

I understand that this Committee and Congress has given the Department Title 10 authorities and resources to address the risks and opportunities in the defense industrial base. If confirmed, I will work with leadership in the Department, at the White House, and with the Congressional Defense Committees to determine OASD(IBP)'s resourcing requirements and recommend any changes necessary.

17. Are there any organizational or legislative changes to the office of the ASD(IBP) you believe would be beneficial to carrying out the duties of the ASD(IBP)?

If confirmed, I will work with Under Secretary LaPlante, as well as with leadership in OASD(IBP) and within the Department to review OASD(IBP)'s legislative authorities and organizational structure and recommend any changes necessary.

18. How would you work with other offices outside of the office of the ASD(IBP) that have key roles in the defense industrial base, such as the service ManTech programs, the manufacturing innovation institutes, service small business offices, and counterintelligence field offices?

If confirmed, I will regularly engage with organizations outside of the OASD(IBP) that have key roles in the Defense Industrial Base to ensure that our actions are fully coordinated and aligned within the Department. Organizations and programs outside of OASD(IBP) and across the Department enterprise and in the interagency are key partners for information and data gathering, and in implementing policies that strengthen the defense industrial base. For instance, as Commerce DAS for Manufacturing, I visited several of the Manufacturing USA institutes in which the DOD and the Departments of Energy and Commerce have partnered to fund and launch. These institutes have great potential to bridge the gap between developing ideas and innovative advanced manufacturing technologies, through prototyping, and scaling emerging technologies, to create cross-sector ecosystems to address industrial workforce skills shortages, and to provide training and support for small businesses and entrepreneurs in cybersecurity and supply chain management. Continued engagement with these institutes will be important for addressing vulnerabilities in the defense industrial base. Other manufacturing and small business offices and programs such as those within the Military Departments provide critical links with service acquisition programs.

19. What is your understanding of the role of the Commercial Due Diligence office? Do you need additional tools, data, techniques or processes to make their work more effective?

My understanding is that this office falls under the Office of Industry Engagement in OASD(IBP). If confirmed, I intend to review the functions of this office to assess if additional tools, techniques, or processes are needed to improve its effectiveness.

Health of the Defense Industrial Base (DIB)

Over the past several years, there have been increasing concerns in Congress, industry, and the Department over the health of the DIB and its ability to reliably meet current and future defense needs.

20. What do you assess to be the most significant challenges facing the DIB?

In my view, the defense industrial base faces several significant challenges stemming from de-industrialization and overall changes to the U.S. economy over the last 50 years and strategic economic and geopolitical threats from peer and near-peer competitors, particularly China's adversarial capital and efforts to undermine a rules-based international order. A fundamental challenge facing the DIB involves striking a balance between the production and sustainment of mature systems and industrial capabilities we have today while setting the conditions for the successful adoption of more capable systems that are necessary strategic geopolitical competition with peer and near-peer competitors. Moreover, the defense industrial base must reckon with the complexity of

managing global supply chains, including sourcing and processing critical materials and strategic materials and maintaining security, protecting against cyber intrusions, and ensuring overall stability. Additionally, workforce challenges undermine the resilience of the defense industrial base as manufacturing industries face an aging manufacturing workforce and dearth of new workers with STEM/industrial skill capabilities. Finally, programmatic and budgetary instability, erratic planning and investments in the defense industrial base, and more recently, the potential effects of inflation all weaken the DOD-industrial base relationship, make DOD an unattractive customer and partner.

21. How would you propose to address these challenges, if confirmed?

If confirmed, I will work across the Department of Defense enterprise and with Congress, White House, our interagency and international partners, and industry to move beyond diagnosis and to develop strategic courses of action. I recognize that these challenges were decades in the making and will require a long-term commitment to address.

22. What steps will you take to ensure the DIB has the appropriate scientific, technical, and manufacturing workforces to support current and future needs of DOD?

If confirmed, I will focus on maintaining a manufacturing and defense industrial workforce that is robust and balanced across both traditional industrial trade skills and, in partnership with OUSD(R&E), advanced, next generation scientific, technical and industrial skills. I support continued emphasis on critical STEM education and technological innovation that underpins the DIB's scientific and engineering workforce as well as work closely across the DOD enterprise including with the OUSD(R&E) to align programs and policies that support STEM and manufacturing workforce development in the defense industrial base. I will further develop courses of action with industry and interagency partners and leverage any appropriate authorities to prioritize training the DIB workforce and ensuring access to technical know-how needed to produce and sustain our weapons systems and maintain DoD's competitive advantage.

