

Stenographic Transcript
Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO CONSIDER THE NOMINATIONS OF:
HONORABLE FRANKLIN R. PARKER TO BE ASSISTANT
SECRETARY OF THE NAVY FOR MANPOWER AND RESERVE
AFFAIRS; DR. AGNES G. SCHAEFER TO BE ASSISTANT
SECRETARY OF THE ARMY FOR MANPOWER AND RESERVE
AFFAIRS; DR. RAVI I. CHAUDHARY TO BE ASSISTANT
SECRETARY OF THE AIR FORCE FOR ENERGY,
INSTALLATIONS, AND THE ENVIRONMENT; AND MR. FRANK
CALVELLI TO BE ASSISTANT SECRETARY OF THE AIR FORCE
FOR SPACE ACQUISITION

Thursday, February 17, 2022

Washington, D.C.

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2 HONORABLE FRANKLIN R. PARKER TO BE ASSISTANT SECRETARY OF
3 THE NAVY FOR MANPOWER AND RESERVE AFFAIRS; DR. AGNES G.
4 SCHAEFER TO BE ASSISTANT SECRETARY OF THE ARMY FOR MANPOWER
5 AND RESERVE AFFAIRS; DR. RAVI I. CHAUDHARY TO BE ASSISTANT
6 SECRETARY OF THE AIR FORCE FOR ENERGY, INSTALLATIONS, AND
7 THE ENVIRONMENT; AND MR. FRANK CALVELLI TO BE ASSISTANT
8 SECRETARY OF THE AIR FORCE FOR SPACE ACQUISITION
9

10 Thursday, February 17, 2022
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12 U.S. Senate

13 Committee on Armed Services

14 Washington, D.C.
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16 The committee met, pursuant to notice, at 10:00 a.m. in
17 Room SD-G50, Dirksen Senate Office Building, Hon. Jack Reed,
18 chairman of the committee, presiding.

19 Committee members present: Senators Reed [presiding],
20 Hirono, Kaine, King, Peters, Inhofe, Fischer, Cotton,
21 Rounds, Scott, Blackburn, Hawley, and Tuberville.
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1 OPENING STATEMENT OF HON. JACK REED, U.S. SENATOR FROM
2 RHODE ISLAND

3 Chairman Reed: I will call the hearing to order.

4 The committee meets this morning to consider the
5 nominations of Mr. Franklin Parker, to be the Assistant
6 Secretary of the Navy for Manpower and Reserve Affairs; Dr.
7 Agnes Schaefer, to be the Assistant Secretary of the Army
8 for Manpower and Reserve Affairs; Dr. Ravi Chaudhary, to be
9 the Assistant Secretary of the Air Force for Energy,
10 Installations, and the Environment; and Mr. Frank Calvelli,
11 to be Assistant Secretary of the Air Force.

12 I thank the nominees for their long careers of service
13 to the United States and their willingness to assume these
14 important roles. I would also like to welcome the family
15 members who are with us today.

16 Mr. Parker, I welcome your wife, Anne; son, Franklin;
17 and daughter, Diana.

18 Dr. Schaefer, I welcome your husband, David.

19 Dr. Chaudhary, I welcome your wife, Uma, and daughter,
20 Nina.

21 And Mr. Calvelli, I welcome your wife, Melissa.

22 Mr. Parker, you are nominated to be Assistant Secretary
23 of the Navy for Manpower and Reserve Affairs. If confirmed,
24 you would be the principal advisor to the Secretary of the
25 Navy with overall supervision of a number of areas,

1 including military and civilian personnel policy, military
2 readiness, quality of life, and health care programs, and
3 the Sexual Assault Prevention and Response Program Office.

4 You are well qualified, having held this position
5 previously during the Obama administration, in addition to
6 your long career as a legal counsel both, in and out of
7 government.

8 Our Naval Forces are maintaining an extremely high
9 operations tempo across all areas; as such, the issues of
10 readiness and retention are increasingly important
11 challenges for the Department. And fostering respect within
12 the ranks, including supporting diversity and inclusion,
13 eradicating extremism, and addressing sexual assault and
14 harassment, must be a priority. During your testimony, I
15 would ask you to share your goals with respect to each of
16 these issues.

17 Dr. Parker, you are nominated to be Assistant Secretary
18 of the Army for -- excuse me -- Dr. Parker, you are
19 nominated to be Assistant Secretary of the Army for Manpower
20 and Reserve Affairs. You bring a considerable academic
21 background to this position, including your leadership on
22 dozens of RAND studies, assessing various military personnel
23 policies and programs. I would like to know what lessons
24 you plan to bring from those experiences to this position.

25 If confirmed, you will serve as the principal advisor

1 to the Secretary of the Army with overall supervision of the
2 Army's military and civilian manpower policy, reserve
3 component affairs, human resources, Force structure policy,
4 and other critical matters as part of the Army senior
5 leadership. I hope you will discuss the challenges you see
6 for this position and your plans for meeting them.

7 Dr. Chaudhary, you are nominated to be Assistant
8 Secretary of the Air Force for Energy, Installations, and
9 the Environment. Your decades of experience across the
10 Department of Transportation, the Federal Aviation
11 Administration, and as an Air Force pilot should serve you
12 well in these roles.

13 Climate change and extreme weather have already cost
14 DOD billions of dollars in installation damages and will
15 increasingly impact readiness and posture. Just like any
16 other threat, the Air Force must better prepare for the
17 impacts of environmental degradation.

18 The Air Force is by far the largest consumer of fuel
19 and energy for the Defense Department, and you will be
20 responsible for making progress in its efficiency and
21 resilience. Similarly, contamination from PFAS chemicals
22 remains a serious issue on Air Force installations. I would
23 like to know your plans for addressing these challenges.

24 Finally, Mr. Calvelli, you are nominated to be
25 Assistant Secretary of the Air Force. With oversight of

1 Space Acquisition, you are the first person to be nominated
2 for this position since the Space Force was authorized in
3 the 2020 NDAA. Your long career in the National
4 Reconnaissance Office will lend valuable perspective to this
5 role.

6 The breadth and scope of the Defense Department's
7 acquisition laws, regulations, and directives is expansive.

8 The Fiscal Year 2022 NDAA improved the ability of your
9 position to oversee not only the acquisition efforts of the
10 Space Force, but to ensure that space acquisition efforts
11 are integrated across the services. I am interested in
12 hearing your views on how to improve the Department's
13 acquisition culture and how you will implement the
14 directions of this year's NDAA.

15 Thank you, again, to our nominees. I look forward to
16 your testimonies.

17 [The prepared statement of Chairman Reed follows:]

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1 Chairman Reed: Now, let me recognize the ranking
2 member, Senator Inhofe.

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1 STATEMENT OF HON. JAMES INHOFE, U.S. SENATOR FROM
2 OKLAHOMA

3 Senator Inhofe: Thank you, Mr. Chairman.

4 And thanks to our witnesses for being here today.

5 Our nation's top military and intelligence leaders have
6 told that we are in the most dangerous position that we have
7 been in as country in maybe forever.

8 I know that the 2018 National Defense Strategy, which
9 is, I have a copy of it right here, provides a roadmap, and
10 we have been using this roadmap since 2018, to deal with the
11 security challenges, and it has got to continue to be our
12 priority. We have quite a few challenges in the areas that
13 you folks would be overseeing.

14 Dr. Chaudhary, you have been nominated to oversee the
15 Air Force's infrastructure. Your commentary over the last
16 several years has focused on extremism in the military. I
17 don't disagree that we don't want any extremism in our
18 military. When we find them, we are going to have to act
19 swiftly to remove them from the ranks, but at the same time,
20 this isn't a systemic problem. The Countering Extremist
21 Activity Working Group recently found that fewer than 100
22 servicemembers engaged in extremist behavior over the past
23 year.

24 So, when our leaders talk, or the people nominated to
25 serve as leaders like yourselves, call our servicemembers

1 extremists, and the vast majority of them aren't, I get
2 worried about the message that you are sending to the people
3 who would be there to lead. So, I would like to discuss
4 this more with you today.

5 Mr. Calvelli, you have been nominated to be the first
6 Space Service Acquisition Executive. Congress created this
7 job over 2 years ago, and as I have reviewed those
8 individuals who will be involved in it, you certainly have
9 the credentials that very few other people have.

10 Now, we know that China and Russia are also making
11 space a priority, so I am interested to hear what you will
12 do to make sure that our Guardians and the Joint Force have
13 the tools that they need to defend our interests in space.

14 Dr. Schaefer and Mr. Parker, you would be responsible
15 for the readiness and well-being of our military personnel
16 in the Army and Navy; nothing is more important, and I look
17 forward to hearing your comments on how you plan to attack
18 these problems.

19 I look forward to hearing from you.

20 And thank you very much, Mr. Chairman.

21 [The prepared statement of Senator Inhofe follows:]
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1 Chairman Reed: Thank you very much, Senator Inhofe.

2 Dr. Schaefer, I apologize. I think in my introduction,
3 I confused you with Mr. Parker. We are trying to encourage
4 cooperation between the Army and the Navy, but not to that
5 extent.

6 So, Dr. Schaefer, you are going to be nominated as the
7 Assistant Secretary of the Army for Manpower and Reserve
8 Affairs, and I look forward to your questions.

9 At this point, let me recognize Mr. Parker for your
10 statement, sir.

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1 STATEMENT OF FRANKLIN PARKER, NOMINEE TO BE ASSISTANT
2 SECRETARY OF THE NAVY FOR MANPOWER AND RESERVE AFFAIRS

3 Mr. Parker: Thank you, Chairman Reed.

4 Chairman Reed, Ranking Member Inhofe, and distinguished
5 members of the committee, thank you for allowing me to join
6 you here today.

7 I am honored by this opportunity to appear before you
8 regarding my nomination for the position of Assistant
9 Secretary of the Navy for Manpower and Reserve Affairs. I
10 wish to thank President Biden, Secretary Austin, and
11 Secretary Del Toro for the confidence they have placed in
12 me.

13 In addition, I wish to thank my wife, Anne; my son,
14 Franklin; and my daughter, Diana, for their enduring and
15 unwavering support.

16 There is no greater calling than service to others:
17 service for the benefit of another; service without promise
18 of reward; service for something greater than each of us,
19 but for all of us. For me, this lesson was taught not
20 solely by words, but by example: the example of my father,
21 Franklin Parker, a former Air Force munitions officer who
22 volunteered to serve his nation in Vietnam at the height of
23 conflict; the example of my uncle Glynn Parker, and cousin
24 Frank Harris, also Vietnam veterans who each served
25 distinguished careers in the Army and Air Force,

1 respectively; in addition, I learned the value of service
2 from the example of my grandfather, Fred Curls, who not only
3 served in the National Guard, but dedicated his life
4 afterward to service in the Civil Rights Movement and to
5 inspiring others to achieve what they believe.

6 No one exemplifies this notion of service more
7 completely than our women and men in uniform and our
8 civilian personnel who complement and support them. Through
9 their courage, dedication, and skill, they comprise the
10 world's greatest fighting force. Through their commitment
11 and sacrifice, they help guarantee the freedoms we enjoy and
12 the way of life we cherish. Through their character, they
13 present America's best foot forward to the world. Indeed,
14 our military is defined by our people; a mosaic of America
15 representing our diversity, our differences, and our
16 greatest strengths.

