

Stenographic Transcript
Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO CONSIDER THE NOMINATIONS OF: MR. NICKOLAS H. GUERTIN TO BE DIRECTOR OF OPERATIONAL TEST AND EVALUATION DEPARTMENT OF DEFENSE; MS. ALEXANDRA N. BAKER TO BE DEPUTY UNDER SECRETARY OF DEFENSE FOR POLICY; MR. JOHN P. COFFEY TO BE GENERAL COUNSEL OF THE DEPARTMENT OF THE NAVY; AND MR. DOUGLAS R. BUSH TO BE ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS, AND TECHNOLOGY.

Tuesday, October 19, 2021

Washington, D.C.

ALDERSON COURT REPORTING
1111 14TH STREET NW
SUITE 1050
WASHINGTON, D.C. 20005
(202) 289-2260
www.aldersonreporting.com

1 HEARING TO CONSIDER THE NOMINATIONS OF: MR. NICKOLAS H.
2 GUERTIN TO BE DIRECTOR OF OPERATIONAL TEST AND EVALUATION
3 DEPARTMENT OF DEFENSE; MS. ALEXANDRA N. BAKER TO BE DEPUTY
4 UNDER SECRETARY OF DEFENSE FOR POLICY; MR. JOHN P. COFFEY TO
5 BE GENERAL COUNSEL OF THE DEPARTMENT OF THE NAVY; AND MR.
6 DOUGLAS R. BUSH TO BE ASSISTANT SECRETARY OF THE ARMY FOR
7 ACQUISITION, LOGISTICS, AND TECHNOLOGY.

8
9 Tuesday, October 19, 2021

10
11 U.S. Senate

12 Committee on Armed Services

13 Washington, D.C.

14
15 The committee met, pursuant to notice, at 9:30 a.m. in
16 Room SD-G50, Dirksen Senate Office Building, Hon. Jack Reed,
17 chairman of the committee, presiding.

18 Committee Members Present: Senators Reed [presiding],
19 Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King,
20 Warren, Peters, Manchin, Rosen, Kelly, Wicker, Fischer,
21 Ernst, Tillis, Scott, Blackburn, Hawley, and Tuberville.

1 OPENING STATEMENT OF HON. JACK REED, U.S. SENATOR FROM
2 RHODE ISLAND

3 Chairman Reed: Let me call the hearing to order.

4 Before I begin my formal remarks, I would like to
5 recognize the passing of two extraordinary soldiers, General
6 Colin Powell and General Raymond Odierno. Their selfless
7 service to the nation, remarkable courage and remarkable
8 commitment to the men and women of our armed services has
9 sustained and inspired us all. They have left a legacy of
10 honor and commitment that will be a beacon for future
11 generations of Americans. To their families, I express our
12 profound sympathy. Thank you very much.

13 The committee meets this morning to consider the
14 nominations of Mr. Nickolas Guertin to be Director of
15 Operational Test and Evaluation; Ms. Alexandra Baker to be
16 Deputy Under Secretary of Defense for Policy; Mr. John
17 Coffey to be General Counsel of the Department of the Navy;
18 and Mr. Douglas Bush to be Assistant Secretary of the Army
19 for Acquisition, Logistics, and Technology. I thank the
20 nominees for their long careers of service to the United
21 States and their willingness to assume these important
22 roles.

23 I would also like to welcome the family members who are
24 with us today. Mr. Guertin, I welcome your wife, Maria,
25 son, Enrico, and daughter, Isabella; Ms. Baker, I welcome

1 your husband, Sam; Mr. Coffey, I welcome your wife, Anne,
2 and son, Connor; and Mr. Bush, I welcome your wife,
3 Patricia.

4 Mr. Guertin, you are nominated to be the Director of
5 Operational Test and Evaluation, or DOT&E. This position is
6 responsible for all operational and live fire review,
7 testing, and evaluation activities. Your long career of
8 technology and weapons development in military, industry,
9 and academic roles should serve you well.

10 There are a number of challenges that will require your
11 attention within the Department. Of note, it is important
12 for DOT&E to be independent and resist pressure from the
13 services and industry to deploy systems that are not yet
14 operationally effective. You will be responsible for
15 oversight of a number of programs, including the F-35, the
16 Army Integrated Visual Augmentation System, the Navy Ford-
17 class carrier, space satellite systems, and missile defense
18 programs. While there is always a demand to move more
19 rapidly in acquisition, it is critical that you ensure we do
20 so prudently. Indeed, we must move both rapidly and
21 prudently in acquisition.

22 Another challenge will be developing ways to test new
23 information technology programs, including commercial cloud
24 computing services, as well as ensuring robust cybersecurity
25 testing on all systems. In addition, concerns have been

1 raised about potential reductions in the workforce that
2 supports live fire testing. I would ask that you share your
3 plan on addressing these challenges.

4 Ms. Baker, you are nominated to serve as Deputy Under
5 Secretary of Defense for Policy. Your current role as
6 Senior Director for Strategic Planning on the National
7 Security Council and previous experiences in Congress, the
8 DoD, and OMB will be valuable in this new position.

9 If confirmed, you will have a broad scope of
10 responsibility in advising and assisting the Under Secretary
11 of Defense for Policy and the Secretary of Defense on a
12 range of issues, including strategic competition with a
13 rising China, the COVID-19 pandemic, cyber threats, and
14 climate change.

15 In the immediate term, the Policy office is revising
16 the 2022 National Defense Strategy. The NDS will play a
17 critical role in defining the United States' national
18 security priorities, but coordinating it across the
19 Department and the Federal Government will be a challenge.
20 I hope you will share how you plan to integrate the NDS with
21 the Administration's whole-of-government approach.

22 In the coming months, the Department will also publish
23 its Nuclear Posture Review. I am interested in your
24 testimony on a number of issues relating to the Nuclear
25 Posture Review, including modernization of all three legs of

1 the triad, updating our nuclear facilities, the role of arms
2 control, and ongoing strategic stability talks.

3 Mr. Coffey, you are nominated to be General Counsel of
4 the Department of the Navy. This position is responsible
5 for providing legal services throughout the Department in a
6 vast array of fields, including acquisition-related law,
7 arms control, business and commercial law, and national
8 security-related law, among many others. The General
9 Counsel also assists in ethics, intelligence, criminal
10 investigation, and law enforcement activities. I would note
11 your extensive legal career in the Navy, and you should be
12 well prepared for this very responsible job.

13 One of Secretary Austin's priorities is to eradicate
14 extremism within the ranks. While we continue to believe
15 that the number of extremists in the ranks remains very
16 small, even one is too many, and I hope you will share your
17 views on how you will approach this issue, especially as the
18 line between action, thought, and speech becomes much more
19 difficult to define.

20 Mr. Bush, you are nominated to be Assistant Secretary
21 of the Army for Acquisition, Logistics, and Technology. If
22 confirmed, you will oversee Army research, development,
23 acquisition, program sustainment, and logistics activities
24 as the Army is undertaking its most expansive modernization
25 effort in decades. You will be well served by your

1 experience which includes nearly two decades of
2 congressional legislative work, including with the House
3 Armed Services Committee. You will be responsible for
4 balancing the need for rigorous cost management with the
5 need to move quickly and use tailored acquisition
6 approaches. To achieve this, it will be necessary to
7 strengthen the Army's workforce and capacity while improving
8 data available to the Army and DoD to more effectively
9 acquire and sustain Army weapon systems.

10 Importantly, you will also be responsible for
11 overcoming the so-called "Valley of Death," ensuring that
12 the Army is able to turn research innovations into real
13 operational capabilities. This will require strengthening
14 connections between research and engineering activities and
15 the Army's acquisition programs and defense contractors. It
16 will also include investing in and protecting the people and
17 infrastructure at organizations like the Army's labs and
18 test ranges. I look forward to hearing how you will address
19 these challenges.

20 Thank you, again, to our nominees.

21 Senator Inhofe is unable to join us this morning, but I
22 will request unanimous consent to include his opening
23 statement in the record. Without objection, so ordered.

24 [The opening statement of Senator Inhofe follows:]

25

1 Chairman Reed: Now, Mr. Guertin, could you please give
2 your statement.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF NICKOLAS GUERTIN, NOMINEE TO BE DIRECTOR
2 OF OPERATIONAL TEST AND EVALUATION, DEPARTMENT OF DEFENSE

3 Mr. Guertin: Chairman Reed, Ranking Member Inhofe, and
4 distinguished members of the committee, it is a privilege to
5 be with you here today. I am humbled to be considered to
6 serve as the Director of Operational Test and Evaluation. I
7 would like to thank President Biden, Secretary Austin, and
8 Deputy Secretary Hicks for entrusting me with this
9 nomination. I would also like to thank my family, who you
10 see behind me, for their support: Maria, my wife of almost
11 20 years and our twin children, Enrico and Isabella, of whom
12 we are both immensely proud.

13 The greatest asset of the Department of Defense is
14 undoubtedly its people. Our men and women in uniform and
15 our civilian and contractor workforce make the American
16 military the best in the world. However, our ability to
17 defend the Nation also depends on the capabilities of our
18 technologies, which must be tested as they would be used in
19 combat. Injecting operationally realistic testing early
20 into a program's development allows the Department to
21 implement affordable, comprehensive changes, making the best
22 and most efficient use of taxpayer resources, and
23 ultimately, achieving the greatest possible performance.
24 Transparency on the results of those tests are critical to
25 ensuring the most effective, suitable, survivable, and where

1 necessary, lethal performance. If confirmed, I am committed
2 to ensuring that the office of the Director for Operational
3 Test and Evaluation will deliver an independent, objective,
4 and authoritative evaluation of system performance to you
5 and to Secretary Austin.

6 Testing the way we fight in the future will require
7 evolutionary and revolutionary changes, ones that cannot be
8 successfully planned or implemented without teamwork. It
9 will require increased reliance on state-of-the-art test
10 infrastructure and tools, and a well-trained test and
11 evaluation workforce in order to support faster and more
12 efficient evaluation of complex, interconnected systems in a
13 joint, multi-domain operational environment. It will
14 require reliance on innovative methods like credible virtual
15 environments and modeling and simulation tools to complement
16 on-range and laboratory testing. If confirmed, I am
17 committed to working closely with our research and
18 engineering community, acquisition programs, and the
19 Services so that together we can most effectively deliver
20 capability to the Joint Force.

21 I take this commitment to national security seriously,
22 having spent the past four decades working on, developing,
23 testing, fielding, and researching the acquisition of
24 military systems. I started my career as an enlisted
25 nuclear power plant operator on submarines. I later

1 transitioned to the Reserves and after graduating college,
2 landed a job as a Navy civilian engineer. Shortly
3 afterwards I was also commissioned as a Navy Reserve
4 engineering duty officer. This citizen-sailor pairing would
5 serve me well for the following decade by keeping me
6 grounded in what it took to do maintenance, operations, and
7 testing in the fleet, while also developing new systems.
8 Testing had long been a central tenet to this experience,
9 from developing automated test equipment for weapon
10 components, to testing and deploying new sensors and combat
11 management systems that were built to change and improve
12 over time.

13 Improving acquisition practices for national security
14 systems has long been a passion of mine. It started when I
15 was fortunate enough to be on the team that pioneered the
16 use of open architectures for sonar systems in the mid-
17 1990s. I have been on the forefront of developing and
18 applying a wide array of improved acquisition practices, and
19 helping others do the same ever since. More recently, while
20 at Carnegie Mellon University's Software Engineering
21 Institute, I learned a great deal more about the evolving
22 practices of software-reliant system architectures, test
23 automation, artificial intelligence and machine learning, to
24 name a few. While at the SEI, I have also extended the
25 research I performed while in government on advanced systems

1 development methods for improving DoD acquisition.

2 As Secretary Austin has testified, "We have the
3 greatest equipment in the world." If confirmed, it is my
4 objective to ensure that assessment continues to hold true,
5 providing for the best-trained, best-equipped, and most
6 capable fighting force in the world. It would be an honor to
7 contribute to that mission, and to serve as the Director of
8 Operational Test and Evaluation. Thank you.

9 [The prepared statement of Mr. Guertin follows:]

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 Chairman Reed: Thank you very much, Mr. Guertin. Ms.
2 Baker, please.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF ALEXANDRA BAKER, NOMINEE TO BE DEPUTY
2 UNDER SECRETARY OF DEFENSE FOR POLICY

3 Ms. Baker: Thank you, Mr. Chairman. Thank you also to
4 the Ranking Member and members of this committee. It is an
5 honor to be before you today as President Biden's nominee
6 for the position of Deputy Undersecretary of Defense for
7 Policy. I am grateful to the President, Secretary Austin,
8 and Undersecretary Kahl for their trust and confidence in
9 me.