23. What steps will you take to ensure that the DIB has the appropriate manufacturing and production infrastructure to support current and future needs of DOD?

I believe that key Title 10 tools and authorities for industrial base support including the Defense Production Act and the Industrial Base Analysis and Sustainment program are key to DOD's efforts to support the defense industrial base manufacturing and production infrastructure. If confirmed, I will work with Department leadership to continue to leverage these authorities as effective tools for advancing the Department's partnership with industry and explore any modifications to the authorities and other tools that may be necessary to support the Department's current and future industrial base needs.

24. What steps should the Department take—on its own or as part of a “whole of government” approach—to increase domestic industrial capacity and reduce reliance on suppliers in China or other adversaries?

Addressing critical vulnerabilities in industrial supply chains, reducing reliance of foreign adversaries, and securing domestic industrial capacity is key to U.S. economic and

national security. As Under Secretary LaPlante has argued, the United States should have a “whole-of-nation” approach to incentivize commercial industry to on-shore and ally-shore or “friend-shore” their supply chains. I believe the Department of Defense should apply its authorities to build resilience into supply chains, support innovative small businesses, expand domestic manufacturing capacity, and secure access to the industrial capacity of our strategic allies, particularly the NTIB.

If confirmed, I will work with industry and the Department’s interagency and international partners to review how IBP and its authorities can be used to support these efforts within and external to the Department, with an emphasis on productivity and competitiveness. Additionally, I will work with A&S leadership and OUSD(R&E) to transition manufacturing innovations and reduce dependence on foreign sources. I will aim to increase secure access to domestic and allied industrial capacity through targeted investments in key industrial sectors at home, in our closest allies, and with other security partners. Deepening our supply chain cooperation will enable the United States to take advantage of secure sources of supply, create stronger bonds of friendship between our countries, and take strong steps towards building a more capable industrial network that can reduce our collective reliance on suppliers in China and in other adversaries.

If confirmed, one of the Deputy Assistant Secretaries that will report to you is focused on industrial base resiliency.

25. What is your understanding of how resilience within the defense industrial base is currently measured and assessed?

My understanding is that the Department views resilience as greater domestic industrial capabilities and reduced foreign dependency, particularly on foreign adversaries. Under the Executive Order 14017 Report on Critical Supply Chains and the DOD-led 100-Day Review, the Department assessed supply chain resiliency by prioritizing four focus areas that are particularly important to national security. Underpinning these focus areas are four key strategic enablers required for mission success: workforce, small businesses, manufacturing, and cybersecurity. The Report also contains a series of cross-cutting recommendations for the Department to pursue, both on its own and with its partners in industry, government, academia, and the Congress.

If confirmed, I will work across the DOD-enterprise to ensure that the Department uses shared metrics for measuring and assessing this goal.

26. Are there other metrics or data frameworks that you think should be developed to improve measurement and assessment capabilities?

If confirmed, I will review the Department’s progress towards implementing the recommendations of the EO 14017 Report on Defense Critical Supply Chains, the 100-Day Review, as well as the Department’s current framework for evaluating DIB resilience, and suggest improvements as necessary.

Section 4819 of title 10, United States Code, established a framework for modernizing and digitizing the approach for mitigating risks to the defense industrial base.

27. What is your understanding of the status of implementing that framework?

In a rapidly changing threat environment, I recognize the importance of modernizing and digitizing processes and information to ensure the integrity of the defense industrial base. It is my understanding that the characterization, monitoring, and assessment of the defense industrial base and industrial base support is an important responsibility within OUSD(A&S) and will allow the Department to make informed decisions on the policies, programs and procedures it uses to mitigate risks the defense industrial base. If confirmed, I look forward to learning more details about the steps the Department has taken to implement this framework.

28. What other steps would you take to assess the health of the current and future defense industrial base?

In addition to the instructions and authorities in Title 10, if confirmed, I would work closely with industry partners and seek to understand and potentially leverage the process used to develop the E.O. 14017 report, “Securing-Defense Critical Supply Chains” recommendations. Additionally, I would examine the recent GAO report outlining the Department’s risk mitigation strategies to determine where OASD(IBP) can work across the DOD-enterprise, particularly with Military Service Departments to support efforts to improve the Department’s visibility into the DIB’s supply chains.