17 Mr. Chairman, and members of the committee, it is a
18 privilege to be considered for this opportunity to serve our
19 Sailors, Marines, and our Department of the Navy civilian
20 workforce. I believe my experience in multiple roles within
21 the Department of the Navy, as a senior leader at a civilian
22 agency, and as a private sector attorney provide me with a
23 well-rounded perspective that, if confirmed, I will use to
24 my greatest ability to support those who so readily and ably
25 serve our nation.

1 Our people are our most valuable asset, our greatest
2 strength, and our most profound capability, both as a
3 military and as a nation; as such, our servicemembers and
4 the civilian personnel supporting them, deserve our firmest
5 commitment to ensuring they have the tools, policy, and
6 support they require not only to succeed in the mission, but
7 to thrive in life.

8 If confirmed, I will do my utmost to further our
9 military readiness, combat abuses within our ranks, support
10 our military and civilian families, reduce barriers to
11 mental health support, and to foster a diverse and inclusive
12 environment that prioritizes respect for all its members;
13 further, if confirmed, I commit to working with Congress and
14 the members of this committee to do so.

15 Thank you sincerely for your consideration of my
16 nomination. I look forward to your questions.

17 [The prepared statement of Mr. Parker follows:]

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1 Chairman Reed: Thank you, Mr. Parker.

2 Dr. Schaefer, please?

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1 STATEMENT OF DR. AGNES SCHAEFER, NOMINEE TO BE
2 ASSISTANT SECRETARY OF THE ARMY FOR MANPOWER AND RESERVE
3 AFFAIRS

4 Dr. Schaefer: Good morning, Chairman Reed, Ranking
5 Member Inhofe, and distinguished committee members.

6 I am deeply honored to come before you today as
7 President Biden's nominee for Assistant Secretary of the
8 Army for Manpower and Reserve Affairs. I am grateful for
9 your consideration of my nomination, and for your long-
10 standing and bipartisan commitment to our national security.

11 I would like to thank President Biden, Secretary
12 Austin, and Secretary Wormuth for the confidence and trust
13 they have placed in me through this nomination.

14 I also want to thank my husband, who is here with me
15 today, for his enduring love and support across the seasons
16 of our amazing life together. Unfortunately, my mom and
17 three siblings could not attend today, but they are watching
18 me from various places across the country, and they know how
19 much I love them for their part in shaping who I am.

20 I sit before you today as an example of the realization
21 of the American Dream. In 1956, as a young couple, my
22 parents fled to Austria from Hungary when the Soviet Union
23 invaded their homeland and quashed the Hungarian revolution
24 against Communism. They were eventually granted asylum by
25 the United States; something for which my parents, siblings,

1 and I are forever grateful.

2 This gratitude has deeply ingrained the importance of
3 service in my family. My father, an oceanographer by
4 training, dedicated his life's work to U.S. National
5 Security by using his expertise to better detect Soviet
6 submarines so that we could eventually win the Cold War.
7 One of my brothers and my nephew have served in the Air
8 Force, and my sister has spent more than 30 years working in
9 the Defense industry.

10 I deeply honor the risks taken and sacrifices made by
11 my brother, nephew, and other servicemembers, civilians, and
12 contractors who bravely serve our nation. Watching my
13 family, friends, and colleagues navigate the challenges and
14 opportunities posed by a life of service, with a steadfast
15 commitment to our shared mission, has inspired me to work to
16 find solutions to those challenges, expand opportunities,
17 and strengthen our national security.

18 That inspiration has guided me on my path as a national
19 security researcher. I grew up in the Washington DC area
20 and upon finishing college in Miami, I completed my PhD at
21 Syracuse University's Maxwell School of Citizenship and
22 Public Affairs and then a fellowship at Princeton
23 University, before being hired by the RAND Corporation.

24 Over the last 16 years as a researcher at RAND, my
25 focus every day has been to improve the lives of our active

1 and servicemember component, our active and reserve
2 component member families, and improve our military's
3 readiness to meet the objectives of our national security
4 strategy.

5 If confirmed, these will continue to be my priorities
6 in service of our soldiers, civilians, contractors, and
7 their families. I can think of no better way to continue
8 working on these issues than by helping the Army succeed in
9 the face of varied, complex challenges.

10 As our nation confronts myriad national security
11 threats, we must maintain current and future readiness by
12 putting people first. We must look for creative ways to
13 ensure that our military and civilian workforce have the
14 education, training, and skills necessary to meet both,
15 current and future threats; additionally, we need to ensure
16 that our military and civilian workforce have safe and
17 healthy work environments, free from harmful behaviors such
18 as sexual assault and harassment, domestic abuse, and
19 suicide. Finally, we owe it to our workforce and their
20 families to help them enjoy the highest quality of life
21 possible.

22 Members of the committee, if confirmed, I look forward
23 to working closely with you to address the needs of the
24 Army's Total Force, including its active and reserve
25 component, military and civilian workforce, as well as their

1 families to ensure the readiness of our Army to meet, not
2 only today's national security challenges, but tomorrow's as
3 well.

4 I look forward to your questions and thank you again
5 for opportunity to be with you today.

6 [The prepared statement of Dr. Schaefer follows:]

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1 Chairman Reed: Thank you, Dr. Schaefer.
2 Dr. Chaudhary, please?

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1 STATEMENT OF DR. RAVI CHAUDHARY, NOMINEE TO BE
2 ASSISTANT SECRETARY OF THE AIR FORCE FOR ENERGY,
3 INSTALLATIONS, AND THE ENVIRONMENT

4 Dr. Chaudhary: Chairman Reed, Ranking Member Inhofe,
5 and members of the committee, it is a privilege to join you
6 today in consideration for the role of Assistant Secretary
7 of the Air Force for Energy, Installations, and the
8 Environment.

9 I am humbled by the confidence President Biden,
10 Secretary Austin, and Secretary Kendall have placed in me
11 and I extend my heartfelt gratitude to them.

12 I would also like to acknowledge my family today for
13 their love and support, starting with my parents, who are
14 watching from my hometown in Minnesota; my brother and
15 former state senator, Satveer Chaudhary; and my sister, Dr.
16 Bala Chaudhary, a professor at Dartmouth University.

17 Like many immigrant families, my parents came to this
18 country over 50 years ago in pursuit of the American Dream
19 and share a remarkable story of patriotism. I am grateful
20 to my son, Krishan, who is watching from Penn State, and my
21 daughter, Nina, a high school senior and aspiring aerospace
22 engineer, who is with us today. Both of you have lived your
23 lives on Air Force installations and know the challenges
24 military children face: to see a headline on TV, followed
25 by endless uncertainty and waiting, and watching your dad go

1 out that door and hear the jets roar. I love you both.

2 Of course, I cannot thank my lovely wife and eternal
3 anchor, Uma, enough. Alongside me over decades of service,
4 she shares a deep understanding of life on Air Force
5 installations, as well as the sacrifices military families
6 make when they serve, especially during times of war.

7 I am humbled to have the opportunity to continue a
8 career of service, one that began 30 years ago at the Air
9 Force Academy. I spent a little over 2 decades on active
10 duty, where I led a variety of critical mission-sets as an
11 Air Force pilot and aerospace engineer. From launching the
12 first GPS constellation, to leading critical flight tests
13 and combat operations, these missions afforded me the
14 opportunity work at many different installations and
15 understand their needs.

16 I have had the honor of serving in operational flying
17 wings, training bases, test ranges, space and logistics
18 centers, and of course, flying into and out of overseas and
19 forward locations. As a result of these experiences, I
20 gained a deep understanding of the vital role installations
21 play in the readiness of our Joint Force.

22 My service also brought me to the Pentagon, where I
23 worked on high-level strategy, Force posture, budget, and
24 transformation of the Total Force.

25 Later, I had the privilege of serving as a Senior

1 Executive at the Federal Aviation Administration, where I
2 was responsible for leading a team of regional
3 administrators, and a federal workforce of over 1,000
4 employees. Among my diverse responsibilities, I oversaw the
5 transformation of major federal facilities and airports,
6 including projects that reduced carbon footprint, increase
7 environmental stewardship, and brought innovation to our
8 nation's Space Program.

9 My duties required interagency collaboration with the
10 DOD, EPA, Department of Interior, as well as State, Local,
11 and Tribal Governments on complex issues ranging from
12 navigation and spaceports to protection of our natural
13 resources; if confirmed, these executive experiences will
14 arm me with the skills to be successful in the Department of
15 the Air Force.

16 Air and Space Forces deliver combat power from their
17 installations. Consequently, the resiliency of our bases,
18 especially at forward locations, is of utmost importance to
19 our military readiness and execution of the National Defense
20 Strategy. Furthermore, technological advances also mean
21 that we can no longer assume installations are a sanctuary
22 from threats across all domains.

23 Ensuring a resilient, hardened, and dispersed network
24 of installations creates ambiguity for potential
25 adversaries, complicates targeting, and presents operational

1 dilemmas for those who threaten U.S. national interests;
2 additionally, extreme weather events and other climate-
3 related effects adversely impacting installation readiness.

4 Furthermore, the speed, range, and flexibility of air
5 and space power is dependent upon the amount of energy it
6 can supply and sustain; therefore, the more efficiently the
7 Air Force manages its operational energy, the more effective
8 it will be in delivering effects for combatant commanders.

9 In closing, perhaps the greatest qualification I have
10 occurred a little over 30 years ago, when I walked up the
11 ramp on my first day at the Air Force Academy. My story is
12 an airman story. It is a Guardian story. On this seventy-
13 fifth anniversary year of the Department, you have my pledge
14 that, if confirmed, I will work hard every day for the
15 Airmen, Guardians, and their families who serve.

16 Thank you for considering my nomination, and I look
17 forward to your questions.

18 [The prepared statement of Dr. Chaudhary follows:]
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1 Chairman Reed: Thank you very much, Doctor.

2 Mr. Calvelli, please?

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1 STATEMENT OF FRANK CALVELLI, NOMINEE TO BE ASSISTANT
2 SECRETARY OF THE AIR FORCE FOR SPACE ACQUISITION AND
3 INTEGRATION

4 Mr. Calvelli: Good morning Chairman Reed, Ranking
5 Member Inhofe, and members of the committee.

6 Thank you for the opportunity to appear before this
7 committee and thank you for recognizing the importance of
8 Space Acquisition by creating this new position; if
9 confirmed, I would be honored to serve as the first
10 Assistant Secretary of the Air Force for Space Acquisition
11 and Integration.

12 Thank you to President Biden and Secretary Austin for
13 supporting my nomination and thank you to Secretary Kendall
14 and Under Secretary Jones for having confidence in my
15 abilities.

16 I am excited about this opportunity, and if confirmed,
17 will drive the direction of the acquisition for the Space
18 Force. Having served 30 years at the National
19 Reconnaissance Office, 8 years as its principal deputy
20 director and deputy acquisition executive, if confirmed, I
21 will bring my leadership running large organizations and
22 leadership driving successful space acquisitions to the
23 Department and to this new critical position.

24 As you know, we are at a critical juncture for our
25 Defense Space architecture, and there is a real sense of

1 urgency to act. The nation needs to outpace its adversaries
2 and maintain the technological advantage we get from Space.