10 I want to thank my husband, Sam, who is here with me
11 today and who shares my deep commitment to the values this
12 nation was founded upon. I also want to acknowledge my
13 mother, who is watching at home, and who came to this
14 country as a refugee and taught me the importance of giving
15 back, and my father, who enlisted in the Army in 1969, and
16 who always considered his military service to be the
17 formative experience of his life. He passed away earlier
18 this year, but it is my honor to continue the family
19 tradition of service.

20 The job of the Department of Defense is to deter
21 adversaries and to fight and win the nation's wars should
22 deterrence fail -- in short, to keep Americans safe. There
23 is no more sacred mission. Today we have entered a new era
24 of strategic competition, and we must update our policies,
25 our operations, our capabilities, and our workforce to meet

1 the moment. I believe that there is no time to waste.

2 China is the pacing challenge for the Department. As
3 the President's Interim National Security Guidance states,
4 it is the only competitor that is capable of combining its
5 economic, diplomatic, military, and technological power to
6 mount a sustained challenge to a stable and open
7 international system. To meet this challenge, we will need
8 to invest in capabilities that are relevant not to the last
9 fight but to future ones. We will need creative and agile
10 operational concepts and plans that rapidly assimilate and
11 take advantage of technological advances. We will need a
12 high-end, combat-capable, and ready force that is forward
13 positioned, distributed, and resilient. We will need to
14 operate seamlessly across all domains, and we will need
15 increased interoperability with strong and capable partners
16 and allies who are proficient in their warfighting roles.
17 If I am confirmed, I will work tirelessly to support those
18 priorities.

19 As the NSC's Senior Director for Strategic Planning, I
20 have been tasked with drafting the President's national
21 security strategy and coordinating it with our departments
22 and agencies, and as well with our closest allies and
23 partners. At the same time, the Department has been
24 updating the National Defense Strategy, building on the
25 strong foundation provided in the 2018 NDS to reflect new

1 developments in the strategic environment and new insights
2 about the intentions and the capabilities of our
3 adversaries. If confirmed, my first priority will be to
4 help implement the NDS, with a focus on better integrating
5 Policy's work with other DoD components, with our
6 interagency partners, and with our allies.

7 Beyond implementing the NDS, if confirmed, I will also
8 seek to support the Under Secretary in executing his
9 priorities. These include rising to the challenge China
10 poses. It includes defeating the COVID-19 pandemic, which
11 remains the most immediate threat to U.S. national security
12 and to the health, safety, and readiness of our men and
13 women in uniform.

14 We also continue to face a growing cyber threat from
15 both state and non-state actors, including to our critical
16 infrastructure. The Department will need to continue to
17 defend forward to protect its networks, while building the
18 resilience necessary to deny our adversaries' ability to
19 threaten our nation in this domain.

20 Climate change represents another Department-wide
21 focus, given its potential to drastically change the
22 operational environment, and its current impact on our bases
23 and facilities around the world. If confirmed, I am
24 committed to ensuring that Policy is best positioned to
25 advance these priorities.

1 We have the greatest military in the world, but at the
2 end of the day it is about people, both our servicemembers
3 and civilian workforce. I believe that Policy is the
4 beating heart of the Office of the Secretary of Defense. It
5 is the place where deep expertise and longstanding regional
6 relationships meet next-generation approaches that integrate
7 new concepts, new ideas, and new warfighting capabilities.

8 The Policy organization has been challenged in recent
9 years, and if confirmed in this role I will seek to assist
10 the Under Secretary in leading and renewing the
11 organization, breaking down silos, facilitating
12 communication and cooperative approaches, and improving
13 effectiveness. My commitment to the workforce will be to
14 focus relentlessly on organizational health and morale, so
15 that Policy is postured to provide a strong and constructive
16 civilian voice in the Department for years to come.

17 As a former Senate staffer, I have a deep appreciation
18 for the critical role that this committee and this body
19 plays. I want to express my gratitude to the committee for
20 its many decades of bipartisan, cooperative focus on the
21 defense of our nation and for your thoughtful oversight of
22 our military. If confirmed, I look forward to working with
23 you in a spirit of partnership to continue that tradition.

24 Thank you for your consideration, and I look forward to
25 your questions.

[The prepared statement of Ms. Baker follows:]

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1 Chairman Reed: Thank you, Ms. Baker. Mr. Coffey,
2 please.

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1 STATEMENT OF JOHN COFFEY, NOMINEE TO BE GENERAL
2 COUNSEL OF THE DEPARTMENT OF THE NAVY

3 Mr. Coffey: Thank you, Chairman Reed and other
4 distinguished members of this committee. I want to begin by
5 thanking my wife of over 32 years, Anne, and our children
6 Kate, Cameron, and Conor. I cannot say enough about what
7 their support, and patience, has meant as I pursued parallel
8 careers in the law and in the Navy. I am so pleased that
9 Anne and Conor could be here today.

10 I am very grateful to President Biden for his trust and
11 confidence in nominating me to serve as General Counsel of
12 the Department of the Navy. I thank the committee and its
13 staff for making time over the past few weeks to discuss my
14 nomination. I am eager to return to public service, and
15 hope to earn your support.

16 I would like to address briefly, why I believe that, if
17 confirmed, I would bring a number of pertinent strengths to
18 the role of Navy General Counsel. First, I have for over 30
19 years led a varied career in the law, including several
20 years as a Federal prosecutor in the Southern District of
21 New York and as a civil litigator handling some of the
22 Nation's most challenging and impactful cases. I have
23 experience solving difficult problems, building effective
24 teams, providing candid, timely counsel, and advocating for
25 my clients' interests.

1 Second, I served in the United States Navy for over 30
2 years, as a midshipman at the Naval Academy, on active duty
3 for 8 years, and, after graduating from Georgetown Law's
4 night program while I was stationed here in Washington, as a
5 reservist for 18 years. I served in several operational
6 roles, including as a P-3 Orion mission commander tracking
7 Soviet submarines, and I was privileged to be selected twice
8 for command. In Washington, I had the opportunity to serve
9 as personal aide to Vice President George H. W. Bush and to
10 serve in various Pentagon policy and planning roles.

11 Third, I bring the perspective of a child of
12 immigrants. I am humbled by the opportunity that, if
13 confirmed, I could once again serve the country that drew my
14 parents here from Ireland seven decades ago. I grew up in a
15 home where my six younger siblings and I were told, on a
16 near-daily basis, that if we did our homework, applied
17 ourselves, and went to Mass, there was no limit to what we
18 could accomplish in America.

19 Our family went through some tough times--my Dad was a
20 construction worker who was out of work when the economy
21 went sour--but our parents always reminded us that we were
22 lucky because we were American, and that because we had been
23 given this great gift, much was expected of us.

24 These principles have animated much of my life, leading
25 me to take the oath of office to protect and defend our

1 Constitution as a 17-year-old midshipman at Annapolis and,
2 after completing my obligated service, to continue to serve
3 in the Reserve for almost two decades while juggling a
4 family and career in New York. And, Senators, it is why I
5 sit here today, ready, if confirmed, to bring all of my
6 experience, energy, and love of country to the role of Navy
7 General Counsel.

8 If confirmed, my top priority would be to ensure that
9 the Office of the General Counsel robustly supports the
10 mission of the Navy and Marine Corps by providing the
11 timely, candid, and accurate legal advice they need to carry
12 out their missions successfully. If confirmed, I would also
13 focus on taking care of our Sailors, Marines, Department
14 civilians, and their families, which I know firsthand as my
15 tour as commanding officer enables mission success. And, if
16 confirmed, I would seek to promote a culture where ethical
17 decision-making is paramount throughout the Department of
18 the Navy.

19 Relatedly, I would work hard to leverage the office to
20 ensure that every taxpayer dollar that the Navy is given is
21 spent wisely, fully accounted for, and subject to effective
22 oversight and full transparency to this committee and to the
23 American public.

24 If confirmed, I look forward to working with Navy
25 Secretary Del Toro, the senior leadership of the Pentagon,

1 and this committee, doing so in the bipartisan tradition
2 that is a prized hallmark of this committee.

3 Thank you for your consideration of my nomination. I
4 look forward to answering your questions.

5 [The prepared statement of Mr. Coffey follows:]

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 Chairman Reed: Thank you, Mr. Coffey. Mr. Bush,
2 please.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF DOUGLAS BUSH, NOMINEE TO BE ASSISTANT
2 SECRETARY OF THE ARMY FOR ACQUISITION, LOGISTICS, AND
3 TECHNOLOGY

4 Mr. Bush: Chairman Reed, Ranking Member Inhofe, and
5 members of the committee, I am honored to appear before you
6 today as President Biden's nominee to be Assistant Secretary
7 of the Army for Acquisition, Logistics, and Technology. I
8 am humbled by the faith President Biden, Secretary Austin,
9 and Secretary Wormuth have placed in me by nominating me to
10 fill this critical role in the United States Army. I am
11 also humbled to sit before you, leaders of an institution,
12 the United States Congress, where it was my honor and
13 privilege to serve as a staff member for almost 19 years.

14 I would like to start by thanking the many people who
15 have supported me during my 28 years of public service,
16 starting with my wife, Trisha, who has been at my side for
17 24 of those years, my father and mother, Donald and Sandra
18 Bush, who sacrificed greatly to give me every opportunity in
19 life to succeed, and the many superb Army officers and
20 noncommissioned officers who taught me what it means to
21 serve my country and to lead soldiers, both at West Point
22 and during my time as a young officer.

23 Here in Congress, I was fortunate to work for many
24 members on both sides, but I owe my chance to serve in
25 Congress especially to Senator Bill Nelson, Congressman Jim

1 Cooper, Congressman Neil Abercrombie, Congressman Ike
2 Skelton, and House Armed Services Committee Chairman Adam
3 Smith.

4 Finally, I want to thank the outstanding Army officers
5 and civilians I was honored to work with during my 6 months
6 as an Acting Assistant Secretary of the Army earlier this
7 year. If confirmed, I am eager to take on the challenge of
8 leading the Army's acquisition enterprise during a period of
9 dramatic change. The Army is in the early years of what
10 promises to be its most significant equipment modernization
11 in nearly 40 years.

12 If confirmed, I would be responsible for bringing to
13 fruition many efforts that a talented and dedicated group of
14 Army military and civilian leaders who came before me set in
15 motion. Having supported congressional oversight of Army
16 programs for many years, and serving in the role I have been
17 nominated for in an Acting capacity for 6 months, I am
18 confident I know how to achieve this goal.

19 If confirmed, I would work diligently to meet the
20 objectives of Secretary Wormuth, other Department senior
21 leaders, and Congress. My priorities would include the
22 following. First, I would place a laser-like focus on
23 program execution and performance to ensure rapid delivery
24 of improved equipment to our soldiers. For many years,
25 Congress has directed acquisition reforms on accelerating

1 the pace of delivery. I will orient my decisions toward
2 taking action to advance programs and deliver effective
3 equipment, while ensuring appropriate oversight of program
4 cost and performance.

5 Second, I believe the Army must get better at acquiring
6 software, using all the available tools that Congress has
7 provided. Many efforts are underway to shift software
8 acquisition from an industrial age to an information age
9 approach. If confirmed, I intend to further accelerate
10 those efforts.

11 Third, the Army must return to a focus on security in
12 its acquisition efforts, including cybersecurity and supply
13 chain security. Both are necessary to deliver capabilities
14 uncompromised by the aggressive efforts of China, Russia,
15 and other countries.

16 Fourth, I believe that realistic operational testing is
17 an aid, rather than a hindrance, to delivering effective
18 equipment for the Army. Taking a little extra time and
19 effort to fully test systems up front ensures that
20 contractors are held accountable and problems are identified
21 on test ranges rather than in combat.

22 Finally, and most critically, I will work to ensure
23 Army modernization is closely coordinated with Congress.
24 The Army cannot achieve any of its modernization goals
25 without the support of, and partnership with, Congress.

1 In closing, I want to assure members that while the
2 position I have been nominated for deals principally with
3 the acquisition of equipment, I am also aware of the larger
4 context our Army faces. The potential threats to our
5 military are many. We are tested by our adversaries on a
6 seemingly daily basis.