Domestic Sourcing

The Biden Administration has made domestic sourcing a key part of its policy agenda. If confirmed, you would oversee the beginning of a significant push to increase DOD’s procurement of American-made goods, products, and materials.

29. Do you see any associated challenges or opportunities? Please elaborate.

I strongly support the Department and other Federal agencies’ efforts to better leverage authorities to promote domestic sourcing and encourage increased domestic and allied production of critical and strategic raw materials. Domestic sourcing rules provide a critical benefit to the Department of Defense. For example, the Department has sourced titanium from domestic sources for many years, and this rule has insulated DoD from much of the volatility flowing from Russia’s invasion of Ukraine.

30. In your opinion, what role should domestic sourcing requirements play in efforts to manage the DIB, support domestic companies, and ensure trusted and reliable supplies of goods and services?

Domestic sourcing requirements provide a valuable tool to insulate the DoD from adversarial sourcing risk, while supporting the development of domestic sources of

supply. At the same time, we should remain open to the innovation and reliable sources of supply from our allies and partners.

31. In your opinion, what role should the Department play in reviewing and recommending domestic sourcing requirements prior to such requirements going into effect?

It is my understanding that the Department plays an active role in the review of domestic sourcing rules through the Federal Acquisition Regulation Council. It also is my understanding that the Office of Industrial Base Policy provides input to FAR Council deliberations, but this activity is principally driven by Defense Pricing & Contracting (DPC).

If confirmed, I will continue to provide the necessary technical support as DPC engages with the FAR Council.

32. In your view, what would be the benefits of greater Departmental input and involvement prior to domestic sourcing decisions being made?

As the largest discretionary direct appropriation in the Federal Government, the Department of Defense has an important role in shaping domestic sourcing rules. It is my understanding that DoD's input is incorporated through the FAR Council.

33. In your view, what steps should the Department take to ensure that companies are able to find needed financing and resources from trusted sources?

I recognize that access to trusted financing and resources are vital to ensuring the defense industrial base can continue to modernize and evolve to provide the Department with its required defense capabilities. In my view, the Department should facilitate access to well-vetted financing and resources for defense industrial base companies, particularly small and medium-sized enterprises and nontraditional suppliers who may not have the resources and staffs to examine this information. Given my interagency experience as DAS for Manufacturing at the Commerce Department, I am particularly in favor of the Department using its authorities to prevent the transfer of sensitive U.S. technology and information to foreign adversaries. If I am confirmed, I look forward to learning more about the Department's efforts to provide pathways to reliable funding sources and will work with my team to identify any gaps in our existing authorities.

34. What actions should the Department take to address the threat of "adversarial capital" from China and other sources that seek to gain undue influence over the DIB?

I share concerns that Chinese and other adversarial investments in U.S. infrastructure, data, and emerging technologies are a significant concern. I recognize the importance of ensuring adversarial capital from China and other sources does not gain undue influence over the DIB. I understand that the Department works closely with interagency partners and international allies to combat these efforts and develop a common understanding for these threats. If confirmed I will review those efforts and will work with my team to

provide any recommendations on additional actions or authorities as appropriate and on mechanisms to educate and train industry partners and explore the potential of working with trusted domestic capital providers.

35. How can the Department better leverage suppliers in the national technology and industrial base (NTIB) and among allies and partners?

I understand that the United State is strengthening its NTIB through exploring opportunities for information sharing, driving opportunities for lessons learned, and work streams for to pursue joint action against supply chain vulnerabilities, especially for critical materials and rare earth elements. In addition, “Ally-shoring” and “Friend-shoring” could be important avenues that support critical and strategic supply chains. If confirmed, I will use my diplomatic background and skills to better leverage NTIB suppliers and work with our allies and strategic partners to enhance our combined capabilities and ensure that we are protecting our mutual interests from adversarial practices and threats. I look forward to working with this Committee on these important Title 10 authorities and reviewing the Department’s existing efforts and recommending new initiatives, as necessary.

Mergers and Acquisitions

The February 2022 State of Competition within the Defense Industrial Base report highlights the consolidation of the defense industrial base into fewer large prime contractors as a significant risk to competition within the DIB.

36. In your view, what is the appropriate role for the Department with respect to proposed and ongoing private sector merger and acquisition activities of DOD contractors?

My understanding is that the Department’s role in the U.S. government’s review of merger and acquisition activities is to assess the anti-competitive and national security impacts of a transaction on the defense industrial base and convey those assessments to the regulators at the Department of Justice and Federal Trade Commission. If confirmed, I will work with the Department’s senior leadership to review DoD’s current role and recommend adjustments, if necessary.