3 The nation needs to integrate its Space architecture
4 with other warfighting domains to give its warfighters an
5 advantage. The nation needs to make its Space architecture
6 more resilient so that it can be counted on during times of
7 crisis and conflict, and the nation needs to do this with
8 speed.

9 If confirmed, I will look to drive speed into the
10 Department's Space Acquisitions in order to get new
11 capabilities into the hands of the warfighters faster. From
12 my experience and my expertise in Space Acquisition, speed
13 can be added into acquisitions by ensuring requirements and
14 analysis are coordinated and completed well ahead of
15 capability need; by driving early technology risk reduction
16 and research and development of new capabilities to reduce
17 risk when we get to the acquisition phase; by utilizing the
18 right acquisition strategies, the right contract types, and
19 the right contract incentives that incentivize speed, as
20 well as successful contract execution; driving cost and
21 schedule realism into proposals that we receive from
22 industry; acquiring smaller systems for Space; driving our
23 ground systems to be more open architectures, while
24 developing ground software in smaller, more manageable
25 pieces; and making sure that Space and Ground come together

1 as a system. With Ground ready before launch, we can take
2 advantage of what we just launched.

3 In addition, speed in acquisitions can be helped by
4 using existing technology, in some cases; limiting contract
5 changes and keeping requirements stable; empowering our
6 program managers and holding them accountable for program
7 success; holding industry accountable for results; driving
8 an organizational focus on meeting schedule, cost, and
9 technical performance commitments across the organization;
10 and creating a culture of successful program execution,
11 while driving a sense of urgency. Based upon my experience,
12 with these approaches, speed can be added back to Space
13 Acquisitions and capability can be delivered to the
14 warfighters quicker.

15 If confirmed, I will also continue to drive towards a
16 more resilient Space architecture. Being out of the
17 government for the last year, if confirmed, I will quickly
18 catch up on today's progress and on current threat
19 assessments.

20 From my experience, resiliency to Space can be added by
21 taking advantage of diverse orbits, adding new technical
22 capabilities, using a mix of traditional satellites and
23 smaller, more proliferated satellites, robust space
24 situational awareness, the ability for rapid reconstitution,
25 and taking advantage and integrating commercial

1 capabilities. Resiliency also includes making sure that our
2 ground systems don't have single-point failures and that
3 they are secure from cyberattacks. Nothing is more
4 important than making sure our Space capabilities are
5 available and can be counted on to support the warfighter
6 and the nation during times of crisis and conflict.

7 If confirmed, adding resiliency will be another top
8 priority; in addition, if confirmed, I will also work in a
9 collaborative manner across the Department, across the
10 services, and intelligence community, to ensure the
11 integration of Space with other warfighting domains and to
12 avoid duplication of efforts.

13 Finally, I like to thank my family; my wife, Melissa,
14 who is proud member of the Federal Government, working
15 currently at the National Reconnaissance Office. Both
16 Melissa and I believe in the importance of public service,
17 and even though I have only been out of the government for a
18 little bit over a year, I definitely missed it.

19 Thank you to my children: Michael, Sydney, and
20 Samantha, and my step-daughter Ashley, for all their
21 support.

22 And thank you, again, to the committee, for creating
23 this new, critical position and for inviting me to this
24 hearing.

25 If confirmed, I commit to being fully transparent with

1 this committee on progress, issues, and status of Space
2 Acquisition. I look forward to your questions.

3 [The prepared statement of Mr. Calvelli follows:]

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1 Chairman Reed: Thank you, Mr. Calvelli.

2 I have a series of questions that are required for all
3 civilian nominees. You may answer in unison.

4 Have you adhered to applicable laws and regulations
5 governing conflicts of interest?

6 [All three witnesses answered in the affirmative.]

7 Chairman Reed: Have you assumed any duties or taken
8 any actions that would appear to presume the outcome of the
9 confirmation process?

10 [All three witnesses answered in the negative.]

11 Chairman Reed: Exercising our legislative and
12 oversight responsibilities makes it important that this
13 committee, its subcommittees, and other appropriate
14 committees of Congress receive testimony, briefings,
15 reports, records, and other information from the Executive
16 Branch on a timely basis.

17 Do you agree, if confirmed, to appear and testify
18 before committee when requested?

19 [All three witnesses answered in the affirmative.]

20 Chairman Reed: Do you agree to provide records,
21 documents, and electronic communications in a timely manner,
22 when requested by this committee, its subcommittees, or
23 other appropriate committees of Congress, and to consult
24 with the requestor regarding the basis for any good faith
25 delay or denial in providing such records?

1 [All three witnesses answered in the affirmative.]

2 Chairman Reed: Will you ensure that your staff
3 complies with deadlines established by this committee for
4 the productions of reports, records, and other information,
5 including timely responding to hearing questions for the
6 record?

7 [All three witnesses answered in the affirmative.]

8 Chairman Reed: Will you cooperate and provide any
9 witnesses and briefers in response to a congressional
10 request?

11 [All three witnesses answered in the affirmative.]

12 Chairman Reed: Will those witnesses and briefers be
13 protected from reprisal for any of their testimony or
14 briefings?

15 [All three witnesses answered in the affirmative.]

16 Chairman Reed: Thank you very much.

17 I am going to address the same question to both, Mr.
18 Parker and Dr. Schaefer, since your services are different,
19 but your roles are quite similar. There is a significant
20 issue in recruiting in multiple aspects; first, as we all
21 recognize, the pool of qualified young people to recruit
22 continues to decrease. Second, the Force is not as
23 geographically diversified as possible, and there is a
24 growing statistical phenomenon of sort of sons and daughters
25 of servicemembers joining and joining and joining so that

1 the number of servicemembers who are children or
2 grandchildren increases, which, again, threatens diversity.

3 Starting with Mr. Parker, how would you propose to
4 respond?

5 Mr. Parker: Senator, expanding the base of recruits to
6 our military is fundamentally important. Our nation has
7 incredible potential and untapped potential, and so taking
8 advantage of the largest swath of that is critical to
9 maintaining the strength of the Force.

10 I agree with the observations that you made. I think
11 one of the main ways that we could try to go about doing
12 that is by expanding that geographic diversity, trying to
13 make sure that services are able to tap into populations
14 that, right now, currently, aren't the primary populations
15 where recruiting is taking place, so really trying to draw
16 on the geographic breadth of the nation, in terms of tapping
17 into that talent.

18 Separately, as you noted, Senator, so many individuals,
19 like myself, have backgrounds where there has been family
20 service, but really reaching out to people who don't
21 necessarily have that type of family contact, that family
22 history, that type of personal familiarity with the service
23 is fundamentally important, I think, both, for raising the
24 profile of the service, but also in increasing the base of
25 eligible people to serve.

1 Chairman Reed: Thank you.

2 Dr. Schaefer, please?

3 Dr. Schaefer: Thank you, Senator.

4 I am extremely concerned about the recruiting
5 environment right now, where all competing for the same
6 talent in that competition is fierce right now. The
7 geographic, aspect, as well, really concerns me. I think
8 that this is, in the case of the Army, a time for a reset in
9 the way that we think about recruiting.

10 Traditionally, we have recruited in that sunshine smile
11 across the southern part of the United States and I am
12 concerned that we need to move out into other areas where we
13 haven't traditionally had participation in the Army.

14 But most concerning to me, I think, is the decrease in
15 propensity that we are seeing, and I think that we need to
16 find out why that is decreasing. And I think we need to
17 make the Army more relatable to the American public and push
18 out to those areas, such as the Northeast and the Midwest,
19 where we are not seeing the numbers of recruits that we
20 would like to see. And I think that is partly because we
21 don't have many installations in those areas and people
22 don't see folks in Army uniforms walking down the street or
23 they don't know anybody in the Army, and we need to change
24 that.

25 So, I absolutely share your concerns about this.

1 Chairman Reed: Thank you very much.

2 Dr. Chaudhary, as I indicated, and you well know, the
3 Air Force consumes the most hydrocarbons in the Department
4 of Defense and that implicates climate changes, but also in
5 terms of military operations, we lost more people trying to
6 get gasoline out to the troops in Iraq and Afghanistan than
7 in many other circumstances, so it is a definite operational
8 factor.

9 How can the Air Force modify the acquisition process
10 while investing in operational energy improvements? Could
11 you respond quickly, and my time is diminishing, so ...

12 Dr. Chaudhary: Yes, Senator. Thank you for the
13 question.

14 It is absolutely critical that the Air Force address
15 operational energy as the largest consumer. I believe that
16 if the operational energy concerns are addressed, we can be
17 more flexible with executing operations. And with the
18 acquisition system, I believe early involvement is
19 absolutely critical to understanding how we can effect
20 change and ensuring that the operational energy is addressed
21 very early in the acquisition process and continues.

22 Chairman Reed: Thank you very much.

23 Mr. Calvelli, you are the first person that is going to
24 take this position, so you are the path breaker or
25 pathfinder. And it just strikes me that there is enough

1 issues within the Air Force getting satellites in space and
2 other aspects, but you will have the additional challenge of
3 going to other services and saying, you have got to be able
4 for talk to me and I have got to be able to talk to you in a
5 colloquial sense.

6 Any thoughts on that challenge?

7 Mr. Calvelli: Yes. Thank you, Senator.

8 That is going to be a really important part in terms of
9 collaborating across the board with everyone, on all of the
10 services. And I think this committee has given me an
11 amazing tool called the acquisition space council or the
12 Space Acquisition Council, I forget the exact name, I am
13 sorry, and I think I could use that tool to my advantage to
14 bring in all -- discuss Space architecture, discuss Space
15 Acquisition strategies, and discuss across the services,
16 where we need to go with the Space architecture. So, I
17 think this committee has given me an important tool to take
18 advantage of and use.

19 Chairman Reed: Thank you very much.

20 Senator Inhofe, please?

21 Senator Inhofe: Thank you, Mr. Chairman.

22 Dr. Chaudhary, I believe, and I could be wrong, and
23 correct me if I am wrong, that you are the one who was
24 advocating using artificial intelligence on our military
25 personnel to identify toxic communications; is that correct?

1 Where are you?

2 Dr. Chaudhary: Senator, that is correct.

3 Senator Inhofe: Okay. Well, I think it is a really
4 horrible idea. Tell me why it is a good idea.

5 Dr. Chaudhary: Thank you, Senator, for the opportunity
6 to address that article.

7 The intent of the article was to engage in a public
8 discussion on addressing extremism, as well as other areas
9 affecting readiness. The article fell short of that, and I
10 regret that, but let me state clearly my feelings on --

11 Senator Inhofe: Let me do this, because I do want to
12 get two other questions to other witnesses, and I am going
13 to come back to this, so you be thinking of a good answer.

14 Dr. Schaefer, we are starting to see signs that the
15 Army may have to reduce end-strength in order to comply with
16 the administration's budget cuts. You know, I am a very old
17 Army guy and it seems that since I have been here in both,
18 the House and the Senate, that the Army is always the first
19 ones that get cut, so I have a little bias in this.

20 The last time this happened, it was during the Obama
21 administration. The Army cut an average of 20,000 soldiers
22 a year over 5 years, and the Army is basically the same size
23 as it was before September 11th, but the threats from Russia
24 and North Korea and others have only grown, so we can't
25 afford this mistake twice.