7 While Army acquisition is only a small part of
8 confronting these challenges, I believe it is also a vital
9 one. Our soldiers are the best in the world. They
10 represent the very best of America. They deserve the very
11 best equipment the country can provide. Our soldiers stand
12 on the front line of freedom around the world. Providing
13 them with what they need to deter our enemies and, if
14 necessary, fight and defeat them, is an enormous
15 responsibility. It is one that, if confirmed, I will take
16 very seriously every moment of every day.

17 I look forward to your questions today and, if
18 confirmed, to working with this committee to support the
19 United States Army.

20 [The prepared statement of Mr. Bush follows:]

21

22

23

24

25

1 Chairman Reed: Thank you, Mr. Bush. Now I have a
2 series of questions which are directed to all civilian
3 nominees. You may answer together.

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

6 Mr. Guertin: Yes.

7 Ms. Baker: Yes.

8 Mr. Coffey: Yes.

9 Mr. Bush: Yes.

10 Chairman Reed: Have you assumed any duties or taken
11 any actions that would appear to presume the outcome of the
12 confirmation process?

13 Mr. Guertin: No.

14 Ms. Baker: No.

15 Mr. Coffey: No.

16 Mr. Bush: No.

17 Chairman Reed: Exercising our legislative and
18 oversight responsibility makes it important that this
19 committee, its subcommittees, and other appropriate
20 committees of Congress receive testimony, briefings,
21 reports, records, and other information from the Executive
22 branch on a timely basis. Do you agree, if confirmed, to
23 appear and testify before this committee when requested?

24 Mr. Guertin: Yes.

25 Ms. Baker: Yes.

1 Mr. Coffey: Yes.

2 Mr. Bush: Yes.

3 Chairman Reed: Do you agree to provide records,
4 documents, and electronic communications in a timely manner
5 when requested by this committee, its subcommittees, or
6 other appropriate committees of Congress, and to consult
7 with the requestor regarding the basis for any good-faith
8 delay or denial in providing such records?

9 Mr. Guertin: Yes.

10 Ms. Baker: Yes.

11 Mr. Coffey: Yes.

12 Mr. Bush: Yes.

13 Chairman Reed: Will you ensure that your staff
14 complies with deadlines established by this committee for
15 the production of reports, records, and other information,
16 including timely responding to hearing questions for the
17 record?

18 Mr. Guertin: Yes.

19 Ms. Baker: Yes.

20 Mr. Coffey: Yes.

21 Mr. Bush: Yes.

22 Chairman Reed: Will you cooperate in providing
23 witnesses and briefers in response to congressional
24 requests?

25 Mr. Guertin: Yes.

1 Ms. Baker: Yes.

2 Mr. Coffey: Yes.

3 Mr. Bush: Yes.

4 Chairman Reed: Will those witnesses and briefers be
5 protected from reprisal for their testimony before this
6 committee or any briefings they may give?

7 Mr. Guertin: Yes.

8 Ms. Baker: Yes.

9 Mr. Coffey: Yes.

10 Mr. Bush: Yes.

11 Chairman Reed: Thank you. And now let me begin my
12 round of questions.

13 Mr. Guertin, as I alluded to in my opening statement,
14 one of the tensions we have is we have been trying to
15 accelerate the acquisition process, trying to keep it within
16 cost outlines, and frankly, there have been some real
17 examples of delay and cost overruns that are difficult to
18 accept. And your job is to be sort of, in a way, the cop on
19 the street, to not let anything through that is not of great
20 quality and capable of doing its job. So how do you intend
21 to balance that need of people yelling for speed and you
22 saying, "Stop. This is not ready for prime time"?

23 Mr. Guertin: One of the hallmarks of my career has
24 been to be involved early in the development of products and
25 thinking about how they are architected before it is too

1 late. Setting the conditions for success early in the
2 development program is especially important in making sure
3 that you get to the place you want to in the end.

4 So, one of the things I would like to bring to the
5 operational test community is a shift-left mindset, getting
6 more involved in some of the early decision-makings and set
7 up those architectures and understanding how those systems
8 are going to interact with the other things around it before
9 the program gets so far down the road that they are going to
10 be in trouble later. I have been involved in enough
11 acquisitions and seen enough of these examples to fully
12 appreciate where you are coming from, and if confirmed, I
13 will do my utmost to make sure we minimize those kinds of
14 outcomes.

15 Chairman Reed: Thank you.

16 Ms. Baker, you indicated in your testimony that part of
17 your tasks will be to integrate a whole-of-government
18 strategy, including elements at the Department of Defense as
19 well as State as well as other nations. Can you just give a
20 brief sort or snapshot of how you intend to do this?

21 Ms. Baker: Sure, Senator. As I said in my opening
22 statement, I believe that China is the only adversary that
23 is capable of combining economic, diplomatic, militarily,
24 and technological might to pose a challenge to the United
25 States. I believe that they are proceeding in a whole-of-

1 government approach, and our response needs to be whole-of-
2 government as well. So, if I am confirmed, I would seek to
3 work closely and support the Under Secretary in working
4 closely with our interagency partners at the State
5 Department and elsewhere to ensure that our approach is
6 integrated, not only across military domains but across the
7 interagency.

8 Chairman Reed: Thank you very much.

9 Mr. Coffey, the NDS Commission, in their 2018 report,
10 which has been very valuable to all of us, indicated that
11 there is a concern about the balance between civilian
12 officials and the military within the DoD, that civilian
13 control, which is the essence of our government, is not as
14 robust as it should be. Are there any actions you believe
15 that need to be taken at the Department of Navy to ensure
16 that civilian control is foremost?

17 Mr. Coffey: Well, Senator, I agree. Mr. Chairman, I
18 agree that the principle of civilian control in the military
19 is paramount. I believe that with Secretary Austin at the
20 helm of the Pentagon and with Secretary Del Toro at the helm
21 of the Navy Department that they are asserting the primacy
22 of civilian control.

23 I am unaware of any specific action that needs to be
24 taken to emphasize that. If confirmed, I will certainly
25 work with Secretary Del Toro to see if he views that, and if

1 need be, take whatever actions he directs to try and
2 reinforce the principle that you just spoke to.

3 Chairman Reed: Thank you very much, Mr. Coffey.

4 And finally, Mr. Bush, cybersecurity is a ubiquitous
5 problem, so my question is, do you think the Army, at this
6 juncture, with your experience, is correctly postured to
7 address the full spectrum of cyber?

8 Mr. Bush: Mr. Chairman, I think the tools are in
9 place, and we have all the talent we need. I think now it
10 is a question of coordination and activity.

11 Within the acquisition world we have many efforts
12 underway, the Army does, to design cyber up front, to do
13 more cyber testing earlier, to work more closely with Army
14 cyber and Army intelligence to maintain awareness of the
15 threat as it evolves.

16 I believe over time, though, it will need to become
17 something that is just part of everything we do, rather than
18 being viewed as an additional duty. There is much work to
19 be made, to be done over time, to ensure that full
20 integration takes place.

21 Chairman Reed: Thank you very much, and I want to
22 thank the witnesses for their statements and for their
23 response. And let me now recognize Senator Wicker.

24 Senator Wicker: Thank you very much, Mr. Chairman, and
25 I too want to thank the witnesses for their statements. It

1 seems that I have been gone.

2 Chairman Reed: Well --

3 Senator Wicker: Ms. Baker, can you hear me?

4 Chairman Reed: Continue, sir.

5 Ms. Baker: Yes, Senator, I can hear you.

6 Senator Wicker: Okay. I want those 15 seconds back,
7 Mr. Chairman.

8 Chairman Reed: Now the lights came on.

9 Senator Wicker: Here we go.

10 Chairman Reed: You have got them.

11 Senator Wicker: Ms. Baker, thank you for your
12 willingness to serve. You said, in your opening statement,
13 that China is the pacing challenge, that the job of the
14 Department of Defense is to deter adversaries, that there is
15 no time to waste. I agree with you on all of that. And
16 then in answer to a question by the Chair, you referred to
17 China as an adversary, and I agree with that.

18 Let me ask about shipbuilding. I know it is going to
19 come as a shock to my colleagues on the committee but in
20 2010, China commissioned 4 warships and the U.S.
21 commissioned 3. That was 2010. Five years later, China
22 commissioned 12 warships; the United States commissioned 2.
23 And in 2020, China commissioned 26 new warships, and the
24 U.S. only 3. China now has the largest Navy in the world.
25 Are you concerned about the priority China has placed

1 on naval shipbuilding, and will you commit to supporting the
2 statutory congressional mandate for a 355-ship Navy?

3 Ms. Baker: Senator, yes, I am concerned about the
4 emphasis that China has put on building its fleet. I think
5 that China has pursued a strategy of seeking to thwart U.S.
6 advantages across the board, and certainly naval sea power
7 is one area.

8 If I am confirmed, I will support the plan of record.
9 I would just say, in addition to everything else, that we
10 need to be focused not only on the number of ships, which I
11 agree is critically important, but also the capabilities
12 that those ships bring to bear.

13 Senator Wicker: True, but there is a congressional
14 mandate, signed into law, passed by the Congress, House, and
15 Senate, and signed by the President, for 355 ships. Is that
16 the plan of record that you support?

17 Ms. Baker: Yes, Senator, it is.

18 Senator Wicker: Okay. Let me switch to Taiwan. The
19 Republic of China owned the island of Formosa, the Taiwanese
20 government. It consists of 23 million citizens. They are
21 the 21st largest economy in the world. They operate under a
22 constitution that next year will be three-quarters of a
23 century old. Do you believe that the people of the Republic
24 of China on Taiwan have the right to self-determination?

25 Ms. Baker: Yes, Senator, I do.

1 Senator Wicker: And do you believe that preventing an
2 invasion of Taiwan is in the national security interest of
3 the United States of America?

4 Ms. Baker: Yes, Senator, I do.

5 Senator Wicker: And do you believe it is in the
6 national security interest of our friends and allies in the
7 Pacific Rim?

8 Ms. Baker: Yes, Senator.

9 Senator Wicker: Do you believe that they are currently
10 capable of preventing an invasion by the People's Republic
11 of China?

12 Ms. Baker: Senator, I would just say that our
13 commitment to supporting Taiwan's self-defense is
14 longstanding, it is bipartisan, and it is something that I
15 am prepared to support, moving forward.

16 Senator Wicker: And in my judgment, the best way to
17 prevent military conflict between the People's Republic and
18 the Republic of China is for us to have an adequate Navy in
19 the Pacific Rim and for the United States to assist Taiwan
20 in building up its defense. Do you agree with that?

21 Ms. Baker: Yes, Senator, I do.

22 Senator Wicker: Okay. Well, thank you very much. I
23 am concerned that, as a matter of policy, that the money
24 that this current administration is requesting for military
25 strength, particularly naval strength in the Pacific, is

1 inadequate, and I do believe we are going to find support
2 for that position on both sides of the dais here on this
3 committee. So, I look forward to working with you. But I
4 will tell you, we need to change the trend and reverse the
5 curve that we are currently facing.

6 Thank you, ma'am. Thank you, Mr. Chairman.

7 Chairman Reed: Thank you, Senator Wicker. Let me
8 recognize Senator Shaheen, please.

9 Senator Shaheen: Thank you, Mr. Chairman, and
10 congratulations to all of our nominees this morning, and we
11 very much appreciate your willingness to continue to serve
12 this country.

13 Ms. Baker, I want to start with you, following up on
14 some of Senator Wicker's questions about China and the
15 importance of responding to the great power competition that
16 we are now in. We heard, over the weekend, the reports that
17 China had fired a hypersonic weapon. They walked that back,
18 but it's very clear that they're working on that. And then
19 we've also heard in the last day that North Korea has just
20 fired two ballistic missiles.

21 How high up on our priority list for both our national
22 defense strategy and for the Department should a response to
23 both the hypersonic weapons and to what North Korea is
24 currently doing be, and how should we be approaching that?

25 Ms. Baker: Thank you, Senator. As the Secretary has

1 said, China is the pacing threat for the Department of
2 Defense, and that means that we, I believe, if confirmed,
3 will need to have a sense of urgency about developing not
4 only the capabilities but the concepts of operation that
5 will allow us to counter some of the developments that we're
6 seeing, the PRC put forward. I think that they have pursued
7 a strategy of seeking to blunt U.S. advantages over a number
8 of years, so not only in terms of hypersonics but space and
9 counter-space, cyber. All of these are areas that, if
10 confirmed, I would seek to prioritize.