37. What are your views on defense industry mergers and acquisitions in terms of Pentagon guidance to industry?

Defense industry mergers and acquisitions impact the level of economic competition in the DIB. In general, I believe this should be a subject of on-going dialogue between the Department and the defense industry as the Department implements acquisition and sustainment policies more broadly and ensures effective competition. It is my understanding that increased competition is in the Department’s budgetary interest and that the Department is working to implement recommendations from the 2022 State of Competition in the DIB report. If confirmed, I will work with OASD(IBP) team, senior

Department officials, and the interagency to understand the case-by-case implications of industry mergers and acquisitions.

38. In your opinion, does DOD focus enough on the potential consolidation of sub-contractors and suppliers in addition to prime contractors?

My understanding is that one of the challenges in assessing supply chain resiliency is a lack of visibility into second and third tier suppliers and subcontractors. However, I also understand that the Department is exploring ways to enhance that visibility, which would enable the Department to better analyze the state of these businesses, including merger and acquisition activities. If confirmed, I will review the Department's current efforts towards this goal and make recommendations, as needed, to assess the effect of potential consolidation of subcontractors and suppliers on the DIB.

Organic Industrial Base

39. In your opinion, what role does the organic industrial base play in modernization efforts and in the sustainment of warfighting capabilities?

As part of the overall defense industrial base, the organic industrial base plays an important role in ensuring that our troops have the warfighting capabilities and tools they need and being the nation's insurance policy to safeguard supply chain readiness. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. If confirmed, I look forward to working with the ASD(S) on modernizing and effectively sustaining warfighting capabilities.

40. What is your assessment of the status of the facilities and workforce in DOD depots, logistics centers, arsenals, and other elements of the organic industrial base?

In general, I understand that the facilities and workforces for the organic industrial base have been taxed after two decades of persistent conflict. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. If confirmed, I look forward to working with the ASD(S) on evaluating the status of the facilities and workforce in DOD Depots, logistics centers, arsenals, and other elements of the organic industrial base.

41. What role should the organic industrial base play in the sustainment of software in defense systems?

Along with the rest of the defense industrial base and the capabilities of the private sector, the organic industrial base is essential to sustaining software intensive weapons systems. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the OIB. If confirmed, I look forward to working with the ASD(S) on the sustainment of software in the defense systems.

42. What role should the organic industrial base play in the sustainment of dual use and commercial technologies used by DOD?

In general, DOD must work collaboratively with industry to ensure that dual-use technologies can support the Department's requirements. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base and any specific questions to the OIB's mechanisms for cooperating with industry on these technologies. If confirmed, I look forward to working with the ASD(S) on the sustainment of dual use and commercial technologies in use by DoD.

43. What role, if any, does ASD(IBP) have in ensuring that the facilities and equipment at the military depots are modern, operable, and effective?

My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. However, I believe that cooperation between Industrial Base Policy and Sustainment is important for ensuring that military depots operate at the highest levels of modernity, operability, and effectiveness. If confirmed, I will work with the ASD(S) to understand military depots' greatest needs and how IBP can support them.

44. If confirmed, what steps would you take to strengthen the Department's organic industrial base?

In general, I understand that the facilities and workforces for the organic industrial base have been taxed after two decades of persistent conflict. My understanding is that the Assistant Secretary of Defense for Sustainment (ASD(S)) has oversight of the Organic Industrial Base. If confirmed, I look forward to working ASD(S) to ensure that the Department's organic industrial base has the resources it needs to meet DoD's current and future operational needs.

Defense Industrial Base Cybersecurity

Section 1648 of the National Defense Authorization Act for Fiscal Year 2020 requires the Secretary of Defense to develop a comprehensive framework to enhance cybersecurity for the DIB.

45. What is your understanding of the challenges of enhancing cybersecurity of the DIB?

In general cybersecurity is one of the major threats affecting manufacturers today and the loss of intellectual property and sensitive information from all U.S. industrial sectors from theft and other malicious cyber activity threatens U.S. national and economic security. My understanding is that many companies defense industry base perceive the Department's cybersecurity policies as onerous and imposing, particularly for small businesses while the Department views these policies as essential for securing critical information shared with the DIB and protecting intellectual property. While it is important to share information with industry, we must hold industry accountable for doing what is required to safeguard that information.