1 And based on your experience, what are the risks
2 associated with a rapid reduction in Army end-strength at
3 this time?

4 Dr. Schaefer: Senator, thank you for this question.

5 This also concerns me. I think that what we are seeing
6 in Ukraine illustrates the fact that we live in an extremely
7 uncertain world and the Army is being asked to address a
8 variety of threats. And in order to be able to carry out
9 those multidomain operations associated with our
10 modernization plans, we need to maintain end-strength and I
11 think decreasing end-strength is a problem.

12 Senator Inhofe: So, you would support maintaining end-
13 strength, at least where we are today?

14 Dr. Schaefer: That is correct.

15 Senator Inhofe: Okay.

16 Dr. Schaefer: And I would, you know, given the new NDS
17 that is coming out, I think we will need to appropriately
18 calibrate that end-strength to these future requests.

19 Senator Inhofe: Okay. Well, I appreciate that very
20 much.

21 Mr. Parker, since the last, you last served in the
22 Navy, there have been civilian preventable, major ship
23 collisions, groundings, fires, and other incidents. And
24 Navy investigations attribute the accidents mostly to
25 personnel-related causes, such as, you know, inadequate

1 manpower or training.

2 The chief of the Navy personnel just recently testified
3 that the Navy is 5,000 to 6,000 Sailors short of manning our
4 ships today.

5 Now, you have a background. You are going to be
6 responsible for some of these things, the problems that we
7 are faced with right now.

8 What is your assessment of the role that manning and
9 training played in these accidents -- you know the accidents
10 that I am referring to and you know that we have observed
11 that we need, that we are short -- so, what is your response
12 to that and how are you going to handle that?

13 Mr. Parker: And, Senator, I absolutely share your
14 concern with some of the recent incidents that have occurred
15 within the Navy. You know, I believe many of those, similar
16 to what the Chief of Naval Personnel said, you know, are
17 attributable to manning issues and other challenges within
18 the Force.

19 I understand that the Department is working hard to
20 address that. I understand that since the McCain and
21 Fitzgerald collisions, the Navy has assessed 23,000 new
22 Sailors and has moved 10,000 new to the fleet since that
23 time.

24 If confirmed, really focusing on those types of manning
25 issues and related cultural issues, I know there are

1 initiatives such as Get Real Get Better, which is really
2 focused on assessing where the Navy has fallen short and
3 then taking lessons learned from that, I think those types
4 of initiatives are helpful both, in terms of the manning
5 piece, but also in terms of operationally ensuring that we
6 learn from our mistakes, and if confirmed, I will support
7 those.

8 Senator Inhofe: Very good.

9 Now, Dr. Chaudhary, I would like to have you go ahead
10 and finish answering the question that I started out with.

11 Dr. Chaudhary: Thank you, Senator.

12 To continue and provide clarity, the men and women who
13 serve, the vast of the men and women who serve, serve with
14 honor, integrity, and excellence. And I believe that the
15 constitutional rights of our men and women who serve should
16 be protected, period.

17 If confirmed, I will work with Secretary Kendall and
18 follow his lead on addressing the extremism in the military.

19 Senator Inhofe: Okay. Well, except you have already
20 addressed it. You have already talked about it, and I have
21 already expressed my feelings about that issue.

22 Thank you, Mr. Chairman.

23 Chairman Reed: Thank you, Senator Inhofe.

24 Senator Hirono, please?

25 Senator Hirono: I ask all nominees on any of the

1 committees on which I sit the following two initial
2 questions and you can respond in unison.

3 Since you became a legal adult, have you ever made
4 unwanted requests for sexual favors or committed any verbal
5 or physical harassment or assault of a sexual nature?

6 [All three witnesses answered in the negative.]

7 Senator Hirono: Have you ever faced discipline or
8 entered into a settlement related to this kind of conduct?

9 [All three witnesses answered in the negative.]

10 Senator Hirono: For Dr. Chaudhary, I am not sure how
11 familiar you are with the Red Hill bulk fuel storage
12 facility on Oahu. It is a massive, underground fuel storage
13 facility located 100 feet over Oahu's aquifer, which is the
14 main supplier of water for our residents on Oahu. This
15 facility holds 250 million gallons of fuel to support
16 military operations across the Indo-Pacific.

17 The storage facility has contaminated the Navy's water
18 system, displacing almost 4,000 families since December and
19 impacting, I would say, over 100,000 residents and putting
20 our aquifer at risk. As a result, the State of Hawaii
21 ordered the Navy to de-fuel the tanks. And I plan to hold
22 the Navy accountable to do so.

23 De-fueling must be done safely and will require
24 additional funding beyond what is currently being provided.

25 The State of Hawaii, through the Hawaii Department of

1 Health, has the authority to shut down Red Hill through its
2 permitting process.

3 I want to be very clear that I will fully support the
4 Hawaii Department of Health's final permit decision, which
5 at this point, with all of the evidence and information as
6 to how Red Hill was being operated, which will likely shut
7 down Red Hill by denying the Navy a permit to continue
8 operating the facility.

9 As the Navy complies with the de-fueling order, DOD
10 must come up with alternative solutions to meet our
11 strategic fuel reserve needs in the region. The other
12 facilities operated by the Navy, a majority of the fuel
13 reserves stored in the facility are for Air Force
14 operations, which means meeting our strategic fuel needs in
15 the region will require a collaboration and a Department-
16 wide effort.

17 If confirmed, how will you aid in determining a long-
18 term solution to Air Force fuel needs in the Indo-Pacific
19 area?

20 Dr. Chaudhary: Thank you, Senator.

21 Senator Hirono: Dr. Chaudhary?

22 Dr. Chaudhary: First of all, as a former military
23 member, my heart goes out to the families who have gone
24 through this issue and are meeting the challenges of the Red
25 Hill petroleum spill. When I think of them, I think of my

1 family when we served and the need to ensure that we address
2 the needs of the families and the fact that all of our
3 military families deserve a safe water supply and a safe
4 environment to execute the mission and live in their
5 communities, and that includes the surrounding communities
6 around them.

7 Senator Hirono: Of course.

8 Dr. Chaudhary: So, if confirmed, that is my number one
9 priority on that issue. In resolving that, I understand a
10 review is in process to address this issue and I look
11 forward to working with the committee to continue to address
12 the issue going forward.

13 Senator Hirono: Yes. It is pretty clear to me that
14 the Air Force, considering that they use some 40 to 70
15 percent of the fuel out of Red Hill that they need to be
16 part of the collaborative process to determine how the Air
17 Force's fueling needs will be met if Red Hill is closed.
18 So, I am hopeful that that is where we are heading.

19 So Mr. Parker and Dr. Schaefer, Secretary Austin said
20 today that the U.S. Government is not seeing any kind of
21 withdrawal of Russian troops from Ukraine's border, but
22 instead, continues to see Russia add to its capabilities and
23 their troops, even in the last couple of days.

24 It seems the previous indications that Russia was
25 withdrawing troops was not accurate. As the Department of

1 Defense pivots toward great power competition and is
2 confronted with very real threats of conflict, how will you
3 recruit and retain the best people with relevant skills for
4 future conflicts?

5 This is for both, Mr. Parker and Dr. Schaefer.

6 Mr. Parker: Senator, I agree, recruitment and
7 retention is fundamentally important, especially with regard
8 to critical skill sets and at this perilous time that we
9 find ourselves in right now. I think part of the challenge
10 specifically for critical skill sets is the intense
11 competition with industry right now, and so I believe we
12 have to focus on both, the accession side and the retention
13 piece.

14 On the accession side, leveraging all available
15 authorities to bring people in as easily as possible. On
16 the retention side, really taking care of people and trying
17 to put policies and practices in place to make the military
18 an attractive place to make careers, instead of moving to
19 other opportunities.

20 Senator Hirono: As we go forward, should you be
21 confirmed, which I think that you will be, that we are going
22 to need to really get down to how you are, in fact, going to
23 be able to recruit and retain, because that has been quite a
24 perennial problem over the last number of years that I have
25 served on this committee.

1 Thank you, Mr. Chairman. I do have some other
2 questions that I will submit for the record.

3 Chairman Reed: Thank you very much, Senator Hirono.
4 Senator Tuberville, please?

5 Senator Tuberville: Thank you, Mr. Chairman.

6 I thank everybody for being here today and your
7 willingness to serve.

8 Mr. Parker, you held this role in 2016 and 2017. What
9 unfinished business do you hope to accomplish, you know,
10 this time around?

11 Mr. Parker: Thank you, Senator.

12 This time around, I think the main priorities of focus
13 for me will be readiness, retention, and respect, really,
14 for our Force.

15 In my last opportunity to serve, it was a tremendous
16 honor to have that opportunity to really support our men and
17 women of the Navy and Marine Corps, our civilian personnel,
18 and our Reservists. And so, to have this opportunity,
19 again, would just be a tremendous honor to continue to be
20 there for them in that way.

21 But I would really focus on those three areas:
22 readiness, retention, and respect. Making sure that we
23 maintain readiness is fundamental to everything that the
24 Force is required to do.

25 The retention piece is required to make sure that not

1 only do we bring in the people we need, but that we are able
2 to keep them in the Force so that they can continue to keep
3 us the strongest Force in the world.

4 And then the respect piece, just making sure that all
5 our members treat each other respectfully.

6 Senator Tuberville: Thank you.

7 Dr. Schaefer, we had a long discussion yesterday about
8 recruiting. In your role, you are going to oversee this.
9 It is going to be a tough chore.

10 It has been my observation as a recruiter that some of
11 the Army's recruitment campaigns have been ideologically
12 driven and rather than data-driven. And in this day and
13 time, we need an Army. We need somebody that is going to
14 fight. We need somebody who is going to love this country
15 and fight for this country.

16 I hope you pledge to take that database approach and
17 look at it the way of give everybody that opportunity and
18 give them the chance to do their best, because, again, as we
19 talked, we have a very small percentage of kids now, or kids
20 or young men or young women that are really eligible to be
21 in the military. So, give your thoughts on that.

22 Dr. Schaefer: Well, first of all, Senator, thank you
23 for your time yesterday. I really enjoyed our conversation.
24 Recruiting, as I mentioned previously, I am extremely
25 concerned about the environment right now and I think that

1 we do need a reset on the Army's recruiting efforts to think
2 more broadly and to be able to recruit a wider diversity of
3 people, and I mean diversity in a very holistic sense, in
4 terms of not only representation, but geographical
5 diversity; geographic or a diversity across a wide range of
6 backgrounds, skill sets. And I will absolutely take a data-
7 driven approach. It is in my DNA to do that, and so I will
8 naturally lean towards that.

9 And Secretary Wormuth released her objectives recently
10 and one of them was to make the Army more data-driven, and I
11 will absolutely do what I can to help her in that effort.

12 Senator Tuberville: Thank you.

13 Mr. Calvelli, last year, the Air Force awarded the
14 National Security Space Launch program, Phase 2 contracts to
15 the United Launch Alliance and SpaceX. How many Phase 2
16 launches do you think we need to see in order to assess what
17 capabilities will be needed in Phase 3?