11 As it relates to North Korea, certainly their continued
12 unwillingness to abide by their international obligations,
13 the rapid pace of missile testing that we have seen in
14 recent weeks, all of those things are concerning. I believe
15 that the Department has a responsibility to maintain a
16 robust deterrent to ensure that we have forces positioned,
17 ready to fight tonight on the peninsula, in order to provide
18 that credible deterrent to Kim Jung-un.

19 Senator Shaheen: Thank you. You mentioned, in your
20 opening statement, the importance of personnel and that
21 needs to be our first priority. I was pleased to see
22 Secretary Austin issue some guidance around our personnel
23 who might be affected by Havana syndrome or the anomalous
24 health incidents. But obviously there is a lot more that we
25 need to be doing to respond to that. We need to get to the

1 bottom of who is responsible and how they are orchestrating
2 these attacks.

3 So if confirmed, do I have your commitment to work
4 closely with this committee and provide timely updates on
5 matters pertaining to these attacks?

6 Ms. Baker: Yes, Senator, absolutely. I have friends
7 and colleagues who have been affected by anomalous health
8 incidents. I take that very personally and I will commit to
9 work with you on this.

10 Senator Shaheen: Good. Thank you.

11 Mr. Guertin, I had the opportunity to go up on a KC-46
12 air refueling mission with a crew from the 157th Refueling
13 Wing at Pease in New Hampshire. We were the first Guard
14 base to get those KC-46 tankers. But as you know, they are
15 still not operating the way they are supposed to operate.
16 So if confirmed, do I have your commitment to ensure that
17 testing and evaluation for the Remote Vision System 2.0
18 remains on schedule?

19 Mr. Guertin: Yes, Senator. It is especially important
20 that the systems are tested the way they will be operated,
21 operationally, and to have those things come out as a part
22 of fielding them is not the time we want to discover those
23 problems.

24 Senator Shaheen: And will you ensure that the
25 committee, this committee, is notified of any further delays

1 or problems with that Remote Vision System?

2 Mr. Guertin: Yes, Senator.

3 Senator Shaheen: Thank you.

4 Mr. Coffey, one of the big challenges that we have seen
5 across our military, and the Navy, unfortunately, has not
6 been exempt over the last decade, that has gotten a lot of
7 attention has been sexual assault, and obviously there have
8 been concerns about how to respond to that and the culture
9 of the military and how it seems to, if not promote at least
10 condone sexual assault and sexual harassment. So can you
11 talk about what role you can have, as legal counsel, to
12 addressing this issue?

13 Mr. Coffey: Thank you, Senator. There is no place in
14 the Department of the Navy or anywhere in the military for
15 sexual harassment, sexual assault, or any of those
16 destructive behaviors, no room whatsoever. I was very
17 distressed when I read the IRC report to see that something
18 that I saw in my own active-duty days and reserve duty days,
19 when we were first integrating women into combat units was
20 not only not solved, it was worse. And it is very
21 distressing to me.

22 I am very pleased to see that the IRC gave specific
23 recommendations and that Secretary Austin has directed that
24 the Department will carry out every one of those
25 recommendations, albeit some with some modifications. If I

1 am confirmed, I would vigorously support implementing those
2 changes on the roadmap that the Secretary of Defense has
3 laid out. This is personal to me. I was in a squadron that
4 suffered a lot of tension and disruption due to allegations
5 of sexual assault. It was a priority for me when I was a
6 commander, and it is distressing for me that many years
7 later it is still a problem in the Department.

8 But if I am confirmed, I am absolutely committed to
9 helping eradicate that scourge within the Department of the
10 Navy.

11 Senator Shaheen: Well, thank you very much. I hope
12 you will make it a priority. Thank you, Mr. Chairman.

13 Mr. Coffey: I will, Senator.

14 Chairman Reed: Thank you, Senator Shaheen. Senator
15 Tuberville, which I think this sets the record for earliest
16 recognition. So Senator Tuberville.

17 Senator Tuberville: Thank you, Mr. Chairman. Thanks
18 for you all being here today.

19 Mr. Bush, you being a former tanker, you know Anniston
20 Army Depot in Alabama is the only depot in the U.S. that
21 performance maintenance on our tanks. Give me your thoughts
22 about the future of our tank use in the United States
23 military.

24 Mr. Bush: Senator, Anniston is part of the broader
25 organic industrial base that supports the whole Army, and a

1 vital part. We have to have it, and it has to be effective
2 and efficient with a good workforce. I believe as long as
3 the Army has heavy armored vehicles there will be a major
4 role for Anniston in supporting those efforts.

5 Senator Tuberville: Thank you. Mr. Coffey, we
6 recently had a young man arrested, court-martialed, because
7 of saying something on social media about the war in
8 Afghanistan. What are your thoughts on that?

9 Mr. Coffey: Well, Senator, I am vaguely aware of the
10 circumstances of which you speak and I understand it was
11 handled within the Uniform Code of Military Justice system,
12 which, of course, falls within the purview of the uniformed
13 lawyers within the Department. I understand that that
14 process may be ongoing, in at least one shape or form, so I
15 would be reluctant to offer any opinion on the specific
16 facts of that case.

17 But I will say this. I firmly believe in the First
18 Amendment. I believe in the right of every service member
19 to have the beliefs that they believe. But also if you pull
20 on a uniform, as I did for 30 years, you understand that
21 there is a time and a place to voice those and that you are,
22 first and foremost, a member of the military with a chain of
23 command and respect for your superiors. And again, not
24 tying it to this specific instance, but if you disobey
25 direct orders, if your conduct threatens good order and

1 discipline, then under the UCMJ you can, in my view, should
2 be held accountable, again without opining on the specific
3 facts of that matter, sir.

4 Senator Tuberville: Sure. Thank you. Ms. Baker, your
5 thoughts?

6 Ms. Baker: Senator, I am not a lawyer. I am not an
7 expert on UCMJ. But as Mr. Coffey said, I am --

8 Senator Tuberville: But you are into team-building,
9 right?

10 Ms. Baker: I do believe in prioritizing team-building.
11 I think, as Mr. Coffey said, everyone is entitled to their
12 First Amendment rights, but at the end of the day there is a
13 chain of command and that is something that we will expect
14 our servicemembers to adhere to.

15 Senator Tuberville: Yeah. We are in a business here
16 of team-building, as you said, and we need a strong and
17 vibrant military. I want to know what your opinion is and
18 your definition is of "extremism." Could you tell me that?

19 Ms. Baker: Senator, I do not know that I can give you
20 a textbook definition of the term.

21 Senator Tuberville: Well, your thoughts.

22 Ms. Baker: What I can tell you is that I believe that
23 the vast majority of our servicemembers serve with honor and
24 distinction. As the Chairman said earlier, thought, to the
25 extent that there are individuals in the Services who are

1 seeking to disrupt that unity and that team-building that
2 you spoke of, that is something, I think, the Secretary has
3 indicated he intends to prioritize.

4 Senator Tuberville: Thank you. Thank you.

5 Mr. Guertin, Alabama is a fast-growing hub for
6 commercial engineering and software companies. What do you
7 believe the DoD should be doing to monitor the development
8 of these operational, new commercial systems that we have?

9 Mr. Guertin: So, Senator, the challenges we face in
10 using new systems that are based on commercial technologies,
11 one aspect to it is the supply chain -- where are those
12 things coming from and are they secure and suitable for
13 military use. Our use case is not exactly the same as, you
14 know, a university or your home. So, we want to make sure
15 that those products are suitable to the task. But also, we
16 want to take advantage of commercial technologies that allow
17 us to move faster and effectively into the future.

18 Senator Tuberville: Thank you. Thank you, Mr.
19 Chairman, for your generosity.

20 Chairman Reed: Thank you, Senator Tuberville. And now
21 let me recognize Senator Hirono, please.

22 Senator Hirono: Thank you, Mr. Chairman.

23 I ask the following two initial questions of all the
24 nominees who come before any of the committees on which I
25 sit, so I will ask the entire panel, in unison.

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

4 Mr. Guertin: No.

5 Ms. Baker: No.

6 Mr. Coffey: No.

7 Mr. Bush: No.

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

10 Mr. Guertin: No, Senator.

11 Ms. Baker: No.

12 Mr. Coffey: No.

13 Ms. Baker: No.

14 Senator Hirono: Ms. Baker, you were asked by Senator
15 Shaheen about China's hypersonic missiles and you said that
16 there would be a robust deterrent. And so I just wanted to
17 also mention and take note of what China is doing, and, of
18 course, as it impacts Hawaii, not to mention what North
19 Korea's missile testing is doing in the Indo-Pacific arena.

20 So, I just would like to ask you, since you
21 acknowledged that we need to have a robust deterrent, that
22 the DoD budgets will reflect this kind of robust deterrence
23 in either this budget or in the following budgets.

24 Ms. Baker: Yes, Senator. I believe that the first
25 responsibility of the Department of Defense is to defend the

1 homeland. Of course, Hawaii is part of that. And so I
2 would expect that we would have robust and credible defense
3 of Hawaii and that we would put forward in the Indo-Pacific
4 a credible deterrent.

5 Senator Hirono: Thank you.

6 Mr. Coffey, earlier this month, The Washington Post
7 reported that Federal agents are investigating a new
8 corruption scandal involving alleged bribery and fraud
9 related to service contracts when our ships and submarines
10 pull into ports in Europe and the Middle East. I am
11 concerned that these facts are eerily reminiscent of the
12 Glenn Defense Marine Asia, GDMA, contracting scandal in the
13 Indo-Pacific.

14 In a congressional hearing over 3 years ago, the Vice
15 Chief of Naval Operations at that time assured my
16 counterparts in the House that the Navy had installed new
17 layers of oversight in its contracting process for overseas
18 ports to thwart a report of the GDMA type of scandal, but
19 that does not seem to have worked. If confirmed, what steps
20 do you plan to take to ensure adequate controls are in place
21 to prevent fraud in these overseas shipping service
22 contracts?

23 Mr. Coffey: Senator, there is no room in the Navy for
24 any type of corruption along the lines of what you have
25 described, and I too was distressed to read about the MLS

1 case a few weeks ago. I thought there were encouraging
2 signs in the wake of the Glenn Defense Marine scandal,
3 specifically the comprehensive review relating to the
4 uniformed lawyers in the Department and some of the
5 recommendations they had made, which are being carried out
6 and which I look forward to reviewing more closely, if
7 confirmed.

8 But it is clear that there are still problems, and if I
9 am confirmed, I would look to see how we can address those.
10 From my time as a Federal prosecutor and as a plaintiff's
11 lawyer, I believe in personal accountability, so I think
12 this is a problem that is going to need continuing focus of
13 leadership, focus on personal accountability, and reviewing
14 what continues to go wrong. I hope it is isolated, but If I
15 am confirmed I am going to try and get to the bottom of it.

16 Senator Hirono: Really, I think we need your
17 commitment that you will review whatever oversight
18 procedures are already in place, because the Navy hardly
19 needs these kinds of scandals.

20 Mr. Guertin, the Navy's Pacific Missile Range Facility,
21 Banking Sands, PMRF, on Kauai, is the world's largest
22 instrumented, multidimensional testing and training range.
23 Continuing to integrate and upgrade PMRF, along with other
24 ranges in the Pacific, is critical to our national security,
25 and why that task is included as a line of effort within the

1 Pacific Deterrence Initiative. Have you ever visited PMRF?

2 Mr. Guertin: Not yet, Senator.

3 Senator Hirono: I hope you will. You know, I would
4 like to ask you, what is the importance of this kind of
5 facility and the importance of this type of initiative that
6 I just mentioned?

7 Mr. Guertin: Test ranges of the kinds that we have,
8 especially the one in Hawaii, is critical to our ability to
9 test weapons systems as they would be used in combat. All
10 of our facilities need to be examined for how they might be
11 modernized in the future. There is a great report turned
12 out recently by the National Academies that highlighted some
13 of the changes we need to make. If confirmed, I am looking
14 forward to getting into the details of that and working with
15 the rest of the DOT&E team to figure out to not just
16 modernize but also position these ranges so that they can
17 keep pace with the evolving needs for the long haul.

18 Senator Hirono: Thank you. Mr. Chairman, I just want
19 to note for Ms. Baker that I do appreciate your mentioning
20 that climate change considerations are an important part of
21 what you will be focusing on. And so climate change
22 considerations in the operations, planning, and resource
23 allocation decisions are very important, so I wanted to note
24 that.

25 Ms. Baker: Yes, Senator, and I would look forward, if

1 confirmed, to working with you on that.