If confirmed, I look forward to reviewing all the challenges facing improving DIB cybersecurity and working with the Department's Chief Information Officer – who I understand has oversight over DIB cybersecurity – on addressing these challenges.

46. If confirmed, how would you balance the needs of improving cybersecurity with the burden of compliance on small and medium sized businesses?

The Department must work with small businesses and help with the burden of improving cybersecurity standards. I understand that DOD's cybersecurity policies towards the defense industrial base are overseen now by the DOD Chief Information Officer. However, I believe it is important that the Department continue to pursue and improve policies to nurture the small business vendor base and small and medium-sized businesses' ability to compete for defense contracts. My understanding is that Industrial Base Policy's Office of Small Business Programs has multiple programs to assist small and medium sized businesses with competing for defense contracts, including the Procurement Technical Assistance Program, Project Spectrum, the Mentor-Protégé Program, and a dedicated small business website. If confirmed, I look forward to working with the DOD CIO to seek the appropriate balance between cybersecurity needs and easing the burden of compliance on the small business vendor base.

The framework required by Section 1648 has not yet been completed and delivered to Congress.

47. If confirmed, will you commit to completing the work required by Section 1648?

It is my understand that oversight cybersecurity in DOD weapons systems falls under OUSD(A&S). If confirmed, I will work with the USD(A&S) and the DOD CIO to review the current status of the work required by Section 1648 and ensure its completion.

In the last few years, the focus of the Acquisition & Sustainment model has been on one element of the framework: the Cybersecurity Maturity Model certification (CMMC).

48. What is your understanding of the current status of CMMC?

It is my understanding that the CMMC program is now under the DOD Chief Information Officer's oversight. However, I also understand that the program is currently working through the formal rulemaking process to publish detailed CMMC guidance in part 32 of the Code of Federal Regulations. If confirmed, I will work with the CIO and other senior Department officials to this guidance is completed, published, and readily available to industry.

49. If confirmed, are there any changes you would make or recommend to the CMMC efforts beyond those already mandated by the Deputy Secretary?

I understand that the Department carried out a thorough review of the CMMC program in 2021, which resulted in CMMC 2.0. If confirmed, I will work with CIO to make recommendations that will allow for the seamless implementation of CMMC in

Acquisition programs and ensure that our DIB partners meet requirements. If confirmed, I will also work with our DIB partners to ensure the maximum acceptance of CMMC and provide avenues to small and medium sized businesses that will enhance their ability to participate in the DOD ecosystem.

Microelectronics

Over the last few decades, Taiwan, South Korea, and the People’s Republic of China have implemented large-scale national industrial policies to build microelectronics manufacturing facilities. In contrast, the availability of large-scale state-of-the-art microelectronics manufacturing foundries in the United States has been steadily declining. DOD has a diverse set of requirements and needs for the domestic production of measurably secure state-of-the-art, state of the practice, and legacy integrated circuits in low volumes to meet its needs.

50. What is your assessment of the Department’s microelectronics needs, to include both legacy, state-of-the-practice, and state-of-the-art?

The Department of Defense needs consistent access to both legacy and state-of-the-practice chips to maintain current weapon systems while also requiring state-of-the-art microelectronics for newly developed systems. If confirmed, I will continue DOD’s efforts to secure assured sources of microelectronics components for current and future weapons systems. I look forward, if confirmed, to working with the Department’s leadership and our interagency partners to develop and inform a “whole-of-government” Microelectronics strategy. I look forward to collaborating with OUSD(R&E) to ensure DoD will have access to state-of-the-art parts as the requirements emerge.

51. In your view, what role should the Department play in working with the interagency and industry to increase domestic production of dual use microelectronics?

While the Department is the largest U.S. government buyer of microelectronics, it is also only 1% of overall market demand. Nonetheless, DOD must clearly articulate unique national security requirements as interagency policies and investment strategies are developed to ensure the nation’s access to these critical components. In my view, the Department’s role should be to collaborate with other affected agencies and industry and to support interagency activities, particularly coordinating with the Commerce Department and the White House that establish and sustain domestic production of microelectronics.

52. If confirmed, what steps would you plan to take to support increased domestic production of dual use microelectronics?