18 Mr. Calvelli: Well, I don't -- thank you, Senator, for
19 that question. It is a great question.

20 I don't know the, I don't remember the official number
21 of launches that are under contract from the Space Force to
22 both, ULA and to SpaceX, but I know it is over several
23 years, and so we are going to see lots of launches of, you
24 know, Falcons, as well as the future Vulcan system; both
25 very exciting systems to work with.

1 And I think, you know, since Phase 3 is only a few
2 years out, I think we will have enough launches under our
3 belt to understand what we really need to do for Phase 3.

4 Senator Tuberville: Yeah, I think that we are now just
5 finishing up Phase 1 and we are in 1(a). We are adding and
6 getting ready to start Phase 2, and that will end sometime
7 in 2025, and we are going to need to start to look at the
8 responsibilities and the regulations for Phase 3 coming up,
9 and hopefully, that is in the future.

10 Dr. Chaudhary, the Chinese, as you said earlier, are
11 tracking us and you gave a good answer. You know, we would
12 hope that we would stay away from that, as Senator Inhofe
13 was saying.

14 Since he asked my question, I want to ask you about our
15 tanker situation in our Air Force. I flew on one not too
16 long ago and it is 50-something years old. They are old.
17 They get the job done, but we need better and bigger.

18 What are your plans when you get in? What are your
19 thoughts about having a fair system, in terms of being able
20 to get contracts for the new tankers that, hopefully, we
21 will have in the near future?

22 Dr. Chaudhary: Thank you, Senator.

23 The beddown of new weapons systems falls within, if
24 confirmed, my bailiwick. And I would take a look at the
25 process for strategic basing, assignment of where weapons

1 systems are placed, and ensure that it is a fair and
2 transparent and open process.

3 So, as a former Air Force pilot, I understand the value
4 of tankers. I have received gas from KC-135s, KC-10s, and I
5 know that KC-46 is going to be a fantastic weapons system.

6 If confirmed, I will make sure that that process stays
7 open, transparent, and move forward with the committee and
8 work closely with the committee to address any issues for a
9 given constituency.

10 Senator Tuberville: So, you would agree that our
11 tankers are getting a little old; the ones that you have
12 been fueled with?

13 Dr. Chaudhary: Senator, they are getting a little old
14 and it is really important that that fleet remains viable
15 and effective, because, you know, I am going to say it: You
16 can't kick ass without a tank of gas. And that is exactly
17 the way I believe we should proceed.

18 Senator Tuberville: Thank you.

19 Thank you, Mr. Chairman.

20 Chairman Reed: Thank you, Senator Tuberville.

21 Senator Kaine, please?

22 Senator Kaine: Thank you, Mr. Chair.

23 And congratulations to the panel of qualified nominees.

24 To Mr. Parker and Dr. Schaefer, just an issue that I
25 just want to kind of put on your radar screen, not really to

1 ask about, but in your manpower responsibilities, should you
2 be confirmed, we are doing a lot of analysis now of the 20-
3 year Global War on Terror, how the battle was fought,
4 lessons learned, what we need to do differently going
5 forward.

6 One of the aspects of this 20-year war that I think
7 makes it pretty unique, and there are other aspects, as
8 well, is how much of the burden was borne by contractors.
9 Seven to 8,000 deaths of U.S. troops in Iraq and Afghanistan
10 and Syria, but there were more contractor deaths: 8,000 to
11 9,000.

12 And there were many times during the, you know, active
13 phases of war in Iraq and Afghanistan where the number of
14 U.S. contractors in those countries outnumbered the number
15 of U.S. troops.

16 We have spent a lot of time on the committee during the
17 time that I have been here talking about, you know, the
18 segue from a draft to an all-voluntary military and what a
19 transition that was, but I don't think we spent much time
20 talking about the transition from having troops fight wars
21 to having contractors fight wars. And I am a little bit
22 worried that the 8,000 to 9,000 U.S. contractors who died
23 are sort of like the invisible casualties of the war.

24 We had a hearing recently where, appropriately,
25 witnesses talked about the 7,100 troops who died during

1 these wars but didn't reference the U.S. contractors who did
2 or the 20 DOD civilians who did.

3 So, I hope as you are analyzing manpower requirements
4 going forward, and as you are involved in assessment of the
5 manpower used during the 20-year Global War on Terror, that
6 we put a critical eye on this issue of how much of the
7 burden we now put on the shoulders of contractors. I am
8 pretty sure there has never been a war in the history of the
9 United States where the contractor deaths exceeded the troop
10 deaths, and we ought not just to kind of accept that,
11 without analysis going forward.

12 Dr. Chaudhary, I want to ask you a couple of questions.

13 One of the largest providers of military housing, Balfour
14 Beatty, recently paid a sixty-five-million-dollar fine,
15 agreed to pay that after pleading guilty to fraud, in
16 connection with the military housing program.

17 Them being held accountable, that is a good thing, but
18 there are still countless homes on our bases around the
19 country and all the service branches that are not up to
20 snuff. And if Mr. Parker and Dr. Schaefer do all they can
21 to recruit folks in, but military families, or folks
22 thinking about joining the military, think that the quality
23 of housing is substandard, as somebody who served in the
24 military and lived on these bases, you know how difficult
25 that will be in terms of us meeting our recruiting needs.

1 So, I would just like to hear you talk about the
2 priority that you would place within your responsibilities
3 in the Air Force, should you be confirmed on just making
4 sure that we are continuing to be up to speed on work orders
5 and doing what we need to do, and your willingness to come
6 back and ask this committee for more assistance if there are
7 additional authorities that you need to make sure that the
8 quality of housing is what our Air Force members are
9 entitled to.

10 Dr. Chaudhary: Thank you, Senator.

11 As a former military member, I think about military
12 privatized housing a lot, especially having a special needs
13 child and having their special needs addressed on issues
14 like allergies or anything under the sun that requires
15 support, is really, really important to me, because I have
16 lived that experience.

17 Our military members and their families deserve to have
18 well-maintained, clean, and excellent housing; not only
19 that, a system in which their grievances can be addressed,
20 as well as any challenges that they are meeting at the same
21 time.

22 If confirmed, you have my commitment that I will move
23 out on this issue extremely quickly to ensure that we have
24 the right oversight, management, contracts across the board.

25 I am going to take a top-down look at every aspect of

1 our military privatized housing, because we just absolutely
2 have to get this right. Our military members deserve that.

3 Senator Kaine: I will just say, I was very, very
4 unhappy with the performance of some of the private military
5 housing providers, but I was more unhappy with the absence
6 of oversight and just, you know, contract supervision by the
7 Pentagon.

8 Nobody signed up to be a Balfour Beatty tenant; they
9 signed up to be a Soldier, Sailor, Airman/Woman, or Marine.

10 And the responsibility for their housing was
11 fundamentally a DOD responsibility, and once the private
12 contracts were entered into, there was just a long period of
13 time where the DOD exercised very little oversight and
14 supervision over these contracts. So, we will take you at
15 your word on that and I look forward to more discussions,
16 should you be confirmed.

17 Thank you, Mr. Chair.

18 Dr. Chaudhary: Thank you, Senator.

19 Chairman Reed: Thank you, Senator Kaine.

20 Senator Blackburn, please?

21 Senator Blackburn: Thank you, Mr. Chairman.

22 And congratulations to each of you on your nomination.

23 Mr. Parker, I want to come to you first and talk a
24 little bit about Esports and I am going to ask you to give
25 me your response in writing, rather than taking the time

1 today.

2 I represent Tennessee and, of course, we have the Navy
3 Recruiting Command, there in Millington, Tennessee, very
4 pleased to have it in Tennessee, and it has done its own
5 Esports team, Goats & Glory.

6 So, what I would like to hear from you is how do you
7 think this helps with potential recruits, how this could be
8 built out.

9 And Ms. Schaefer, I want to come to you, and I will
10 give you this one for a written response, too. The Army's
11 talent management strategy, which is going to be important
12 for 21st Century warfare and having the young people who are
13 going to have the skill sets to utilize technology is going
14 to be important.

15 So, I would like to hear from you, how you see this
16 helping with recruitment and retention for the Army, making
17 the Army a more desirable employer, and then how you can
18 utilize that with the National Guard.

19 And as I have visited deployed troops and talked with
20 some of the commanders, we have talked about the need to
21 recruit the skill sets that someone is using in their day
22 job that can be applicable. And as you are well aware, we
23 have the Guard's Intel Unit housed in Nashville, so I would
24 like that one from you in writing, if I may.

25 And Mr. Chaudhary, am I saying that correct?

1 Dr. Chaudhary: That is correct, Senator.

2 Senator Blackburn: All right. I know that Senator
3 Inhofe talked with you about the July 21 op-ed and what I
4 would like from you, a yes-or-no, would you use machine
5 learning and AI to monitor military personnel's electronic
6 footprint?

7 Dr. Chaudhary: Senator, no.

8 Senator Blackburn: You will not. Okay.

9 And we know that AI has been assessed, and this is the
10 ACLU, to deepen racial and economic inequities. And
11 multiple independent studies have uncovered both, gender and
12 racial bias in AI systems that are sold by Microsoft and
13 Amazon and IBM and others.

14 So, how do you square looking for racism with a tool
15 that is accused of racial bias?

16 Dr. Chaudhary: Thank you, Senator.

17 The article that you referenced, the intent of that was
18 to enter the public discussion on the issue of extremism and
19 it fell short and I regret that.

20 Senator Blackburn: Okay. I am just asking how you
21 square.

22 Dr. Chaudhary: Yeah. Allow me to be clear on the
23 issue.

24 Senator Blackburn: Okay.

25 Dr. Chaudhary: The constitutional rights of our

1 military members should be protected at all times and I
2 believe that.

3 Senator Blackburn: So, you are committing that you are
4 going to protect their civil liberties?

5 Dr. Chaudhary: You have my commitment that I will
6 protect military members, their civil liberties under the
7 Constitution.

8 Senator Blackburn: Okay. All right.

9 And let's talk a little bit about DEI and DEI training.
10 What we have seen, there has been so much talk this week
11 about the six million man-hours that have been used on DEI,
12 instead of training our men and women to do the job, that
13 they are recruited, and that they are prepared to do:
14 defending this country.

15 So, why don't you talk a little bit about, for the
16 record, how you see DEI being central to military readiness?

17 Dr. Chaudhary: Thank you, Senator.

18 Diversity and inclusion is important to our readiness
19 because it ensures we have a Force that brings in all points
20 of views and is representative of our nation.

21 If confirmed, I will make sure that I follow DOD
22 guidance on diversity and inclusion and ensure that I
23 execute programs, as appropriate, from DOD.

24 Senator Blackburn: Okay. Do you prioritize DEI over
25 military readiness and the ability to combat malign actors,

1 such as Iran, Russia, and China?

2 Dr. Chaudhary: Senator, diversity inclusion is
3 important to readiness and readiness is absolutely crucial
4 to addressing the threats our nation faces. And if
5 confirmed, I will make sure that our national security
6 interests are addressed from that angle; not prioritizing
7 one or the other but understanding that it is an integrative
8 process.

9 But the readiness of our Force is absolutely critical
10 and you have my commitment that I will prioritize that in
11 our national security interests.

12 Senator Blackburn: Thank you. I appreciate that.

13 I think we all want the best for our men and women in
14 uniform.

15 Thank you all --

16 Dr. Chaudhary: Yes, ma'am.

17 Senator Blackburn: -- for being here today.

18 Thank you, Mr. Chairman.

19 Chairman Reed: Thank you, Senator Blackburn.

20 Now, let me recognize Senator Inhofe for a question,
21 additional questions.

22 Senator Inhofe: Well, thank you, Mr. Chairman. I
23 appreciate that.

24 First of all, Mr. Chaudhary, I heard your response and
25 I was very pleased to hear that. Is it my understanding, is

1 it accurate, your response to the Senator that this is not a
2 practice that you are anticipating or, better yet, a
3 stronger statement, that you wouldn't use this practice for
4 that type of fact-finding?

5 What is your position on that issue?

6 Dr. Chaudhary: Senator, my statement to Senator
7 Blackburn was accurate and I would not use that technology
8 in any way to interfere with the constitutional rights of
9 our military members. And I will make sure that, if
10 confirmed, I keep that at my highest priority.

11 Senator Inhofe: Well, let me thank you very much, and
12 I am glad we had a chance for that clarification. Thank you
13 very much.

14 Dr. Chaudhary: Yes, sir.

15 Senator Inhofe: Mr. Chairman, thank you.

16 Chairman Reed: Thank you, Senator Inhofe.

17 Now, let me recognize, via Webex, Senator King.

18 Senator King: Thank you, Mr. Chairman.

19 A couple of questions to Mr. Parker and Dr. Schaefer,
20 and not really questions, but both of you testified in
21 response to the question of Senator Reed at the very
22 beginning about a geographic diversity, which is becoming a
23 more and more serious problem. We have gone from about
24 50:50 on the various regions to 75:25 or so, and in the
25 Northeast, it is a real problem.

1 I liked your answer; you said the right thing. But I
2 just want to emphasize that correcting this problem is not
3 going to happen by itself; it is going to take conscious,
4 deliberate strategies to place recruiting efforts, and as
5 Dr. Schaefer, as you pointed out, one of the problems is
6 there are no military facilities now, or virtually none, in
7 the Northeast, so young people growing up don't see people
8 in uniform.

9 So, I appreciate your answers, but I hope that you will
10 take cognizance of the fact that this isn't, this is going
11 to take more than intent; it is going to take some really
12 direct action.

13 Let me ask a provocative question about the whole
14 military talent management. The military is the only
15 organization that I know of that recruits people in their
16 teens and 20s, and then keeps them for their whole career
17 and there is, nobody enters the system mid-career.

18 Do we need to think about the option of bringing in
19 people, particularly people with technical skills who didn't
20 necessarily enlist or join from one of the academies at a
21 young age, but at the age of 40, have decided that they
22 would like to serve their country and they have a skill that
23 we need, Dr. Schaefer, give me some thoughts on that.

24 And I realize it is sort of a radical notion, but we
25 have a talent problem throughout our society and in the

1 military, and is that an option that we should be thinking
2 about?

3 Dr. Schaefer: Senator King, thank you for your
4 question.

5 I definitely think that we should be thinking out of
6 the box on these issues and especially when we are thinking
7 about our technical career fields. We have, you know,
8 explored the option of lateral entry and I greatly
9 appreciate the expanded authorities that this committee has
10 given to the services regarding the expansion and increasing
11 flexibilities within DOPMA. I have done quite a bit of work
12 on that issue.

13 The services are taking on those expanded
14 flexibilities, but I think we need to build on that, on
15 increasing that flexibility to be able to recruit the talent
16 that we need right now, especially in this difficult
17 recruiting environment.

18 So, if confirmed, I would definitely be thinking about
19 these sort of "out of the box" options for ways to bring
20 more people into the Army.

21 Senator King: Great. Thank you very much.

22 And, Mr. Parker, I hope you will be thinking in the
23 same way.

24 Dr. Chaudhary, before I begin, you sent a shudder
25 through Hanover, New Hampshire, and the Upper Connecticut

1 River Valley when you characterized your sister as working
2 at Dartmouth University.

3 Dartmouth is not a university; it is a college. And
4 it, very proudly, it goes back to the Dartmouth College case
5 and Daniel Webster in the early part of the century. So, if
6 you ask your sister, she will straighten you out.

7 Dr. Chaudhary: Thank you, Senator.

8 Senator King: I am somewhat teasing you here, and so
9 it is a special point in the history of my college, that it
10 is a college and not a university.

11 You used the term, when you were talking about with
12 Senator Tuberville, of the basing decisions being a
13 strategic basing. I hope that you will take cognizance of
14 the fact that there is no more strategic Air Refueling Wing,
15 than the 101st in Bangor. That is the step over the North
16 Atlantic that is such an important part of our system. So,
17 when you are talking about the KC-46s, please keep in mind
18 the maniacs up at Bangor and the 101st.

19 Dr. Chaudhary: Thank you, Senator.

20 I will definitely do that. And as somebody who has
21 received fuel from the maniacs many times, AR-206 is
22 probably one of the most familiar refueling tracks, I would
23 guess, to ensure my mission was complete from Maine so many
24 times. And the one experience I have is actually flying an
25 approach in the weather in a storm and watching the runway

1 break out in front of my face and see that beautiful runway
2 at Bangor, Maine, and knowing that I can complete a safe
3 mission.

4 So, I really, really appreciate you and value
5 everything that the Bangor, Maine, Airfield --

6 Senator King: Keep that thought in mind when you are
7 making decisions about the KC-46.

8 Mr. Chairman, I will have some questions for the record
9 for Mr. Calvelli. A very important position that he is
10 taking, critically important, I believe, and so I will be
11 following up on the record.

12 Thank you very much, Mr. Chairman.

13 I yield back.

14 Chairman Reed: Thank you, Senator King.

15 Senator Scott, please?

16 Senator Scott: Dr. Chaudhary, in July of last year,
17 you wrote an op-ed for Foreign Policy news and referred to
18 the Naval Air Station Pensacola incident as an indicator of
19 the rise in extremist violence in the U.S. military.

20 The shooter and terrorist Mohammed Saeed Alshamrani was
21 a member of the Saudi Arabian military, not a member of the
22 U.S. military, yet you used this incident as a rise of
23 extremism in the United States military and justification to
24 monitor our servicemembers through artificial intelligence.

25 You argued that artificial intelligence can be used to

1 monitor our servicemembers to keep tabs on if they are
2 exhibiting extremist behaviors.

3 And in an article for the Atlantic, clearly not a
4 conservative news outlet, they wrote about Communist China's
5 use of AI in September 2020 as saying, Xi wants to use
6 artificial intelligence to build a digital system of social
7 control, patrolled by precog algorithms that could identify
8 dissenters in real time. An algorithm assigned people a
9 color code -- green, yellow, or red -- that determined their
10 ability to take transit or enter buildings in China's
11 megacities. In a sophisticated digital system of social
12 control, codes like these could be used to score a person's
13 perceived political pliancy as well.

14 Ancient Chinese emperors well understood the
15 relationship between information flows and power, and the
16 value of surveillance. With AI, Xi can build history's most
17 oppressive authoritarian apparatus, without the manpower Mao
18 needed to keep information about dissent flowing to a
19 single, centralized node.

20 Were you aware, and are you aware that Communist China
21 is using AI technologies to identify Uyghur Muslim
22 populations to fuel systemic, discrimination, and
23 persecution?

24 Dr. Chaudhary: Thank you, Senator.

25 I was not aware of that. And to address the comment, I

1 fully believe that the men and women who serve, the vast
2 majority serve with honor and integrity. I also believe
3 that the constitutional rights of our military members
4 should be protected, period.

5 If confirmed, I will follow the lead of Secretary
6 Kendall in addressing extremism and to ensure that the men
7 and women who serve have the resources and tools to execute
8 their mission effectively.

9 Senator Scott: So, the AI you are advocating for to
10 track our servicemembers, how is it different than what
11 Communist China is doing right now in how they are tracking
12 Uyghur Muslims, how is it any different?

13 Dr. Chaudhary: Thank you, Senator.

14 I am unaware of the specific technology and the
15 individual algorithms. The article that you reference was
16 an approach to engage public discussion on addressing
17 extremism and it was, it fell short and I regret that.

18 As such, I really believe that we should be protecting
19 the constitutional rights of all of our military members.

20 Senator Scott: Communist China is leveraging to say
21 one technology is to identify the political pliancy of
22 individuals through the use of nanny apps. They scan for
23 ideological viruses. Even staying off of social media
24 altogether is also not a solution, as that will also raise
25 suspicion.

1 Would you require members of the military to install
2 apps so they can be constantly monitored?

3 Dr. Chaudhary: Senator, I can categorically say that I
4 would not do that.

5 Senator Scott: Okay. Do you want the U.S. Government
6 to use AI to track servicemembers as the Chinese Communist
7 Party does, as though all U.S. servicemembers are potential
8 criminals and terrorists who need to be surveilled 24/7,
9 have their electronic footprints recorded, regardless if
10 they are constitutionally guaranteed rights?

11 Dr. Chaudhary: Senator, no, absolutely not.

12 And if confirmed, I would make sure that we protect the
13 constitutional rights of all of our military members.

14 Senator Scott: So, if what you just said is all true,
15 then why didn't you say that before?

16 And, you know, the shooter in Pensacola was not in the
17 U.S. military; you realize that?

18 Dr. Chaudhary: Senator, the article was designed and
19 intended to engage in public discussion on the issue of
20 extremism in the military and I do regret that. And,
21 absolutely, the men and women who serve, the vast majority
22 absolutely serve with honor, integrity, and excellence, and
23 that is what I believe.

24 Senator Scott: Have you met an extremist in the
25 military?

1 Dr. Chaudhary: Senator, I do not believe I have ever
2 met one.

3 Senator Scott: You have never met one, but you think
4 it is important that we monitor them, monitor people in case
5 they might be one?

6 Dr. Chaudhary: Senator, again, I do not believe that
7 we should monitor military members for extremism.

8 Senator Scott: Thank you, Mr. Chairman.

9 Chairman Reed: Thank you, Senator Scott.

10 Senator Peters, please?

11 Senator Peters: Thank you, Mr. Chairman.

12 And to each of the nominees, congratulations on your
13 nomination.

14 Dr. Chaudhary, Selfridge Air National Guard Base in
15 Michigan is the largest Air National Guard base in the
16 entire nation. It has a 9,000-foot runway and it has access
17 to the largest overland special-use airspace east of the
18 Mississippi, totaling over 17,000 square miles.

19 Selfridge was previously the home to a single-engine
20 fighter aircraft, like the F-16, and despite the
21 unparalleled resources and access, Selfridge, unfortunately,
22 has continuously been passed over for future basing
23 decisions. The Air Force has informed my office that there
24 is an encroachment issue for single-engine jets in the south
25 expanded clear zone, due to a few residential homes that

1 were built back in the 1970s. This issue is in direct
2 contrast to both, an agreement the Air Force made with
3 Congress to grandfather in these existing homes and the
4 base's history of operating F-16 and other single-engine
5 aircraft since that time.

6 So, my question for you, Dr. Chaudhary, is if you are
7 confirmed, will you ensure that the Air Force honors their
8 previous agreement with Congress to grandfather the expanded
9 clear zones of Selfridge Air National Guard Base, and will
10 you commit to no longer using it as a metric against
11 Selfridge during future basing decisions?

12 Dr. Chaudhary: Thank you, Senator.

13 And let me just first start by saying how much I value,
14 in our discussion recently, I am just proud to share how
15 much I value all that Selfridge has contributed. And it
16 just recently passed its 104th anniversary, and that is a
17 testament to the men and women who serve there.

18 And with regards to basing, I look forward to learning
19 more. I don't know all the details that you shared with me;
20 however, I look forward to learning more about that process,
21 how it occurred, and ensuring that opportunities for basing
22 are done fairly and with transparency so that the men and
23 women at Selfridge have a mission that will execute and I
24 look forward to learning more about that in the future.

25 So, if confirmed, I look forward to working with the

1 committee, as well as you, to ensure a fair basing process.

2 Senator Peters: Well, I appreciate that, and I
3 appreciate our previous conversation. I look forward to
4 having future conversations, if confirmed.

5 There is a lot to talk about and a lot of concerns that
6 I have, so I will appreciate the opportunity to have that
7 discussion and inform you on some of the past decisions that
8 have been made and the challenges I think we have to deal
9 with, so I look forward to that.

10 Dr. Schaefer, Michigan is the home to a command and
11 control, CBRN response element, which is a key component of
12 our nationwide CBRN Response Enterprise. It is comprised of
13 units from the Army Reserve and the Army National Guard that
14 rotate through the same missions, yet, unfortunately, some
15 servicemembers, specifically, the Early Retirement Credit,
16 differ depending on the component that you are in. The
17 unequal application of that benefit is contrary to DOD
18 policy that directs uniform procedures for regular, non-
19 regular retirement.

20 I would certainly hope, Dr. Schaefer, if confirmed, I
21 could count on your support to help me correct this issue
22 and to ensure that benefits regarding non-regular retirement
23 are applied equally between the Army Reserve and the Army
24 National Guard.

25 Dr. Schaefer: Senator, this is a topic that is near

1 and dear to my heart. You absolutely have my commitment
2 that I will ensure that they are applied equally.

3 Senator Peters: Great. Well, I appreciate that.

4 Mr. Calvelli, a May 2021 GAO report found that the DOD
5 has at least 10 new programs under involvement in numerous
6 mission areas involving the Space domain. Many of these are
7 large-scale, new startup programs that are going to require
8 significant amounts of funding, as well as manpower, the
9 establishment of the U.S. Space Force and the maturation of
10 our Space bureaucracy certainly represent an opportunity to
11 streamline, I believe, our acquisition process.

12 So, my question for you is, if confirmed, how will you
13 build a Space Acquisition Workforce which has the technical
14 knowledge and practical experience to efficiently lead the
15 DOD through the next phase of Space System Acquisitions?

16 Mr. Calvelli: Thank you, Senator.

17 Having a workforce that is able to do that for the
18 future is really a key to success that we need to do. How I
19 would approach that would be to, is recruiting of some of
20 the top-notch folks that we can get our hands around by
21 training, by just discipline and focus on meeting our
22 scheduled cost and technical commitments, and by just
23 driving forward into the future.

24 I think one of the biggest things that we, that I, if
25 confirmed, will try to bring is discipline, and discipline

1 in terms of just pure program management. And where I grew
2 up, I mean, the focus was purely on meeting your costs,
3 meeting your schedule, and delivering your technical
4 commitments on time and on schedule.

5 And to me, I would like -- I read that -- I actually
6 skimmed that GAO report from last May. I saw what they, it
7 was a great report.

8 I think it is really important to really have a culture
9 of program-management discipline and I think that is going
10 to allow us, also, to go a little bit faster, as well. So,
11 I think, if confirmed, I intend to bring that to the Space
12 Force.

13 Senator Peters: Very good. Thank you.

14 Thank you, Mr. Chairman.

15 Chairman Reed: Thank you, Senator Peters.

16 Senator Rounds, please?

17 Senator Rounds: Thank you, Mr. Chairman.

18 Let me begin by just thanking all of you for your
19 service to our country.

20 I would like to begin just, with just a quick question
21 for Mr. Calvelli and a statement for the record. As
22 Principal Deputy Director for the National Reconnaissance
23 Office, you were quite clear on the value satellites bring
24 to our nation's national security. You said, and I am
25 paraphrasing, that satellites you helped launch supply

1 enhanced intelligence capabilities for warfighters and
2 improved decision-making advantage for our policymakers.

3 With that in mind, what would be the impact if we were
4 to decide that we would not identify Space in the future as
5 a warfighting domain, recognizing very clearly that we have
6 adversaries that may very well have differing points of
7 view, and are you aware of anything that would substantiate
8 the suggestion that they have already moved in the direction
9 of utilizing Space as a warfighting domain?

10 Mr. Calvelli: So, thank you, Senator. That is an
11 outstanding question.

12 I believe we need to treat Space as a domain that we
13 need to integrate in with other domains, whether that be
14 Sea, Air, or Ground. I think Space gives us a strategic
15 advantage as a nation both, economically, as well as
16 militarily.

17 And I believe that as we go forward in the Pentagon
18 with programs like JADC2, Space needs to be fully integrated
19 in order to take full advantage of the capabilities that
20 Space can provide to the warfighter. Is the term
21 "warfighting domain" or just "Space domain," I honestly
22 don't know. And if confirmed, something that I would take a
23 look at, what the differences of that really means.

24 What I think is really important, though, is that we
25 are able to count on our Space assets being there, whether

1 that be peace, crisis, or conflict. The economy depends on
2 Space. The nation depends on Space. The military depends
3 on Space. So, I think we need to make sure that our
4 architecture is resilient. I think we need to make sure
5 that we maintain a technological advantage over our near-
6 peer adversaries, particularly, China and Russia, and I
7 think we need to add new capabilities to our architecture to
8 stay ahead of any threats.

9 Senator Rounds: Most certainly, it would appear that
10 we should be in a position to defend our Space assets; fair
11 statement?

12 Mr. Calvelli: Absolutely. I agree with that.

13 Senator Rounds: And, really, the question here is,
14 would the attack against our Space assets, would they begin
15 with the delivery, a missile or something from the ground,
16 or would it be something that would have already been
17 stockpiled in Space by our adversaries? Is that a
18 possibility?

19 Mr. Calvelli: I think that is a possibility, but I
20 will tell you that I would imagine anything that is the
21 first volley in terms of a Space war would end up being a
22 cyber.

23 Senator Rounds: Thank you.

24 Mr. Calvelli: It is a lot less attribution than a
25 missile being launched from somebody's country.

1 Senator Rounds: I most certainly have the opinion that
2 we should not limit our ability to defend our assets in
3 Space and I think we should be prepared for the possibility,
4 the very strong probability that our adversaries may very
5 well not have any problems with deciding that Space could
6 very well be a location where they could conduct military
7 activities.

8 Mr. Calvelli: Right.

9 Senator Rounds: Would you have any problem with that
10 statement?

11 Mr. Calvelli: No, sir, I do not.

12 Senator Rounds: Thank you.

13 Let me go back for just a second, and then I have to
14 say that I have most certainly appreciated the opportunity
15 to visit with some of you in my office.

16 Dr. Chaudhary, I think we have talked quite a bit about
17 AI and I think in our discussions, you made it very clear
18 that you understand that this committee would never look
19 upon, you know, the investigation or the use of AI in the
20 oversight of our men and women in uniform would never be
21 considered to be an acceptable thing.

22 Is that a fair statement, sir?

23 Dr. Chaudhary: Senator, that is absolutely correct.

24 And you have my commitment that we will protect the
25 civil liabilities and the constitutional rights of all of

1 our military members, if confirmed.

2 Senator Rounds: Thank you.

3 Let me go on to this. There is an item that I think is
4 very important and, in fact, there has been some more public
5 discussions lately about PFAS and PFOB.

6 And, you know, at Ellsworth Air Force Base, we have, we
7 have had for a number of years, because we have aircraft
8 there. We also practice. Our firemen and women fight,
9 actually taking out the fire, stopping the fires from
10 expanding and so forth.

11 But when they test it, they have been using the PFAS,
12 which is, and I am going to probably mess this up, but it is
13 perfluoroalkyl and polyfluoroalkyl, as chemicals that are in
14 these firefighting liquids. There has been some discussion
15 about the fact that some of those same chemicals may very
16 well have been used in the creation of equipment for
17 firefighters for years. But in this particular case, we
18 have been concerned about the possibilities of that being in
19 the groundwater in multiple locations around the United
20 States.

21 Would I have your commitment that as we continue to
22 investigate and take care of the claims that come from water
23 supplies and systems that have this in them, that you would
24 work to make sure that those individuals that have their
25 water supplies impacted by this, that they be appropriately

1 treated and that we do everything we can to clean up the
2 water supplies that have been tainted, and, furthermore,
3 that we make sure that those individuals that might have
4 been impacted, in terms of their health, that we recognize
5 it and we get to the bottom of it and do everything we can
6 to make sure that they get the services needed to correct
7 any health problems that they may have due to the release of
8 this by the Air Force and other branches, with regard to
9 what they thought was simply a matter of practicing to put
10 out fires.

11 Dr. Chaudhary: Thank you, Senator.

12 The challenge of the PFAS has been very, very close to
13 an issue that I have been watching in the public domain,
14 especially at our military bases. Our men and women in
15 uniform deserve to have an environment to execute the
16 mission that is free of contaminants. And that goes for
17 surrounding communities of these installations.

18 You have my commitment that I will give this my fullest
19 attention and I will work with the committee on
20 understanding the current impacts, potential future impacts,
21 and actions going forward to address them. So, to answer
22 your question, Senator, if confirmed, yes.

23 Senator Rounds: Thank you, Mr. Chairman, for your
24 patience.

25 Chairman Reed: Thank you, Senator Rounds.

1 Senator Cotton, please?

2 Senator Cotton: Thank you all for your appearance here
3 today and congratulations on your nominations.

4 Mr. Calvelli, is Space a warfighting domain today?

5 Mr. Calvelli: Senator Cotton, I believe that we
6 created the United States Space Force, so I would imagine it
7 can be considered a warfighting domain.

8 Senator Cotton: Yeah. I think that is right, and I
9 think the fact that we created it might suggest that we are
10 a little bit behind the curve when it comes to engaging in
11 that domain, relative to Russia and China.
12 Wars, typically, are not won just on the defense, right?

13 Mr. Calvelli: Right.

14 Senator Cotton: There is a combination of defense and
15 offense. So, do you believe that we need offensive Space
16 capabilities to be predominate in Space?

17 Mr. Calvelli: I believe we would need whatever
18 capability that we can get that is going to protect our
19 assets. I think that a day without Space would be a really
20 bad day for our country; whether that is in peacetime or in
21 crisis and conflict. We need to make sure our Space assets
22 are always available for our warfighters and for our nation.

23 Senator Cotton: And it is fair to say that we depend
24 on those Space assets even more than does Russia or China,
25 because we would be fighting away games against each of

1 those countries and they would be fighting home games,
2 right?

3 Mr. Calvelli: At this point in time, yes, sir; I think
4 you are correct.

5 Senator Cotton: Yeah. So, it is very important that
6 we be able to defend everything that we have both, defend
7 our legacy systems and that we design our satellites and
8 other Space assets going forward in a way that make them
9 even more defensible.