2 Senator Hirono: Thank you. Thank you, Mr. Chairman.

3 Chairman Reed: Thank you, Senator Hirono. Senator
4 Kaine, please.

5 Senator Kaine: Thank you, Mr. Chair, and Mr. Guertin,
6 I want to ask you some questions. You are nominated for a
7 very important position. One of your predecessors earlier
8 this year, Dr. Ray O'Toole, I think was the Acting in your
9 position, came before our Readiness Subcommittee and gave
10 the following testimony, which troubled Senator Sullivan and
11 I, the Chair and Ranking of the Readiness Subcommittee, and
12 I quote, "DoD's acquisition and T&E communities need to
13 address cybersecurity more comprehensively. Unfortunately,
14 some programs do not properly plan for cybersecurity
15 assessments. More critically, due to poor system hardening
16 against dynamic cyber threats driven by lack of workforce,
17 cyber capacity, talent, and tools within the program
18 offices, virtually none of the programs assessed in fiscal
19 year 2020 were survivable against relevant cyber threats."

20 That testimony was offered in an open hearing. Senator
21 Sullivan and I both looked at each other and said, "Is this
22 an open hearing?" and the witness, Dr. O'Toole, said, "I got
23 this cleared for delivery of testimony in an open hearing."
24 But it troubled us greatly that in the programs that were
25 tested by your office, should you be confirmed, in fiscal

1 year 2020, virtually none of the programs were survivable
2 against relevant cyber threats.

3 Do you think the survivability failures are due to poor
4 acquisition policy or is there a larger cultural problem
5 within the DoD that we need to address to solve this, you
6 know, shocking weakness?

7 Mr. Guertin: Well, Senator, getting our cybersecurity
8 right on our weapons systems is critically important to them
9 actually being useful in the field. It is very affordable
10 to attack our systems before they actually make it to the
11 field, to get to the kinetic stage of the fight, so we have
12 got to get this right. And again, as I mentioned earlier,
13 shifting left the view of the operational test community to
14 get into those early-stage decisions before people start on
15 the path to developing their products, that they get those
16 cybersecurity principles right up front so that when they
17 get out toward the end, when we are doing the actual
18 operational test side of it, that they have positioned
19 themselves well to be able to respond to the continuous
20 evolving threat. It would not be a big deal if we were not
21 being attacked all the time, and we are, and we need to
22 position ourselves well for that.

23 Senator Kaine: You have experience both in software
24 development and Navy weapons development, so I think you are
25 in a unique posture to make sure when we are doing

1 acquisition and early-stage work on these programs that we
2 build in cyber protections.

3 A second issue that has come up recently, a family in
4 Annapolis was caught by the FBI offering to sell classified
5 information on submarine reactor and propulsion design to
6 another country, and that demonstrates just how damaging
7 insider threats can be. The news report indicated that this
8 particular individual was storing classified information on
9 an SD card, hopefully to then transfer that information to
10 another country. From your time with Naval Surface Warfare
11 Center, do you think we do enough monitoring, or have enough
12 monitoring systems in place, to flag potentially harmful
13 activity like folks storing classified information on
14 private SD cards?

15 Mr. Guertin: Senator, I am not familiar currently with
16 the protection of systems that is going on in, say
17 specifically, Naval Surface or Undersea Warfare Center.
18 Having been an employee at those kinds of facilities in the
19 past, that they actually do have very good protections. We
20 did find this problem before it got out of hand, so chalked
21 it up as a little bit of a win, but it is also dangerously
22 close to getting it too far out of hand before it would be a
23 real problem. So, if confirmed, I will make sure that the
24 operational test community and the systems that we use are
25 well positioned to be able to capture those things before

1 they get out of hand.

2 Senator Kaine: And just, you know, to a non-expert --
3 I am not an expert -- are there software systems or AI
4 programs that you think are sufficient to identify
5 potentially harmful activity of the kind that, you are
6 right, we did catch it and stopped the family from
7 transferring the information. But do you think that there
8 is software, AI programs, that can help us ensure that this
9 kind of data and activity is protected?

10 Mr. Guertin: Senator, I could not make a definitive
11 statement about the specific use of machine learning or
12 artificial intelligence to capture that sort of activity. I
13 do know that there is some research going on in that area,
14 from my time at the Software Engineering Institute. So if
15 confirmed, it would be a pleasure to look into that and find
16 out how we can be more effective in that area.

17 Senator Kaine: Great. Thank you. I appreciate it,
18 Mr. Chair.

19 Chairman Reed: Thank you, Senator Kaine. Senator
20 Hawley, if you are ready you may begin.

21 Senator Hawley: Thank you, Mr. Chairman. Thanks to
22 the witnesses for being here.

23 Mr. Bush, if I could just start with you. I want to
24 talk first about something that is very important to my
25 state, and that is the Lake City Ammunition Plant, also

1 important for the Next Generation Squad Weapon. As you
2 know, the Lake City Army Ammunition Plant does vital work
3 ensuring that our warfighters are prepared and armed for any
4 future conflict, and in particular, that plant provides
5 ammunition, produces ammunition, for the Next Generation
6 Squad Weapon.

7 Here is my question. Do I have your commitment to
8 ensure that Lake City will receive the facility upgrades
9 that it needs in order to continue to produce ammunition at
10 the rate that we need it to?

11 Mr. Bush: Senator, first let me say I was recently
12 able to visit the facility, so I saw firsthand the great
13 work done there and the great people that work there.
14 Assuming the Army stays on its current plan for that program
15 it will need to build that ammunition at Lake City.
16 Preliminary work is underway, and should the program stay on
17 schedule I would expect the Army to fund production efforts
18 as well.

19 Senator Hawley: Very good. Thank you for that.

20 Ms. Baker, let me come to you, and let us talk a little
21 bit about China, if we could. Secretary Austin, Deputy
22 Secretary Hicks, and Under Secretary Kahl have all testified
23 that the U.S. has to maintain its ability to defeat a
24 Chinese fait accompli, vis-à-vis Taiwan. I have made it my
25 habit in this committee to ask every witness, practically,

1 from DoD, certainly those in a policymaking role, about this
2 scenario, which I think China not only being the pacing
3 threat but the Taiwan challenge the pacing scenario.

4 So if I could just ask for a yes or no from you, do you
5 agree with their testimony that it is vital that the U.S.
6 maintain the ability to defeat a potential fait accompli
7 against Taiwan?

8 Ms. Baker: Yes, Senator, I do.

9 Senator Hawley: Very good. And do you agree that the
10 Department should be prioritizing this scenario as it
11 develops plans, concepts, and capabilities for the future?

12 Ms. Baker: Yes, Senator, I do. I think a Taiwan
13 contingency is certainly among the most stressing scenarios
14 that we can be planning for, and for that reason it is
15 critical that we prioritize it.

16 Senator Hawley: Great. I am glad to hear that. Let
17 me ask you about another aspect of this. Admiral Davidson
18 and Admiral Aquilino have both testified to this committee
19 that China may attempt a fait accompli in Taiwan before the
20 end of this decade. Now it is widely thought that this is
21 possible in the 2030s, but what caught my attention from
22 both of them was their testimony that this is something we
23 should be planning for and looking at in the 2020s. The
24 Commandant of the Marine Corps and the Chief of Naval
25 Operations have both said that they agree with that

1 assessment, and the TRANSCOM Commander and other officials
2 have said the same.

3 Do you agree that the threat of a Chinese fait accompli
4 against Taiwan is something we need to be concerned about
5 and planning for in this decade and not just in the 2030s?

6 Ms. Baker: Yes, Senator, I do.

7 Senator Hawley: Very good. Let me ask you something
8 adjacent to this. Secretary Austin wrote earlier this year,
9 in response to a question from me, and I am going to quote
10 him now, that "a combat-credible, forward deterrent posture
11 is instrumental to the U.S. military's ability to deter and,
12 if necessary, to deny a fait accompli scenario." The Deputy
13 Secretary, the Under Secretary, and multiple commanders of
14 INDOPACOM have reaffirmed the Secretary's emphasis on
15 denial.

16 Do you agree that a strategy of denial is essential for
17 deterring Chinese aggression?

18 Ms. Baker: Yes, Senator, I do.

19 Senator Hawley: Very good. Let me shift gears just a
20 little bit and ask you about some of the recent disturbing
21 testimony that this committee has heard with regard to the
22 situation in Afghanistan. Do you think it was appropriate
23 for the United States to draw down nearly all of its forces
24 in Afghanistan before we finished the evacuation of American
25 citizens? And I am thinking particularly given General

1 Miller's warning that the Afghan Security Forces and
2 government could collapse quickly.

3 Ms. Baker: Senator, not being at the Department right
4 now, I am familiar with the testimony that you are
5 referencing. I understand that the Department planned for a
6 range of contingencies, including different levels of troops
7 on the ground. I am not in a position, I think, to assess
8 the details of that planning.

9 Senator Hawley: Secretary Austin testified both to
10 this committee, and then more pointedly, actually, to the
11 House Armed Services Committee, that the non-combatant
12 evacuation he believes should have begun earlier. It is
13 reported that General Milley, reported in the press that
14 General Milley said the same thing, again even more
15 pointedly, that DoD warned the White House and State that
16 the non-combatant evacuation had to begin earlier. It did
17 not, of course, and as a consequence hundreds of civilians
18 were killed, hundreds of Americans left behind, 13
19 servicemembers killed.

20 Do you agree with them, that the non-combatant
21 evacuation should have begun earlier in Afghanistan?

22 Ms. Baker: Senator, my understanding is that there was
23 a robust interagency discussion about the timing of the NEO
24 operations. I am simply not currently in a position where I
25 have the details that I would need to be able to really

1 assess that.

2 Senator Hawley: I have got another question, too, for
3 you about the forced planning construct in the 2018 NDS and
4 a couple of other things related also to Russia. I will
5 submit those for the record because my time has expired.

6 Thanks so much to all the witnesses, and thank you, Mr.
7 Chairman.

8 Chairman Reed: Thank you, Senator Hawley. Now let me
9 recognize Senator Blumenthal, please.

10 Senator Blumenthal: Thank you, Mr. Chairman. I want
11 to follow Senator Hawley's questions about the impact of our
12 withdrawal from Afghanistan on both Americans who were left
13 there and our Afghan partners and allies, many of whom are
14 still there.

15 You mentioned that there was a robust interagency
16 discussion, and a number of actually visited the White House
17 in the spring, in April and May, to urge that there be
18 evacuations, and much more massive efforts at evacuations
19 beginning then and not waiting. Now you have been working
20 on the National Security Council. Are you saying that the
21 National Security Council was uninvolved in those
22 discussions?

23 Ms. Baker: No, Senator. My role in the National
24 Security Council is primarily related to drafting the
25 National Security strategy. I was not involved in the

1 operational planning for the evacuation of Afghanistan.

2 Senator Blumenthal: So there was no preparation in
3 terms of strategy for that evacuation?

4 Ms. Baker: Senator, I believe that there was. It
5 simply was not in my job jar.

6 Senator Blumenthal: Let me ask you, looking forward in
7 terms of what we should do now, there have been nine planes
8 that have continued the evacuation effort. They are private
9 planes, not United States military planes. We have no
10 presence there, either diplomatically or militarily. Those
11 nine planes have evacuated approximately 300 people each,
12 most of them interpreters, translators, guards, security,
13 personnel who sided with us and literally put their lives on
14 the line, risked their families. But they are just a
15 fraction of the total number of Afghan allies and partners
16 who remain there in very severe danger. And the reason I am
17 asking about it is because they were of direct service to
18 our men and women in uniform, often going into harm's way
19 with them, and the President has committed to get them out.

20 Do you agree with me that we ought to make, as a
21 precondition of any serious talks or conversations or
22 discussions with the Taliban that they permit all of those
23 Afghan allies, who sided with us, to leave if they want to
24 do so?

25 Ms. Baker: Yes, Senator. I think we have a commitment

1 that we make as a military to our partners on the ground and
2 that we need to abide by that. I think that the safe
3 passage of not only American citizens and legal permanent
4 residents but also the Afghan partners that you describe
5 should be a priority for moving forward.

6 Senator Blumenthal: My office has been directly
7 involved in enabling a number of those planes to leave. It
8 has been a torturous day-and-night process, and my feeling
9 often has been that our own government is not as robustly
10 supportive as it could be. Do you commit that you will be
11 actively engaged, personally, with the Department of State
12 in urging that we fulfill our commitment to those Afghan
13 partners and allies, as well as the Americans who may still
14 be there?

15 Ms. Baker: Yes, Senator, and let me thank you for the
16 work that I know you have done on this issue and the
17 leadership that you have displayed. As you mentioned, the
18 Department of State does have the lead on this for the
19 interagency, but if am confirmed I will see to ensure that
20 the Department of Defense is providing all of the necessary
21 support to the State Department.

22 Senator Blumenthal: Would you be willing to support
23 the use of our United States military aircraft in that
24 effort, if the Taliban permitted it?

25 Ms. Baker: Senator that is not an issue I have looked

1 at directly, so I do not know that I can give you a direct
2 answer. But if confirmed, I certainly would seek to get the
3 details of what something like that could look like and have
4 a follow-on discussion.

5 Senator Blumenthal: Thank you. Thank you very much,
6 Mr. Chairman.

7 Chairman Reed: Thank you very much, Senator
8 Blumenthal. Senator King, please.

9 Senator King: Thank you, Mr. Chairman. Mr. Guertin, I
10 want to follow up on Senator Kaine's questions. There is no
11 question in my mind that if there is some level of conflict
12 it will begin with cyber. And we can have all the ships in
13 the world in the Pacific but if they are silenced, if they
14 lose their communications capability, their navigation
15 capability, then they are not going to be very effective in
16 protecting the interests of this country.

17 Will you pursue, actively and aggressively, testing for
18 cybersecurity of every system that comes under your purview
19 in this new position?

20 Mr. Guertin: Senator, the operational testing of
21 software-intensive, or software-reliant systems has to
22 include cybersecurity testing as a part of its suitability
23 for operational use. I believe that policy is already in
24 place, but I commit to you that we will make sure that it --

25 Senator King: To your knowledge, does this Department,

1 this division office have the capability to provide that
2 kind of cybersecurity testing? This is a specialized field.
3 Do you have hackers for hire in that office?

4 Mr. Guertin: So we have Red Team people that can go in
5 and have a high degree of expertise for doing penetration
6 testing and finding out where the vulnerabilities lie, and
7 inform the programs what they need to do to go in and fix
8 it.

9 Senator King: I hope --

10 Mr. Guertin: I am not certain, though, that we have
11 like all of the people in place for testing every system. I
12 would have to look into that and get back to you, if
13 confirmed.

14 Senator King: Well, I view this as an absolutely
15 essential and urgent part of your responsibility, in terms
16 of supply chain, in terms of acquisition of equipment.
17 Nothing is going to work if it is subject to a cyberattack.

18 Ms. Baker, one of your responsibilities will be to lead
19 and develop the Nuclear Posture Review. Without going into
20 a great deal of discussion, do you believe that no-first-use
21 policy should be part of the new nuclear policy?

22 Ms. Baker: Senator, as the Deputy Secretary testified
23 when she was last here, that is unlikely to be part of the
24 Nuclear Posture Review. That is ultimately a decision that
25 is made by the President of the United States. If I was

1 confirmed, though, I would seek to ensure -- and I know that
2 NPR is already well underway -- but to ensure that the
3 product is analytically rigorous, that it takes into account
4 changes in the strategic environment, which includes the
5 fact that we are facing now two nuclear-capable peer, near-
6 peer adversaries, and that it reflects the input and advice
7 of all components of the Department of Defense, to include
8 our combatant commanders, EUCOM, INDOPACOM, and STRATCOM, in
9 particular. Ultimately, I think our obligation is to
10 provide the best analytic product to the President in order
11 to inform his choices.

12 Senator King: Thank you. We just heard about the
13 launch of a Chinese hypersonic missile into orbit and then
14 out of orbit. We are still talking about missile defense,
15 hitting a bullet with a bullet. I am concerned that for
16 years we have been talking about directed energy as a
17 possible solution, and yet it just does not seem to be
18 getting the attention, the research money that I believe it
19 deserves in terms of its future capability. We are not
20 going to be able to do missile defense against a hypersonic
21 missile. I think it is very unlikely.

22 Will you commit to, in terms of policy, looking hard at
23 directed energy as a potential asset in the new world of
24 missile defense?

25 Ms. Baker: Yes, Senator. I think there are a number

1 of emerging and advanced technologies that we need to do a
2 better job of incorporating into our concepts and our war
3 planning, and certainly I would put directed energy in that
4 category.

5 Senator King: Thank you.

6 Mr. Coffey, I have to begin by asking you, you were a
7 P-3 commander. Were you ever at Brunswick?

8 Mr. Coffey: Only three different squadrons, Senator.

9 Senator King: Only three different squadrons.

10 Mr. Coffey: I was there for about 10 years of my 30
11 years, including command of Patrol Squadron 92.

12 Senator King: At Brunswick Naval Air Station?

13 Mr. Coffey: Yes, sir.

14 Senator King: Congratulations.

15 Mr. Coffey: Thank you.

16 Senator King: In your advanced testimony, you
17 mentioned accession to the Convention of the Law of the Sea
18 would strengthen our global security posture. As a lawyer,
19 do you see any legal objections to the accession of this
20 country to the Law of the Sea Convention?

21 Mr. Coffey: Senator, the Navy has been abiding by the
22 tenets of that --

23 Senator King: We are abiding by it, but the problem is
24 we are not at the table.

25 Mr. Coffey: We are not. We are not. And I do not see

1 any legal obstacle to us signing on formally to that.

2 Senator King: Do you think it is a strategic
3 disadvantage to us to not be at the table under the Law of
4 the Sea Convention?

5 Mr. Coffey: I think our voice would carry more weight
6 if we were at the table. I mean, we carry a lot of weight
7 regardless, and I know our allies are abiding by it as well.
8 But that is actually something in the purview of the General
9 Counsel of the Department of Defense, and I certainly, if
10 confirmed, would confer with her to see what we could do to
11 advance the ball on that.

12 Senator King: Thank you. Thank you, Mr. Chairman.

13 Chairman Reed: Thank you, Senator King. Senator
14 Scott, please.

15 Senator Scott: Thank you, Chairman Reed. I thank each
16 of you for being here. Congratulations on your nominations
17 and your willingness to serve.

18 Just two weeks ago, the Chinese military sent nearly
19 150 war planes over Taiwanese airspace, and we have heard
20 the Communist Party General Secretary Xi express his
21 intentions for taking over Taiwan. We have a long military
22 relationship with the Taiwanese people, and it is one of our
23 most strategic partners in the region, and I think we would
24 all agree they deserve our complete support.

25 Ms. Baker, if confirmed, would you support providing

1 Taiwan with robust military training and expertise to ensure
2 its armed forces present a combat-credible deterrent?

3 Ms. Baker: Senator, I think that our commitments under
4 the Taiwan Relations Act to support Taiwan's self-defense
5 are longstanding, they are partisan, and I intend to support
6 them, if confirmed.

7 Senator Scott: So you would support robust military
8 training and expertise to ensure that they are a credible
9 threat.

10 Ms. Baker: Yes, Senator. I would support meeting our
11 commitments under the TRA.

12 Senator Scott: Would you consider such military
13 support to include individual and unit-level training as
14 well as training for operations that would make cooperation
15 with U.S. and our other militaries more effective if Taiwan
16 required it to defend itself?

17 Ms. Baker: Senator, I have not looked at that question
18 specifically so I think I need to dig into some of the
19 details and maybe get back to you with a more definitive
20 answer. But certainly I think that it is incredibly
21 important that we improve the interoperability of our
22 military to work with our partners and allies in the region,
23 particularly as it might relate to a Taiwan scenario.

24 Senator Scott: I realize the primary goal for the U.S.
25 is to enhance Taiwan's ability to engage in asymmetric

1 warfare with a much stronger China, and I think we all would
2 agree with that. But shouldn't we also consider ways to
3 help Taiwan defend itself and hopefully be a great deterrent
4 for whatever Communist China might throw at it, such as an
5 enhanced Iron Dome system or greater anti-missile defense
6 system, to make it clear to General Secretary Xi that he
7 will not be permitted to take Taiwan by force?

8 Ms. Baker: Senator, I again have not looked
9 specifically at the concept of an Iron Dome-like system. I
10 understand that Taiwan is pursuing a strategy of building
11 robust, lethal, mobile asymmetric capabilities that I think
12 makes a great deal of sense. But certainly these are all
13 things that I think we can look at, and should look at
14 carefully.

15 Senator Scott: It has clearly worked for Israel, and
16 this would be totally different. I mean, the capabilities
17 of Communist China are totally different. But this concept
18 of making the Taiwanese people comfortable, and telling Xi
19 that he will not be able to take them by force I think would
20 be helpful. Don't you agree?

21 Ms. Baker: Senator, certainly everything I know about
22 the operation of the Iron Dome system in Israel indicates
23 that it has been remarkably successful. I simply have not
24 considered how that might translate into the Indo-Pacific.

25 Senator Scott: Thank you.

1 Mr. Bush, we are hearing of reports that Communist
2 China has successfully tested a hypersonic weapon that is
3 capable of carrying a nuclear warhead. We are also hearing
4 that these reports surprised our intelligence community and
5 Pentagon leadership. Do you believe that is true, and do
6 you believe that the United States is comfortably ahead of
7 China on nuclear warheads, or is this launch evidence that
8 we have a lot of work to do to modernize our nuclear
9 capability?

10 Ms. Baker: Senator, I have not received the specific
11 classified briefing on that event yet. I am sure there are
12 classified details I would need to know before giving you a
13 good answer, sir. More broadly speaking, the entire DoD,
14 including the Army, does need to continue to work rapidly to
15 improve our deterrence capability, including in the area of
16 hypersonic missiles.

17 Senator Scott: All right. Ms. Baker and Mr. Guertin,
18 what do you think about these reports about the hypersonic,
19 and were we surprised, and do you believe that we need to
20 modernize our nuclear arsenal to be able to defend ourselves
21 against an aggressive communist leadership in China?

22 Ms. Baker: Senator, as Mr. Bush said, I think it is
23 difficult to discuss the details in this open session, but
24 certainly I agree a modern and credible nuclear deterrent is
25 essential to homeland defense, moving forward.

1 Mr. Guertin: I concur with Ms. Baker on that point.

2 Senator Scott: Thank you, Mr. Chairman.

3 Chairman Reed: Thank you, Senator Scott. Senator
4 Warren, please.

5 Senator Warren: Thank you, Mr. Chairman.
6 Congratulations to each of our nominees. Welcome. And I
7 want to say a special thank you to Ms. Baker for her
8 commitment to serve. Her intellect and her integrity is
9 matched only by her deep and abiding commitment to public
10 service, and I was fortunate to benefit from her advice and
11 counsel. She is precisely the kind of person that we should
12 all hope agrees to serve in our government.

13 Mr. Guertin, I would like to start with you today.
14 There is something I would like to be able to ask about, and
15 that is the annual report published by the Director of
16 Operational Test and Evaluation. This is one of the most
17 important report cards for determining whether or not our
18 weapons are working. The Section 809 panel, created by
19 Congress, to streamline and improve defense acquisition
20 found that the annual report, and I am going to quote here,
21 "assists with both the office's internal success and the
22 ability of Congress to exercise proper oversight."

23 Now, this is where it is important to me to get some
24 commitments from you. There is always pressure to keep
25 elements of this report away from the public. So, Mr.

1 Guertin, do you agree that this report must remain available
2 to the public, to the maximum extent possible?

3 Mr. Guertin: So Senator, transparency on how our
4 weapons systems are doing is especially important so that
5 the public knows that we are doing a good job with the money
6 we have or where we are not quite living up to our
7 expectations. I commit to you that we will have an
8 unclassified report. I will also assert that some of the
9 stuff might be a little sensitive that perhaps might be
10 better suited for like a classified appendix, that sort of
11 thing. I would be happy to work with you on what are the
12 balance points of those.

13 Senator Warren: Good. So, I take that as a yes, to
14 the maximum extent possible.

15 Mr. Guertin: To the maximum extent possible.

16 Senator Warren: Good. And do you commit to this
17 committee that you will make this report and other reports
18 from your office publicly available, to the maximum extent
19 possible?

20 Mr. Guertin: To the maximum extent possible, yes,
21 ma'am.

22 Senator Warren: Thank you. That is very important to
23 me. Now one way to keep information from the public is to
24 use pseudo-classification, like "For Official Use Only,"
25 which means that the information is not deemed to be

1 classified but it is still restricted from public view. So
2 let me ask you another question on this. Do you commit to
3 avoiding the use of designations such as "For Official Use
4 Only" for the unclassified portions of the Operational Test
5 and Evaluation reports?

6 Mr. Guertin: Senator, to the maximum extent possible,
7 yes, but I think there might be some policy issues we might
8 have to work out with Congress to make sure that the
9 information is provided as unclassified and public released
10 but also not sensitive in some way.

11 Senator Warren: All right. Well, we might have to
12 talk through what "sensitive" means, because if it is not
13 classified then I think the public generally, the
14 presumption should be that the public has a right to know,
15 and that is the commitment I want from you, to the maximum
16 extent possible.

17 Mr. Guertin: Yes, Senator.

18 Senator Warren: Okay. And then my final question on
19 this, do you commit to notifying this committee if you
20 believe that your work is being wrongfully restricted or
21 pseudo-classified or overclassified?

22 Mr. Guertin: Senator, if there are any restrictions
23 that do not make sense or are not in the interest of the
24 country I will make sure that we communicate that with this
25 committee.

1 Senator Warren: Good. I every much appreciate that.
2 I plan to hold you to these commitments, and I look forward
3 to working with you to ensure maximum transparency from your
4 office. I think that is how both of us will better serve
5 the American people. Thank you. Thank you, Mr. Chairman.

6 Chairman Reed: Thank you, Senator Warren. Senator
7 Blackburn, please.

8 Senator Blackburn: Thank you, Mr. Chairman, and thank
9 you to each of you for being here today.

10 Mr. Coffey, I want to come to you. We saw the release
11 of NAVADMIN last week and the guidance on how sailors who
12 are not fully vaccinated and do not have a pending or
13 approved exemption will be punished administratively. So, I
14 have got some questions for you. Is it correct to say that
15 sailors who are separated only for refusing the vaccine
16 will, in the least favorable outcome, receive a discharge no
17 lower than "general under honorable conditions"?

18 Mr. Coffey: Well, Senator, I support the vaccination
19 program. I think it is critically important that the force
20 be vaccinated. I was vaccinated quite frequently when I was
21 on active duty and as a reservist. I have not reviewed the
22 NAVADMIN you are talking about specifically, so I --

23 Senator Blackburn: Will you review it and then answer
24 me specifically?

25 Mr. Coffey: I would be happy to do that, Senator.

1 Senator Blackburn: Thank you. Enlisted servicemembers
2 separated under this subparagraph will apparently not be
3 eligible for involuntary separation pay and will be subject
4 to recoupment of any unearned special or incentive pays.
5 Can you articulate what the recoupment of any unearned
6 special or incentive pays means, providing me a tangible
7 example of this?

8 Mr. Coffey: Well, I can speak to my own background,
9 Senator. As a naval aviator, a naval flight officer, if I
10 --

11 Senator Blackburn: No. I am talking about the
12 specific guidance. So why don't you do that one in writing,
13 since you have not seen that. I cannot believe you did not
14 look at that guidance before coming in here for this
15 hearing. So look at it and then give me a written response
16 with a tangible example.

17 A general discharge allows the servicemember to use the
18 majority of veterans programs and benefits such as hiring
19 preferences for Federal jobs, VA medical coverage, and home
20 loan benefits. Please confirm the following for the record.
21 Will sailors who are separated only for refusing the vaccine
22 be deemed ineligible from future military service? Yes or
23 no.

24 Mr. Coffey: Senator, I would have to submit that in
25 writing after the hearing.

1 Senator Blackburn: Okay. You will submit that also.
2 Is the GI Bill education benefit the only absolute benefit
3 not awarded to servicemembers with a general discharge? Yes
4 or no.

5 Mr. Coffey: Same answer, Senator.

6 Senator Blackburn: Okay.

7 Mr. Coffey: I will put that in my written response.

8 Senator Blackburn: Is it fair to say that any sailor
9 discharged for a vaccination refusal will not be entitled to
10 their post-9/11 GI Bill benefit?

11 Mr. Coffey: Same answer, Senator.

12 Senator Blackburn: Okay. What happens to personnel
13 from the other military services who are assigned to naval
14 commands and refuse the vaccine? We would want to know
15 that, so again, a written answer.

16 Mr. Coffey: Same answer.

17 Senator Blackburn: And then also, what happens to
18 foreign military personnel, such as those studying U.S.
19 professional military education courses, if they refuse the
20 vaccine for religious reasons?

21 Mr. Coffey: I will submit that as well.

22 Senator Blackburn: I want you to know, my office has
23 been inundated with calls trying to get clarity on these
24 issues. So I think it is so important that you all get
25 these to us.

1 One more. Is it also correct that separation
2 determinations made by the Navy will be centralized under
3 the CCDA to ensure a fair and consistent process is applied
4 across the board?

5 Mr. Coffey: I will be sure to provide the clarity you
6 seek in my written response.

7 Senator Blackburn: Okay. And then also a statement as
8 to whether or not you think a centralized process is the
9 best practice.

10 Mr. Coffey: I will do that as well, Senator.

11 Senator Blackburn: Okay. Thank you.

12 Ms. Baker, if I may come to you. As Senator Warren
13 alluded, you have advised her on shaping her national
14 security agenda which, and I am quoting, "took aim at rising
15 defense budgets and the revolving door between the Pentagon
16 and the defense industry." If confirmed, would these be
17 your priorities in the Deputy Under Secretary of Defense for
18 Policy role? Would it be these rising DoD budgets in the
19 defense industry?

20 Ms. Baker: Senator, The Secretary has been clear that
21 China is the pacing threat for the Department and should be
22 our priority, so if I am confirmed, I would seek to
23 prioritize those issues.

24 Senator Blackburn: Okay. Well, we know that flat
25 defense budgets are actually shrinking defense budgets. How

1 do you reconcile this reality with your inherent bias
2 toward, and I am quoting you, "taking aim at risking defense
3 budgets" because China is a priority? And we want to make
4 certain that we are addressing that great power competition.
5 So how do you reconcile that?

6 Ms. Baker: Senator, I agree that we need to be
7 prioritizing issues surrounding great power competition,
8 particularly with China. Where I start on questions of
9 defense budget is to start with the strategy first, and as
10 you know, I think the Department is well underway in
11 drafting an update to the National Defense Strategy that
12 will build, I believe, on the 2018 strategy. I think from
13 there we can look at the capabilities and investments that
14 the strategy requires and from there build back into a
15 budget number.

16 Senator Blackburn: And you think you can do that with
17 less resources?

18 Ms. Baker: Senator, I would be guided by the strategy.
19 So, I do not have an arbitrary number in mind. I think we
20 should resource to the strategy.

21 Senator Blackburn: So you are saying you are going to
22 leave your opinions at the door.

23 Ms. Baker: Yes, Senator.

24 Senator Blackburn: Thank you.

25 Chairman Reed: Thank you, Senator Blackburn. Let me

1 recognize, via Webex, Senator Peters.

2 Senator Peters: Thank you, Mr. Chairman, and to each
3 of the nominees congratulations on your nomination and thank
4 you for your willingness to serve our country.

5 Mr. Coffey, my first question is for you. In August of
6 2019, Corporal Anne Vassas of Michigan unfortunately took
7 her own life at a Marine Corps air station in Japan. The
8 Vassas family was told that command investigation was
9 concluded but the release of the final report requires
10 additional approvals, and they have been now waiting for 2
11 years.

12 As General Counsel, will you maintain a close
13 relationship with the staff judge advocate and have a role
14 in oversight of the Naval Criminal Investigative Service, if
15 confirmed?

16 Mr. Coffey: Senator, let me begin by expressing my
17 condolences to the family, and it is something I will look
18 into, if confirmed. Yes, Senator, I commit to working
19 closely with the uniformed lawyers of the Department. I
20 understand there is a very good relationship now, a one-
21 team, one-mission approach that I heartily endorse. And I
22 will likewise work closely with the Under Secretary or the
23 Secretary, whoever is at the present time overseeing NCIS.
24 I do think that my background as a Federal prosecutor
25 working with law enforcement will be beneficial, if I am

1 confirmed.

2 Senator Peters: Well, I certainly hope that the
3 Vassas family has achieved some degree of closure by the
4 time that you have been confirmed. But I am still going to
5 ask for your help in resolving this matter for them. And
6 more broadly, I just want to get a clearer confirmation from
7 you that you are going to strive to ensure that the legal
8 and investigative mechanisms in the Department are working
9 to ensure timely, open, and regular contact with the next of
10 kin in the event of a tragedy such as this.

11 Mr. Coffey: Senator, you have my commitment that if I
12 am confirmed I will act accordingly. I will do that.

13 Senator Peters: Well, I appreciate that.

14 Mr. Bush, as vehicles get smarter, automotive
15 cybersecurity is clearly becoming an increasing concern.
16 The economic loss and military risk that is posed by
17 cyberattacks on the U.S. vehicle ecosystem is certainly
18 significant, as no single firm has the expertise, the
19 resources, or, quite frankly, the technical depth to
20 independently address all of these cybersecurity threats.

21 So my question for you, Mr. Bush, is what is your
22 vision for how the Army can secure our increasingly
23 networked vehicle fleet from cyberattacks?

24 Mr. Bush: Senator, I think for new programs we can
25 start up front, by building in the right architecture and

1 the right cybersecurity early so that we have systems in
2 place that we can test and be reliant upon, that ensure that
3 our vehicles are cybersecure.

4 I believe there is a greater challenge working on older
5 vehicles, where they were designed in times when cyber did
6 not even exist, and they have had systems added to them over
7 the years in a less systematic way. I believe that in those
8 cases we will need to come up with a better way of testing
9 those federated type systems in older vehicles to make sure
10 they are cybersecure as well.

11 And lastly, I would add that Army vehicles historically
12 have been designed to be able to continue to fight with
13 degraded conditions. So, I believe it would be incumbent
14 for the Army to ensure that new systems, even if under
15 cyberattacks, still retain some combat capability so our
16 soldiers can continue fighting.

17 Chairman Reed: We are having technical difficulties.
18 Let us wait a moment to see if we can move forward.

19 Let me, at this point, recognize, if we can -- Senator
20 Peters, are you back with us?

21 Senator Peters: Am I back here now?

22 Chairman Reed: You are back. You have reappeared.

23 Senator Peters: Well, good.

24 Chairman Reed: Thirty-five seconds.

25 Senator Peters: Well, thank you. Well, Mr. Chairman,

1 I will leave that as my last question. Thank you so much.

2 Chairman Reed: Thank you, Senator Peters. Now let me
3 recognize, once again, via Webex, if it is functioning
4 properly, Senator Manchin.

5 Senator Manchin: Thank you, Mr. Chairman, and this
6 will be to Ms. Baker. The Iran nuclear agreement, formally
7 known as the JCPOA, was a great goal that fell extremely
8 short. I voted against the agreement in 2015, because it
9 rewarded Iran before they demonstrated any desire to return
10 to good order in the global community, and it failed to
11 address their terrorism financing or conventional weapons
12 development.

13 So, my question would be, with an on-and-off-again
14 negotiation taking place, what concessions would you hope to
15 see in a new version of the Iran deal? And my follow-up to
16 that, Ms. Baker, would be, France, Germany, and the United
17 Kingdom launched a barter system known as INSTC, to
18 facilitate transactions between them and Iran. Can you
19 comment on that?

20 Ms. Baker: Senator, thank you for the question. To
21 your first point about what concessions would we seek,
22 certainly my understanding is that the intent of returning
23 to negotiations around the JCPOA was to use that as a
24 foundation to build toward a longer and stronger deal.
25 Certainly there are any number of Iranian destabilizing

1 activities in the region that are not covered by the JCPOA,
2 to include their support for terrorist groups, militias, the
3 proliferation of ballistic missile technology, UAV
4 technology, threats to freedom of navigation, all of which I
5 think we should seek to address. I will say that --

6 Senator Manchin: [Inaudible.]

7 Ms. Baker: I am sorry, Senator. I could not hear you.

8 Senator Manchin: Do you have any information? Do you
9 have any thoughts on INSTC, which is what United Kingdom,
10 Germany, and France have launched?

11 Ms. Baker: Senator, I do not have any details on that.
12 Certainly it is something I would be prepared, if confirmed,
13 to look into with my interagency colleagues and get back to
14 you for a longer discussion.

15 Senator Manchin: Okay. No problem. I understand.
16 And here, this is for you again, ma'am, and I do not mean
17 this to be personal at all. I am stating the facts here.
18 You have a total of 10 years and 7 months of experience
19 working as a Federal employee, with 1 year and 7 months
20 inside the Department of Defense. What is concerning to me
21 is the entirety of your career is based on partisanship.
22 You have never worked for a Republican administration or a
23 moderate member, that we can see, and this toxic atmosphere
24 we are in right now it takes working across the aisle,
25 understanding both sides.

1 So my question would be, tell me about any tangible
2 experience that you believe demonstrates how you could
3 approach this position from a nonpartisan stance.

4 Ms. Baker: Senator, respectfully, I believe that I
5 have demonstrated, in my career, an ability to work across
6 the aisle in a bipartisan fashion, something I was very
7 proud of as a Senate staffer here, working with this
8 committee. I was also a nonpartisan career civil servant
9 for a number of years. In addition to serving here in the
10 Senate I have worked for national security principals that
11 held a variety of views, to include former HASC Chairman Ike
12 Skelton, former Secretary of Defense Ash Carter.

13 So, I do understand, Senator. I understand the
14 concern, and I think it is a valid one. I believe that I
15 have a track record that will enable me, if confirmed, to
16 approach this role in a nonpartisan fashion, and that is
17 certainly how I would intend to conduct myself.

18 Senator Manchin: Thank you very much.

19 Mr. Guertin, if you could -- I share your vision for a
20 renewed approach to evaluation and system performance within
21 the program and development process. One of the areas I
22 believe that we need to focus on is direct input and effects
23 to the warfighter, especially as it relates to effectiveness
24 on the battlefield.

25 The past week, my office spent a considerable amount of

1 time with the staff from the WVU, West Virginia University,
2 Rockefeller Neuroscience Institute, who lead the world in
3 advanced neurological care.

4 So can you commit to scheduling a tour to the state-of-
5 the-art facility with my staff and West Virginia University
6 personnel who already are working with Marine Corps to
7 potentially standardize the capability of the future test
8 and development efforts? We just need you there.

9 Mr. Guertin: Senator, it sounds like a great
10 opportunity. I am looking forward to meeting you there and
11 learning about those things.

12 Senator Manchin: We would love to. It is
13 unbelievable.

14 Final question to Mr. Bush. We share a significant
15 amount of similarities when it comes to our future need to
16 transition from an industrial age to an information age,
17 approach to acquisitions, cybersecurity, and supply chain
18 security. My fear, though, is that we will leave our small
19 businesses further behind, than where they are currently, if
20 we do not make a prioritized effort to bring them along.

21 So my question is, how will you shape future efforts to
22 support small business against growing cybersecurity
23 requirements? How are they going to be able to compete and
24 maintain any type of viability?

25 Ms. Baker: Senator, first of all, I would like to say

1 I am proud of the Army's past track record, leading the
2 Department in overall small business contracting. The
3 specific issue you mentioned is a challenging one. The
4 Department and the Army want more small businesses and more
5 diverse businesses involved. However, we also have
6 cybersecurity concerns.

7 Senator, I believe, like in other aspects of the small
8 program, it is going to require partnership and the
9 Department and the Services working with companies in
10 developing ways to collaborate so that they can achieve the
11 level of cybersecurity necessary to participate in bigger
12 and bigger programs.

13 Senator Manchin: Thank you, and I thank all three of
14 you. I appreciate your answer.

15 Chairman Reed: Thank you, Senator Manchin. Now, via
16 Webex, let me recognize Senator Rosen.

17 Senator Rosen: Well, thank you, Chairman Reed, and, of
18 course, Ranking Member Inhofe, and I want to thank all the
19 nominees for being here today for your service and
20 willingness to serve going forward.

21 And like Senator Manchin said, cybersecurity is so
22 important. I have a number of bills to that effect, and we
23 are going to talk about one of them today, because as our
24 adversaries actively try to undermine our interests via
25 cyberattacks, we have to continue to invest in cyber talent.

1 That is going to increase our capabilities, allow us to
2 defend forward.

3 So, this year's Senate NDAA, as reported out of this
4 committee, includes my Civilian Cybersecurity Reserve Act,
5 and it is bipartisan legislation I introduced with Senator
6 Blackburn to create a civilian cyber reserve that ensures
7 additional cyber capacity at greatest times of need.

8 So Ms. Banker, if confirmed, what are the steps that
9 you would take to improve the cybersecurity posture of our
10 most critical systems through workforce investments, because
11 we have a lot out there? This need to be in line with both
12 our National Defense Strategy and the President's budget
13 request proposing significant growth of the cyber mission
14 force. And more specifically, how would you use existing
15 authorities, and potentially my act, to protect our critical
16 assets?

17 Ms. Baker: Senator, first let me say thank you for
18 your leadership on this critical issue. As we have
19 discussed here today, the cybersecurity of the Department
20 systems is what will allow us to fight and prevail in a
21 high-end contingency.

22 As I am sure you know, the Department has a cyber
23 strategy that has three components. It requires the
24 Department to be able to fight and win the nation's war sin
25 the cyber domain, to protect the Department of Defense

1 information network, the DODIN, and then, of course, to
2 protect the nation, and we do that, as you said, by
3 defending forward.

4 If I am confirmed, I can commit to you that I will make
5 a priority of developing new and agile concepts of
6 operations and the cyber domain. I would work closely with
7 my colleagues in the Services and elsewhere in the
8 Department to ensure that we are appropriately resourced and
9 that we have a workforce that is capable of operating in the
10 cyber domain.

11 I have not, unfortunately, yet had an opportunity,
12 Senator, to look at your legislation specifically, but
13 certainly I think new and innovative ways of approaching the
14 cyber challenge is exactly what is needed. And so, if
15 confirmed, I will commit to looking into that and would
16 welcome a chance for further conversation.

17 Senator Rosen: Great. I will have you up to the
18 office and we can talk about the Civilian Cyber Reserve Act.
19 But I am glad you are talking about all the different
20 postures you have, because I want to talk about the zero
21 trust security model, because, you know, cyber threats exist
22 both inside and outside traditional network boundaries. So
23 earlier this year, the National Security Agency issued a
24 cybersecurity bulletin entitled "Embracing A Zero Trust
25 Security Model" and strongly recommends zero trust security

1 be considered for critical networks, including national
2 security systems, Department of Defense networks, and our
3 defense-based, industrial-based systems.

4 And so the timeline for implementation and completion
5 not yet known, but if confirmed, how would you use your
6 position to encourage the DoD-wide adoption of the zero
7 trust security model?

8 Ms. Baker: Senator, if confirmed in this position I
9 would certainly seek to ensure that our policies were in
10 alignment. Certainly I take your point that there are cyber
11 vulnerabilities that arise, both from without and from
12 within, and we need to be prepared to manage both of those
13 cases. I seek to work closely with the DoD-CIO, with the
14 principal cyber advisor and others to ensure that we have
15 the appropriate plans in place.

16 Senator Rosen: Thank you. I appreciate that. And
17 speaking of issues from without, we want to combat Iranian
18 aggression, because Iran continues to be the world's leading
19 state sponsor of terrorism and a threat to the U.S. and
20 allied interests via its ballistic missile program and
21 support for terrorist proxies like Hezbollah, including
22 through conventional weapons sales. The combination of Iran
23 acquiring advanced Russian and Chinese platforms and its
24 transfer of arms to terrorist groups like Hezbollah poses
25 significant conventional threats to U.S. personnel in the

1 region and undermines Israel's voluntary military edge, or
2 QME.

3 So Ms. Baker, again, I guess you could put this off the
4 record -- I am just about out of time -- if confirmed, how
5 would you work to combat Iranian aggression to our U.S.
6 interests against rogue state actors like Iran and maintain
7 our ally, Israel's, QME? And since I am out of time I am
8 not sure there is someone after me, you can submit that in
9 writing, please.

10 Ms. Baker: Senator. Yes, absolutely, I agree with
11 everything you said and I am happy to submit a longer answer
12 for the record.

13 Senator Rosen: Thank you. Thank you, Mr. Chairman.

14 Chairman Reed: Thank you, Senator Rosen. Let me
15 recognize Senator Kelly and thank him for his patience.
16 Thank you. Senator Kelly.

17 Senator Kelly: Thank you, Mr. Chairman, and
18 congratulations to each of the nominees and thanks for your
19 willingness to continue to serve our nation.

20 My first question is for Mr. Guertin. I want to talk a
21 little bit about the F-35. I have had a chance myself to
22 fly the simulator, and as a former test pilot it is an
23 impressive platform and I think it will serve the Navy, the
24 Air Force, and the Marine Corps very well. And I am very
25 honored that Arizona is going to continue to host F-35

1 squadrons at Luke and at Yuma Marine Corps Air Station.

2 But I am concerned that delays related to testing in
3 the joint simulated environment have gotten off track in
4 completing tests and evaluation and starting to get us
5 towards closer to full rate production. Leveraging digital
6 assets like these in testing and design is the way of the
7 future. I am convinced of that. So, it is important that
8 we get it right and apply the lessons we are learning now to
9 future upgrades for the F-35 and the next generation fighter
10 aircraft, NGAD and anything beyond that.

11 So could you give me an assessment of what you think
12 the lessons are so far in what we have experienced with the
13 testing in the joint simulated environment?

14 Mr. Guertin: So Senator, one of the things we need to
15 be thinking about as we move forward into the future is a
16 tighter alignment between modeling complex systems like the
17 F-35. It has got a lot going on under the hood. Some
18 things you are not going to be able to test operationally,
19 all at the same time, in a threat-representative
20 environment, so we need to be thinking about how we combine
21 modeling and simulation of those environments with live
22 physical testing.

23 The F-35 has been a great object lesson, use case, that
24 we need to be taking full advantage of the lessons, both
25 good and bad, and how we position ourselves in the future

1 for taking advantage of those kinds of technologies as we
2 build out these more and more complex systems as we move
3 further forward into the future.

4 Senator Kelly: Part of the value of simulated testing
5 is that we can examine, you know, both aircraft and weapons
6 system performance in these complex scenarios that better
7 approximate what we will face in combat. With that in mind,
8 how important is it to incorporate cyber and space domains
9 in these simulated tests?

10 Mr. Guertin: So Senator, it is critically important
11 that the operational tests encompass all of the things that
12 the weapons system will see when it is being used, which
13 includes cyber. It is a big part of the problem, because
14 you cannot use it if you are turned off before you get a
15 chance to take advantage of it.

16 The other thing you did mention, though, that I wanted
17 to park on is the opportunity to iterate on designs and take
18 advantage of those digital twins and modeling environments
19 so that you can explore how that system might be built
20 better into the future.

21 Senator Kelly: And do you think this needs to also
22 account for emergent capabilities like AI as well?

23 Mr. Guertin: Indeed it does, yes.

24 Senator Kelly: I just want to switch, in the remaining
25 time I have here, Mr. Guertin, with you as well. You know,

1 in modern warfare, as we all know, software can be important
2 to our success, and as important as the hardware, the
3 equipment. And software often advances much more quickly.
4 You touched on this theme, I think, in your opening remarks.
5 We are going to need to improve our ability to more
6 effectively integrate rapidly changing software, and it is
7 also one of the most challenging things we deal with,
8 whether it is military hardware or space, you know,
9 software, you know, reliability and testing and
10 verification.

11 What have we learned from our efforts to incorporate
12 more agile development practices with Block 4 upgrades to
13 the F-35?

14 Mr. Guertin: Senator, I would not be able to talk
15 about Block 4 specifically, because I have not been briefed
16 on the details of it. But I do want to say that some of the
17 systems I have worked on in the past, even going back to mid
18 1990s, to build these things so that they can evolve
19 gracefully over time. In those early stages when we are
20 using open architectures and submarine sonar systems, we
21 thought we were totally knocking it out of the park by
22 having annual updates. Today that might not be fast enough,
23 depending on the product, and it certainly is not fast
24 enough for a lot of the things we hold and use in an
25 everyday life.

1 So, we need to be thinking about how do we, you know,
2 shift left in terms of our understanding of how things are
3 built, but also be responsive and fast on our feet when it
4 comes to being responsive to the users' needs as they would
5 use them in an operational context in the joint force.

6 Senator Kelly: Well, thank you, and I look forward to
7 working with you and your office as we get these new weapons
8 systems fully evaluated and tested, through OT&E and out to
9 the fleet. Thank you.

10 Mr. Guertin: Thank you, Senator.

11 Senator Kelly: Thank you, Mr. Chairman.

12 Chairman Reed: Thank you, Senator Kelly, and I want to
13 thank the witnesses for their thoughtful testimony and their
14 statements and their commitment to public service. And with
15 that I will adjourn the hearing. Thank you very much.

16 [Whereupon, at 11:22 a.m., the hearing was adjourned.]

17

18

19

20

21

22

23

24

25