The Defense Department must leverage commercial microelectronics technology and production wherever possible to be able to help ensure future capacity for microelectronics that meet DOD requirements. It is my understanding the Department has been working with its interagency partners and leveraging its investment authorities

to ensure the nation as the required domestic production needed to meet its national security needs. Additionally the CHIPS Act is an important tool for re-energizing domestic commercial microelectronics production. If confirmed, I look forward to learning more about the Department's effort to increase access to dual-use microelectronics technology and bringing to bear my experience as Commerce DAS for Manufacturing to coordinate with interagency colleagues and emphasize the unique national security priorities of the defense industrial base. I would prioritize that DOD leverage resources provided by the CHIPS Act and the commercial industrial base.

53. What actions would you take to partner with the USD(R&E) on this issue?

Working effectively across the Department enterprise and with the interagency is key to ensuring that the needs of the defense industrial base are elevated. If confirmed, I look forward to working closely with OUSD(R&E) to ensure the Department has the workforce and capacity needed to meet our current and future microelectronics needs, to include supporting efforts to develop innovative production efforts.

Small Business

54. If confirmed, what steps would you take to increase the participation of small businesses in the defense technology and industrial base?

Small business is a critical component of the defense industrial base and a source of innovation. If confirmed, I will work to increase the participation of small businesses in the defense technology and industrial base by increasing outreach to small businesses including new entrants, ensuring the acquisition workforce is conducting effective market research to maximize the use of small business set-asides and improving dissemination of information to small businesses on upcoming procurement opportunities. I will collaborate with others in the Department to apply those opportunities more holistically alongside other small business activities.

55. In your view, what are the biggest barriers that prevent small businesses from becoming prime contractors to the Department?

It is my understanding that some of the biggest barriers include difficulty navigating the defense acquisition process, navigating the complex structure of the Department, often lengthy procurement timelines from opportunity announcement to contract award, and limited access to information on upcoming procurement opportunities.

If confirmed, I will prioritize understanding the challenges and creating solutions to the biggest barriers that prevent small businesses from participating fully in the defense industrial base and working with the Defense Department.

56. Do you believe the Department is using all available authorities to provide small businesses the opportunity to subcontract with existing prime contractors to ensure programs of record have access to the most advanced and effective technologies?

The Department of Defense manages various small business programs that assist them with opportunities to subcontract with existing prime contractors. As I understand it, these programs can be better utilized to ensure programs of record have access to the most advanced and effective technologies through internally increasing awareness about the value of these programs, finding ways to incentivize prime contractors to participate in these programs and creating more connectivity between programs such as Small Business Innovation Research Program, Small Business Technology Transfer Program, Mentor Protégé Program and programs of record, Procurement Technical Assistance Program and the Indian Incentive Program. If confirmed, I will work across the DOD enterprise, and especially the Military Service Departments, to better leverage these programs.

57. If confirmed, what steps would you take to ensure that small businesses that provide goods and services to the Department of Defense are monitored and supported when facing financial pressures that challenge their viability?

Small businesses face financial challenges for any number of reasons, and it should be important to the Department to support businesses facing those financial pressures. If confirmed, I will work to assess and evaluate options that will minimize financial impacts to small businesses, while balancing the readiness and cash flow needs of the Department.

58. What do you see as the benefits of diversifying the defense industrial base through more engagement with small and disadvantaged businesses?

It is my understanding the DOD is increasing outreach and engagement with industry, simplifying information on opportunities to do business with the Department, and providing support to small businesses that seek to enter the defense marketplace to promote expansion and diversification of the vendor base. Small business participation in defense procurements as prime and subcontractors is vital to the defense mission, competition, and the health of the defense industrial base. Small businesses spur innovation, represent the majority of new entrants into the defense industrial base, and, through their growth, create a pipeline of the next generation of suppliers with diverse capabilities to support the DOD mission. They are essential to the nation's economic prosperity as their ingenuity, agility, and capabilities are inextricably tied to the nation's national and economic security.

59. What recommendations would you have to improve the Department's use of the Small Business Innovation Research programs to develop and field new, advanced capabilities?

The Small Business Innovation Research (SBIR) program is a key tool in the development and field of new technologies and capabilities for the Department. I understand that one of the enduring challenges that the Department faces is transitioning these new technologies into production and to fielded system. It is my understanding that the Under Secretary of Defense for Research and Engineering oversees the SBIR and Small Business Technology Transition (STTR) Programs. If confirmed, I will work with

OUSD(R&E) to identify opportunities to more closely tie SBIR and STTR with other small business programs and ultimately bridge the gap between emerging technologies and fielded systems.

60. What recommendations would you have to increase the number of new entrants into the Small Business Innovation Research Program?