10 Mr. Calvelli: I agree with that, Senator.

11 Senator Cotton: Like in every other domain, I think it
12 is true in Space, we have to be able to hold China and
13 Russia's assets at risk, as well, with offensive
14 capabilities.

15 Mr. Calvelli: I agree.

16 Senator Cotton: So, DOD is, unfortunately, littered
17 with a lot of expensive programs that have gone wrong, where
18 the taxpayer doesn't get what we paid for and sometimes that
19 due to immature technology. Sometimes, it is due to
20 leadership and management of programs. Sometimes, maybe
21 every now and then, it is due to a little bit of Congress
22 meddling and parochial politics back home.

23 But are you going to be willing to take a sharp eye in
24 looking at all the programs that we have, and if necessary,
25 to end programs that aren't performing and that are not

1 delivering value for the taxpayer and the capabilities that
2 are troopers need on the ground and in the air?

3 Mr. Calvelli: Yeah, thank you, Senator.

4 I am a firm believer of delivering programs on cost, on
5 schedule, and meeting our requirements. And if there are
6 programs that are awry or not heading in the right
7 direction, I have no problem either taking corrective action
8 or terminating them.

9 Senator Cotton: Well, thank you.

10 I know that you served a great career in the
11 intelligence community, concluding at the NRO, and I look
12 forward to you being an outstanding Assistant Secretary.

13 Mr. Calvelli: Thank you, sir.

14 Senator Cotton: Mr. Parker, several members of
15 Congress earlier this year, including myself, commissioned
16 an oversight report about Navy culture.

17 Have you had a chance to read that report?

18 Mr. Parker: Senator, I have not read that report.

19 Senator Cotton: Okay. I will send it to you. I
20 encourage you to read it.

21 We didn't do it ourselves; we just asked retired flag
22 officers to review it. I provided it to the Secretary as
23 well, and as a former service combatant commander, I think
24 he agreed with a lot of what we found; unfortunately, the
25 report found that 94 percent of Sailors interviewed believe

1 that the Navy suffers from a crisis in leadership and
2 culture. This is especially true of the Surface Navy.

3 Some specific issues raised were an insufficient focus
4 on warfighting skills, a culture of micromanagement, a zero-
5 risk and zero-defect mentality that ended up jettisoning
6 careers of chiefs or officers who had served 20 or 30 years
7 because they made a single mistake, and just the crushing
8 administrative and paperwork regime.

9 As you can see, those aren't really political issues or
10 partisan issues; it is all about the kind of burdens we put
11 on Sailors and the distractions they face when they should
12 be training for and operating in a warfighting environment.

13 Could you please share your thoughts about all of these
14 noncombat-related training programs and additional
15 administrative tasks, do you think these things are
16 excessive? What can we do to reduce them? What specific
17 kind of trainings might we consider eliminating to get
18 Sailors back focused on warfighting?

19 Mr. Parker: Senator, and thank you for your leadership
20 on this issue, and I will review your report.

21 You know, I believe our Surface Warfare Officers are
22 absolutely critical to everything that the Navy needs to
23 accomplish and to readiness and to the ability to have that,
24 to have that worldwide, deployable Force. Issues of culture
25 are deeply important in ensuring that our SWOs really have

1 the ability to perform those duties and are best-positioned
2 to do so.

3 I understand these are areas that the Navy is looking
4 at very closely in terms of talent management and the
5 requirements on officers, as well as the manning piece,
6 which I think is big, as well; making sure that there is
7 adequate manning, so that our officers can perform and they
8 aren't overly fatigued.

9 You know, I agree with you on concerns with regard to a
10 zero-defect mentality. There are high standards that must
11 be maintained, but there needs to be a balance, because at
12 the same time, everyone does make mistakes, so how do you
13 really make that balance.

14 But, Senator, if confirmed, I will absolutely take
15 these issues seriously and will work very closely with the
16 Navy to help ensure that we have the healthiest culture for
17 our Surface Warfare Officers.

18 Senator Cotton: Right. Good. Thank you.

19 My time is expired, but why don't we connect after you
20 have had about 90 days on the job and talk about what you
21 have learned and what you can take forward. I mean, our
22 young men and women, they join the Navy for excitement and
23 danger and adventure, whether they grew up sailing in New
24 England or they grew up in the mountains of Arkansas and
25 have never seen the oceans and wanted to get out and see the

1 world. We don't want to PowerPoint them to death; we want
2 them to be ready to fight and, therefore, deter the war of
3 the future on the high seas. So, maybe about 90 days after
4 you are on the job, we will have a check-in.

5 Mr. Parker: I will be happy to do that, Senator.

6 Senator Cotton: Thank you.

7 Chairman Reed: Thank you, Senator Cotton.

8 Senator Hawley, please?

9 Senator Hawley: Thank you, Mr. Chairman.

10 Congratulations to the nominees. Thank you for being
11 here.

12 Dr. Chaudhary, let me start with you. I want to come
13 back to this article in which you advocated using artificial
14 intelligence to monitor members of the United States
15 military. You said that the time has come to shift the
16 fulcrum, I am quoting you, shift the fulcrum in the battle
17 against violent extremism from reactive to proactive, and
18 take the fight to the extremists, meaning members of the
19 military.

20 You say the key to disrupting them is uncovering and
21 understanding their initial behaviors, initial behaviors;
22 elements that are contained in their electronic footprints.

23 In other words, disturbing patterns and other
24 activities, views, statements that may advance evince a
25 troubling pattern, but before they would actually do

1 anything that is illegal, objectionable, or against military
2 regulations, right?

3 I mean, what am I missing here?

4 Dr. Chaudhary: Thank you, Senator.

5 To address the article, it was submitted to start, to
6 continue public discussion on the issue of extremism. I
7 believe it fell short, and I regret that, but I do want to
8 be clear that the vast majority of men and women who serve,
9 serve with honor, serve with integrity, and serve with
10 excellence. And I believe that the constitutional rights of
11 all of our members of the military need to be protected.

12 If confirmed, I would lead of Secretary Kendall to
13 ensure that the mission and guidance under extremism is
14 accepted.

15 Senator Hawley: Well, I have heard you give that
16 answer and I want to be clear, I think you have served with
17 honor and integrity and excellence, and I just want that
18 reflected in the record. And I thank you to your service,
19 it has been long and varied, to our country. So, thank you
20 for what you have done.

21 But I have to tell you that the views that you advocate
22 here, and it is not just disputes, I mean, you certainly did
23 start a public discussion on them. And if that was the
24 goal, then you have absolutely achieved it. You have
25 started a public discussion. And what you are advocating

1 here, I think, is extremely dangerous. Extremely dangerous.

2 Let's read some more from your article. You say a
3 common thread of all of these threats is that they find
4 their origins in rudimentary human behavior. Subtle in
5 nature, these behaviors often go unnoticed by front line
6 managers and supervisors who miss signals of toxicity that
7 worsen until they lead to more pronounced behavior.

8 So, you advocate monitoring, gathering data, using
9 artificial intelligence to monitor members of the military
10 whose activities are not illegal, whose activities are not
11 in violation of the military code; the code of justice. To
12 monitor them because they might lead to behavior that you
13 would later deem toxic.

14 I mean, this is exactly, exactly what our opponents in
15 China do with their social credit regime, where they rank
16 their citizens and monitor their every behavior online and
17 elsewhere. I am just astounded that you are advocating
18 this.

19 What led you to advocate this?

20 And, by the way, this was written in July of last year,
21 right. July 2021. And this wasn't like 10 years ago; it
22 was just last year, right?

23 That is a question, July 2021?

24 Dr. Chaudhary: Yes, sir.

25 Senator Hawley: I want to make sure I have that right.

1 What led you to advocate the use of artificial intelligence
2 to monitor military members, just, what, 7 months ago, 8
3 months ago?

4 Dr. Chaudhary: Thank you, Senator.

5 And, again, the publication was intended to enter the
6 public discussion and I do regret that.

7 Senator Hawley: Well, wait. What do you regret? You
8 regret that you published it or you regret that you
9 advocated using artificial intelligence to gather
10 information on members of the military?

11 Dr. Chaudhary: Yes, sir. Let me be clear and state,
12 again, that AI should not be used to monitor military
13 members.

14 Senator Hawley: When did you change your mind on that,
15 because you just wrote this in July; it is February, so when
16 did your mind shift, that is a pretty quick change in a
17 pretty quick amount of time, when you were nominated?

18 Dr. Chaudhary: No, sir.

19 Senator, I regret the article and --

20 Senator Hawley: But when -- that is not my question; I
21 know you regret it --

22 Dr. Chaudhary: Yes, sir.

23 Senator Hawley: -- you are getting grilled on it.
24 When did you change your mind about it?

25 You have advocated in print a policy, and by the way,

1 it is not just this article. I mean, for years now, you
2 said in May of 2016 that you think we need authentic leaders
3 with a message who are ready to deliver for our nation with
4 passion and conviction. These are the leaders that will
5 guide the future of our nation, not by being colorblind.

6 You said in November of 2015 that the military has a
7 culture of xenophobic cronyism. Xenophobic cronyism.

8 And then by 2021, in July, you are advocating using
9 artificial intelligence to monitor your fellow members of
10 the military in order to root out behavior that you disprove
11 of. So, this is a longstanding set of views. Now, you say
12 you have changed them.

13 When did you change them?

14 Dr. Chaudhary: Senator, the article was submitted to
15 enter the discussion on extremism. I regret it. It fell
16 short.

17 And my views on this are clear: the men and women who
18 serve in our military, serve with excellence; they serve
19 with honor, and I have seen it in my career, and I have
20 served alongside them. And I truly believe that.

21 I also believe that constitutional protections and feel
22 that their constitutional protections should be protected at
23 all times.

24 And so, I don't advocate AI to monitor our military
25 members, and if confirmed, I will follow Secretary Kendall's

1 lead on this issue and on extremism, as well as Secretary
2 Austin's lead on extremism and ensure that our military
3 members have the resources to do the job that they are
4 expected to do.

5 Senator Hawley: Well, my time is expired, Dr.
6 Chaudhary.

7 And you are right about the constitutional issues that
8 this raises. I think this would be grossly unconstitutional
9 to consistently and constantly monitor members of the
10 military. And as someone who has vociferously objected to
11 China doing it, who has, in our own country, fought our own
12 tech companies, who, as you know, monitor every keystroke
13 that Americans take, follow them around without their
14 permission on the web, sell their data without their
15 approval, I think that is so objectionable when private
16 companies do it, but let alone our Government doing it to
17 members of the military, I think this is just astounding.

18 And I am, frankly, astounded that you have been
19 nominated in light of these views. I just, I think it is
20 exceptional. So, I thank you for your service.

21 I cannot support you for your nomination for these
22 reasons.

23 Thank you, Mr. Chairman.

24 Chairman Reed: Thank you, Senator Hawley.

25 I want to thank the witnesses and the nominees for

1 their previous service to the nation and for their
2 commitment to serve again. I really appreciate the
3 opportunity, I am sure my colleagues do, to ask you
4 questions.

5 And with that, I will declare the hearing adjourned.

6 [Whereupon, at 11:41 a.m., the hearing was adjourned.]

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