The Under Secretary of Defense for Research and Engineering oversees the Small Business Innovation Research (SBIR) and Small Business Technology Transition (STTR) Programs. If confirmed, I will work with OUSD(R&E) to ensure that the Department continues its efforts to maximize the impact of the program while at the same time drawing increase interest and participation within the program of new entrants.

Intellectual Property/Technical Data Rights

61. Do you believe that DOD has sufficiently implemented intellectual property (IP) best practices to ensure that the government has appropriate access to IP and technical data to give proper return on investments in federal research and development (R&D), retain the ability to re-compete programs to control costs, and exercise better control over program sustainment costs?

Given the fast pace of technological innovation in industry, I believe IP must be a higher strategic priority, considered earlier and incorporated into planning, and more focused on longer-term needs. If confirmed, I will work with the appropriate stakeholders to review the Department's best practices for IP and make recommendations as appropriate.

62. If confirmed, what adjustments would you make to DOD's practices in negotiating IP and technical data rights for programs to improve DOD's ability to develop, procure, and sustain new systems and technologies affordably?

My understanding is that the ASD(IBP) does not have oversight over DoD's IP and technical data rights policies, particularly as they relate to acquisitions and sustainment. If confirmed, I will work with USD(A&S) and the appropriate stakeholders to review these policies and make recommendations as appropriate.

63. Does the Department need a different approach to access to technical data when dealing with primarily commercial companies?

If confirmed, I will work with the appropriate stakeholders to review the Department's current approach to technical data rights and make recommendations as appropriate.

Defense Production Act

The Covid-19 pandemic saw the expanded use of Defense Production Act (DPA) authorities for DOD to support national emergencies and other contingencies.

64. What do you see as the appropriate level of use of DPA for DOD support to domestic, non-conflict related use-cases?

As I understand it the President has the authority to use the Defense Production Act to ensure the availability of U.S. industry for U.S. defense, essential civilian, and homeland security requirements. Title I and Title II give the President the ability to act on emerging and long term needs for the nation's defense and provides a broad array of tools for domestic emergency preparedness, response, and recovery. As I understand it, the President authorized the Office of Industrial Base Policy to use DPA Title III awards to rapidly expand domestic production of N95s and swabs during the COVID-19 crisis. In addition to decreasing the cost of capital for small businesses, these economic incentives reduce the risk of uncertainty, which is especially acute in a temporary domestic emergency. In addition, DPA Title I ratings can ensure that emergency response projects, like Title III investments, continue to receive priority over other non-essential goods and services.

If confirmed, I will be the senior official in the DOD with oversight over DPA and I would ensure that any use of the DPA authorities proposed or executed by the DOD align with the mission and objectives of the Department in accordance with the statute governing the DPA.

65. What lessons has DOD learned from Operation Warp Speed on how to best utilize DPA authorities, and how have these lessons been institutionalized within DOD?

It is my understanding that Operation Warp Speed principally used Title I of the Defense Production Act to obtain priority performance on their contracts. As I understand it, DoD already uses DPA Title I ratings every day, which may provide a measure of security that defense needs would continue to be met in a national emergency. If confirmed, I will review lessons learned from Operation Warp Speed and other uses of DPA authorities to ensure that any use of the DPA authorities proposed or executed by the DOD align with the mission and objectives of the Department in accordance with the statute governing the DPA.

66. How would you use DPA authorities to support prioritization of federal contracts and expand domestic production of key supply chain bottlenecks (ex. Microelectronics), if confirmed?

The DPA is part of the toolkit that the President can use to address critical economic security needs. It is my understanding that the DoD already uses DPA Title I ratings on nearly all of its contracts today. It might be appropriate to further use DPA Title I and III authorities to help expand domestic production and alleviate key supply chain bottlenecks. If confirmed, I intend to review these activities to ensure they continue to operate appropriately today and under a potential future supply chain disruption scenario.

67. In your opinion, to what extent and how should DOD best utilize DPA Title III authorities for loan guarantees, purchase commitments, and grants and subsidies to expand domestic production in areas of strategic interest?

Economic incentives under DPA Title III should be tailored to the specific problem they are intended to address. In some circumstances, a grant or contract may be more timely or effective at stimulating industrial base expansion. In other cases, a loan may be a more appropriate instrument to sustain an investment over a long period of time. If confirmed, I intend to take a thorough review of all available authorities under DPA Title III to ensure that these tools are appropriately aligned to the needs of the defense industrial base, as well as the most efficient use of taxpayer funds.

68. Are there sectors or items you believe should see expanded use of DPA Title III authorities to support domestic production?

If confirmed, I intend to undertake a portfolio review of our current investments and plans for DPA Title III investment, and this portfolio review would drive where I might recommend seeking other authority or resources for DPA Title III investments.

International Armaments Cooperation

The Department conducts a number of activities that support International Armaments Cooperation (IAC) that are used to promote US strategic goals. IAC is defined as (1) cooperative research, development, test, and evaluation of defense technologies, systems, or equipment; (2) joint production and follow-on support of defense articles or equipment and; (3) procurement of foreign technology, equipment, systems or logistics support. In addition to activities like information exchange agreements, defense trade, cooperative logistics, the Department also funds activities that can be used to promote interoperability and joint development, such as the Defense Exportability Features (DEF) program, Coalition Warfare Support Program, and Foreign Comparative Test Program.

69. In your view, how are international armaments cooperation activities used to shape and support broader DOD warfighting needs and priorities? Are there new approaches or activities we should consider to be more effective and strategic?

International Armaments Cooperation provides opportunities to share in the identification, development and advancement of military capability that support coalition operations, and enables our international partners to provide for their defense and create stability within key regions of the world. If confirmed, I will embrace the International Armaments Cooperation mission of the A&S organization.

70. Based on current experiences with Ukraine, what recommendations would you have to help streamline or improve our security cooperation, foreign military sales and cooperative logistics processes in order to be more responsive to rapidly changing security situations?

The global response in Ukraine has further illuminated the interconnected nature of our supply chains and industrial base. If confirmed, I look forward to working with Department and interagency stakeholders to identify issues and opportunities to enhance our collective resiliency to meet the evolving security landscape.

- 71. In your view, how are newer initiatives like the Defense Technology and Trade Initiative (DTTI) with India, the Quadrilateral Security Dialogue (or Quad), or the AUKUS initiative being used to support our defense posture, and are there recommendations for improvements of those activities that should be considered to make them more effective?**

As the threat environment continues to evolve, initiatives such as DTTI, the Quad, and AUKUS provide opportunities to enhance our international cooperation. If confirmed, I look forward to exploring the details of the work underway and seeking opportunities to enhance outcomes and identify new opportunities for partnership.

Sexual Harassment

In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, approximately 17.7 percent of female and 5.8 percent of male DOD respondents indicated that they had experienced sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

- 72. What is your assessment of the current climate regarding sexual harassment and gender discrimination in the Office of the ASD(IBP)?**

I believe that organizations must have a zero-tolerance policy for sexual harassment and gender discrimination and that leaders must set the tone from the top to ensure that all employees are treated with fairness and respect. I understand that the Office of the ASD(IBP) is aligned with Secretary Austin and Deputy Secretary Hicks’ commitment to eliminating sexual harassment and gender discrimination. I fully support their commitment and will do all within my power to advance these priorities, if confirmed.

- 73. In your view, is the civilian workforce harassment prevention and response training for civilian employees in the Office of the ASD(IBP) adequate and effective?**

If confirmed, I will evaluate the effectiveness of OASD(IBP) workforce harassment prevention and response training efforts, work with subject matter experts to review and enhance programs and policies for preventing and responding to incidents and complaints, including encouraging and supporting victim care.

- 74. In your view, does the Office of the ASD(IBP) program for response to complaints of harassment or discrimination provide appropriate care and services to civilian employee victims?**

If confirmed, I will review recent command climate surveys, work with the OASD(IBP) team and other senior leaders in OUSD(A&S) to address any concerns raised by civilian employees, ensure appropriate care is provided to victims, and provide resources for outreach programs and educational material to get the message to the workforce that harassment and discrimination will not be tolerated.

75. If confirmed, what actions would you take were you to receive or otherwise become aware of a complaint of sexual harassment or discrimination from an employee of the Office of the ASD(IBP)?

I firmly believe that organizations must have a zero-tolerance policy for sexual harassment and gender discrimination and that leaders must ensure that all employees are treated with fairness and respect. If I am confirmed, and were I to receive a complaint from an employee, I would take immediate action to ensure that the complaint was appropriately investigated and addressed. Throughout the process, I would ensure that the employee was treated fairly and with respect and was regularly updated, to the greatest extent possible, as to the progress of the matter. I would also ensure that the employee received all support necessary to remain a valued contributor to the organization.

Congressional Oversight

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

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes.