

Stenographic Transcript
Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO CONSIDER THE NOMINATION OF:
ADMIRAL CHRISTOPHER W. GRADY, USN FOR
REAPPOINTMENT TO THE GRADE OF ADMIRAL AND TO BE
VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Wednesday, December 8, 2021

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7
8 U.S. Senate

9 Committee on Armed Services

10 Washington, D.C.

11
12 The committee met, pursuant to notice, at 10:02 a.m. in
13 Room SD-106, Dirksen Senate Office Building, Hon. Jack Reed,
14 chairman of the committee, presiding.

15 Committee members present: Senators Reed [presiding],
16 Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King,
17 Warren, Peters, Manchin, Duckworth, Rosen, Kelly, Inhofe,
18 Wicker, Fischer, Cotton, Rounds, Ernst, Tillis, Sullivan,
19 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 Good morning. The Committee meets today to consider
5 the nomination of Admiral Christopher Grady to be Vice
6 Chairman of the Joint Chiefs of Staff.

7 Thank you, Admiral, for your continued service and
8 willingness to lead in this important position.

9 I would also like to welcome your wife Christine. We
10 are grateful to your family for their sacrifice and
11 continued support of your service to the nation.

12 You have served most recently as the Commander of Fleet
13 Forces Command, which included responsibility for STRATCOM's
14 sea-based leg of the nuclear triad. That experience, along
15 with your distinguished career of service across multiple
16 theaters and command at all levels, will serve you well in
17 this new role.

18 I would also note that you were born in Newport, Rhode
19 Island, and are a native of Middletown, Rhode Island, which
20 makes this a very pleasant experience.

21 [Laughter.]

22 Chairman Reed: And as we consider this nomination, we
23 must keep in mind that the United States is engaged in a
24 strategic competition with China and Russia. These near-
25 peer rivals do not accept U.S. global leadership or the

1 international norms that have helped keep the peace for the
2 better part of a century. This strategic competition is
3 likely to intensify due to shifts in the military balance of
4 power and diverging visions of governance between China and
5 Russia and the West. This competition is also unfolding
6 amidst a global pandemic, climate change, and the emergence
7 of highly disruptive technologies.

8 Further, the Defense Department must continue to
9 recruit and retain high-caliber individuals, while restoring
10 readiness and pursuing new high-end capabilities for the
11 force. The interconnected nature of these challenges will
12 drive how the Department and the military services adapt to
13 achieve their missions.

14 Admiral Grady, if confirmed as Vice Chairman, you will
15 be working closely with the Chairman of the Joint Chiefs of
16 Staff, General Milley, to address each of these issues, and
17 I hope you will share your views on them with the Committee.

18 In addition, as Vice Chairman, you will serve a key
19 role in the interagency process that often requires working
20 closely with senior policymakers within the Department and
21 at the National Security Council on critical national
22 security issues. In light of the strategic challenges I
23 referenced earlier, the Committee looks forward to hearing
24 your thoughts on the effectiveness of the interagency
25 process.

1 Finally, the Vice Chairman is assigned a number of
2 specific responsibilities within the Department. First, the
3 Vice Chairman oversees the Joint Requirements Oversight
4 Council, the JROC, which reviews requirements for
5 acquisition programs to ensure they are reasonable and
6 necessary. Second, as a senior member of the Nuclear
7 Weapons Council, the Vice Chairman plays a central role in
8 ensuring the U.S. safely maintains its nuclear weapons
9 stockpile. Lastly, the Deputy Secretary of Defense and the
10 Vice Chairman often partner to lead the Department in
11 addressing policy challenges that require the integration of
12 civilian and military expertise and perspective.

13 I look forward to hearing how you will prioritize and
14 execute each of these critical functions, if confirmed as
15 the Vice Chairman.

16 Thank you, again, for your willingness to serve our
17 nation. And I look forward to your testimony.

18 And now, let me now recognize the ranking member,
19 Senator Inhofe.

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

3 Senator Inhofe: Thank you, Mr. Chairman.

4 Admiral Grady, thank you for your decades of standing
5 watch over our security, and for your continued willingness,
6 as well as your family's willingness, to continue your
7 service in this direction.

8 For the past 3 years, this Committee has used the 2018
9 National Defense Strategy to help guide our oversight and
10 legislative direction. And I always like to comment that
11 this is something that works. Many things don't work around
12 here, but this does. It started off with an equal
13 representation of Democrats and Republicans and has been a
14 great guide for us.

15 China continues to modernize its military at an
16 alarming pace. On November 15, Russia tested an anti-
17 satellite missile, shattering a satellite into 1500 pieces
18 of lethal debris that made astronauts scramble for safety.

19 Even more dangerously, Russia is postured to attack
20 Ukraine in what could be the largest invasion we have seen
21 since World War II. We have got to provide lethal
22 assistance to Ukraine now to deter a Russian attack. Every
23 day President Biden waits, he makes an attack more likely.

24 And finally, the administration added to the problem
25 with the botched evacuation of American citizens and allies

1 from Afghanistan that we still recall, we remember, and we
2 regret. This disaster shatters U.S. credibility and
3 determines the trust of partners and allies; the same
4 partners and allies who are supposed to be our biggest
5 advantage over our adversaries.

6 And while the world gets more dangerous, the
7 administration foolishly wants to cut defense spending.
8 Thankfully, this year's NDAA, with its great success, I have
9 to say, last night in the House, is bringing this back to
10 where it should be.

11 Admiral Grady you will be critical to helping this
12 nation maintain an effective nuclear deterrent and
13 accelerate adoption of advanced technology like the
14 hypersonic weapons, advanced materials, and artificial
15 intelligence to meet warfighter requirements.

16 It is very rare and the American people are now
17 catching on that we really are not in a position to be the
18 number one in everything anymore, as it was ever since World
19 War II. So, I consider ourselves right now, and as I have
20 mentioned to you, Admiral, to be in the greatest threatened
21 position that we have been in as a nation. So, you have got
22 your work cut out for you.

23 Thank you, Mr. Chairman.

24 Chairman Reed: Thank you, Senator Inhofe.

25 Admiral Grady, you are recognized for your statement.

1 STATEMENT OF ADMIRAL CHRISTOPHER W. GRADY, USN FOR
2 REAPPOINTMENT TO THE GRADE OF ADMIRAL AND TO BE VICE
3 CHAIRMAN OF THE JOINT CHIEFS OF STAFF

4 Admiral Grady: Thank you, sir.

5 Chairman Reed, Ranking Member Inhofe, and distinguished
6 Members of the Senate Armed Services Committee, good morning
7 to you all.

8 It is a great honor to appear before you today as
9 President Biden's nominee to assume the duties as the
10 twelfth Vice Chairman of the Joint Chiefs of Staff, and I
11 want to thank the President, Secretary Austin, Chairman
12 Milley, Secretary Del Toro, CNO Gilday for their trust and
13 confidence. And I think it is important that I also
14 recognize General Hyten and his wife Laura for their
15 extraordinary service to our nation and to our
16 servicemembers and to their families.

17 I would also like to acknowledge the passing of your
18 colleague, a great American senator, Senator Dole, and
19 really to acknowledge his military service and support to
20 our nation as a member of the greatest generation.

21 Of course, I want to thank all of you for your stalwart
22 support for our soldiers, our sailors, our airmen, our
23 Marines, our Coast Guardsmen, and our guardians, who defend
24 our nation at home, and abroad, far forward, around the
25 world every day.

1 Joining me today is my wife Christine, who has been my
2 partner and my confidant and my rock since I was at Hansen.
3 She has been the model of family and service and strength;
4 service and strength to those families, to the communities
5 we serve, and, indeed, to the nation. And I would say that
6 Christine is also the singular reason that our three sons,
7 Nick, Luke, and Paul, who could not join us today, are,
8 indeed, the men that they are; men, in whom I am very proud,
9 and men who always step up to their responsibilities as
10 sons, husbands, and citizens.

11 I firmly believe that family readiness directly
12 contributes to operational readiness. I have always said
13 that a stronger family means a stronger fleet, and after 37
14 years of service, I can competently say that it is because
15 of our families and their service and their sacrifice, that
16 we continue to be the most powerful military the world has
17 ever known.

18 I truly appreciate this Committee's leadership in this
19 new era of strategic competition; it is an extraordinarily
20 complex and dynamic environment, where we are faced with
21 overt challenges to the international rules-based order and
22 our national security in every domain, from the seabed, to
23 the space, to cyberspace, the land domain, the air domain,
24 and all.

25 In this, we compete alongside our allies and partners

1 every day in a multiworld; a world that is multiregional,
2 multilateral, multidomain, multivector, multiphase,
3 multilevel, and multiauthority. And it is the speed of
4 information, the arsenals of sophisticated, asymmetric,
5 conventional, and nuclear weapons, and the destructive
6 ability of our competitors to attack below the threshold of
7 armed conflict, that have changed the character of that
8 competition. So now, more than ever, global integration is
9 essential and integrated deterrence in those multidomains,
10 leveraging all elements of national power across the whole-
11 of-government and with our allies and partners, it is
12 absolutely critical.

13 And here, I would say that there is no such thing as a
14 fair fight. Our competitors are moving fast and we must
15 move faster. I have always viewed things through two lenses
16 in my 37 years: the fleet and the foundry. The fleet is
17 the fight and how we integrate into the Joint Force and the
18 foundry is what enables that fight, and I believe that speed
19 and urgency are required in both. And we will get faster,
20 by leveraging our competitive advantages.

21 First, our unrivaled industrial base that I believe
22 truly is borne of our innovative and open society.

23 Secondly, our many allies and partners, with whom we
24 are stronger together. And, third, our servicemen and women
25 who are always resolute, ready, and lethal on arrival; they

1 truly are the center of the universe.

2 So, if confirmed, I look forward to working with this
3 Committee and the Congress, the senior leadership in the
4 Department of Defense, the interagency team, industry, and
5 our allies and partners to ensure that the center of the
6 universe never goes into a fair fight.

7 Once again, I am grateful for the opportunity to appear
8 before you today and I look forward to your questions.

9 Thank you.

10 Chairman Reed: Thank you, Admiral.

11 Admiral, I have a series of questions that are required
12 for all senior nominees. Please respond appropriately.

13 Have you adhered to applicable laws and regulations
14 governing conflicts of interest?

15 Admiral Grady: Yes, Senator.

16 Chairman Reed: Have you assumed any duties or taken
17 any actions that would appear to presume the outcome of the
18 confirmation process?

19 Admiral Grady: No, Senator.

20 Chairman Reed: Exercising our legislative and
21 oversight responsibilities makes it important that this
22 Committee, its subcommittees, and other appropriate
23 committees of congress receive testimony, briefings,
24 reports, records, and other information from the Executive
25 Branch on a timely basis.

1 Do you agree, if confirmed, to appear and testify
2 before this Committee when requested?

3 Admiral Grady: Yes, Senator.

4 Chairman Reed: Do you agree, when asked before this
5 Committee, to give your personal views, even if your views
6 differ from the administration?

7 Admiral Grady: Yes, sir.

8 Chairman Reed: Do you agree to provide records,
9 documents, and electronic communications in a timely manner
10 when requested by this Committee, its subcommittees, or
11 other appropriate committees, and to consult with the
12 requester regarding the basis for any good faith delay or
13 denial in providing such records?

14 Admiral Grady: Yes, Senator.

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

20 Admiral Grady: Yes, Mr. Chairman.

21 Chairman Reed: Will you cooperate and provide any
22 witnesses and briefers in response to congressional request?

23 Admiral Grady: Yes, sir.

24 Chairman Reed: Will those witnesses and briefers be
25 protected from reprisal for their testimony or briefings?

1 Admiral Grady: Yes, sir.

2 Chairman Reed: Thank you very much, Admiral.

3 Admiral, you are assuming a tremendously important
4 role, if confirmed, in our Defense Department. One of the
5 significant roles is the chair of Joint Requirements
6 Oversight Council, which will put you in the position of
7 helping us deliver, rapidly, the most appropriate new weapon
8 systems for the forces.

9 And as we discussed during the office call, JROC
10 sometimes is subject to parochialism, that it is a service
11 ratification, rather than a joint analysis of what is
12 available and what should be available to all the services.

13 And if confirmed, what actions will you take to ensure
14 that the joint view overcomes the parochial view?

15 Admiral Grady: Yes, sir.

16 The JROC is one of the key mechanisms and duties that I
17 will fulfill, if confirmed, as the vice chairman, and I
18 believe it is, perhaps, one of the most important things
19 that happens in the Pentagon.

20 And building on the momentum set by my predecessors,
21 especially General Selva and General Hyten, I think that the
22 key to the JROC is that it is threat and risk based, and
23 that we move beyond validating, as you say, a certain
24 system, but addressing threat- and risk-based gaps to ensure
25 that the best system is brought forward and not necessarily

1 the best widget.

2 And so, if we go from a threat-based perspective to
3 close those gaps and then we work to go faster, I think we
4 will achieve the true potential of the Joint Requirements
5 Oversight Council.

6 Chairman Reed: In that regard, the services have,
7 obviously, interests that they zealously guard. How will
8 you sort of litigate or mediate between the services?

9 Admiral Grady: Yes, sir.

10 Well, I think it is going to be fact based and data
11 based, and so we will, if confirmed, making sure that the
12 JROC operates on a disciplined and analytical basis to bring
13 the data to the table that says that this is the right
14 decision or not.

15 But, certainly, important dialogue with the services,
16 via the vice chiefs, in the JROC process will be important
17 so that I understand all of those various perspectives. But
18 it has to be data informed.

19 Chairman Reed: Thank you. Acquisition programs
20 sometimes fail due to requirements that are technically
21 unachievable at any reasonable course or timeline. And
22 other programs have requirements that don't appreciate
23 commonly understood advances in global, commercial
24 technology. And then there is always the tendency to build
25 a Swiss Army Knife when a simpler blade would be

1 appropriate.

2 If confirmed, what steps would you take to ensure that
3 requirements for new systems are technically realistic, but
4 also will push the envelope forward, but are technically
5 realistic?

6 Admiral Grady: Yes, sir.

7 If confirmed, having a broader understanding of the
8 wider possibilities that the technology database can provide
9 us will be important. And so those relationships with the
10 Defense Industrial Base would be important, not just at my
11 level, but I believe through the vice chairman, the vice
12 chiefs of each of the services and throughout the larger
13 apparatus of the Pentagon.

14 The JROC will help with that, as will other mechanisms
15 within the JROC process that allow us to cast that wide net
16 to ensure that we have the systems that we need and that we
17 can get past just sticking with an existing widget.

18 I think, also, too, you mentioned a great point about
19 simplicity. We do have a tendency to Christmas-tree things
20 a little bit too much and so, simplicity can be sublime in
21 many perspectives. From a technology perspective, we should
22 look for that.

23 Chairman Reed: And then a related question is, as the
24 system is being developed, there is also a tendency for a
25 sort of a "creep in measure" acquisition program, where they

1 try to do more than they were even intended to do.

2 How will you look and guard that?

3 Admiral Grady: Yes, sir.

4 This gets straight to the discipline process that the
5 JROC has to ensure. And so, strong leadership in the JROC
6 and consultation with my colleagues on the panel has to
7 ensure a very disciplined approach to that so that we don't
8 get that mission creep, which becomes very parochial, at
9 some times, as you move forward.

10 Chairman Reed: And one, at least, perspective on the
11 future is that the real differential will come with
12 artificial intelligence, quantum computing, not simply the
13 physical platform.

14 And do you anticipate being able to develop platforms
15 that can quickly adapt to changing software, changing
16 aspects of this quantum and AI world?

17 Admiral Grady: Yes, sir.

18 I think that is going to be an important element of any
19 new system that we bring to the table; that ability to get
20 past a very hardware-oriented weapon system development to
21 one that is software oriented, such that you can have the,
22 we will save the mainframe, but then spin in new
23 technologies in an app-based approach, which will allow us
24 to get to the speed that I think we all want in our weapon
25 system acquisition process.

1 Chairman Reed: Thank you very much, sir.

2 Senator Inhofe?

3 Senator Inhofe: Thank you, Mr. Chairman.

4 Let me just get a couple of things on the record. And
5 I already know the answer to this, and I think most people
6 do here, also, but it is important that we, I think, get it
7 down at the very beginning so there is no misunderstanding.

8 Our nuclear modernization, this goes back to General
9 Hyten, a quote that he had. He said, I look at our nuclear
10 capabilities, our triad, our modernization program are the
11 minimum essential capabilities required to defend this
12 nation. We have to defend against the most existential
13 threat and Russia and China and their capabilities are very
14 important. So, to me, those are the minimum essential
15 capabilities that we have to build, and even at the highest
16 rate, it will still be just roughly 6 percent of the overall
17 defense budget. I think we can afford that security.

18 So, I would ask you the question just to get you on the
19 record and to saying that we know the answer anyway, and
20 that is, General Hyten, that the most modernizing each, he
21 was talking about modernize each leg of the U.S. nuclear
22 triad and the National Nuclear Security Administration, the
23 NNSA Nuclear Weapons Complex is a critical, national
24 security priority.

25 Do you agree?

1 Admiral Grady: Senator, I do. A modernized and fully
2 ready nuclear deterrent is one of the number one priorities
3 of the Department and, if confirmed, I would seek to ensure
4 that.

5 Senator Inhofe: And I know you will and, however, that
6 has become somewhat controversial in the past. We have to
7 know where we are coming from.

8 And lastly, I would ask, is it your intention to
9 continue General Hyten's efforts to reform the JROC process
10 to move faster and adopt advanced technologies that help
11 meet warfighting requirements?

12 I know that you had responded to a discussion of this
13 with our chairman, but I would like to get your assurance as
14 to what we would do with JROC.

15 Admiral Grady: Sir, the efficacy of the JROC and the
16 momentum that it is on now is extremely positive, and, if
17 confirmed, it would be my goal to bend the curve and to go
18 even faster to focus on the threat and the risks, to close
19 those gaps, and to move as quickly as possible to get the
20 tools to the center of the universe, our warfighters, as
21 fast as possible.

22 Senator Inhofe: Excellent. And I know that is true.

23 Thank you, Mr. Chairman.

24 Chairman Reed: Thank you, Senator Inhofe.

25 Senator Shaheen, please?

1 Senator Shaheen: Thank you, Admiral Grady. Thank you
2 for your service and your wife and your family's service, as
3 well, and congratulations on your nomination. I look
4 forward to working with you, if confirmed.

5 You have served as Commander of the Navy 6th Fleet,
6 which is responsible for naval activities in Europe, and so
7 I know that you have been witness to Russia's increasing
8 aggression in the Black Sea and other areas of Europe.

9 I know that the unclassified Global Posture Review for
10 Europe emphasized a combat credible deterrent against Russia
11 and enabling NATO forces to operate more effectively.

12 Now, I am pleased that the Biden administration has
13 removed the cap on forces in Germany, active-duty forces and
14 it is committed to maintaining a presence in Europe. But as
15 I talk to some of our European allies, one of the things
16 they have been pressing for is more U.S. forward-deployed
17 troops in Europe.

18 Did you think that is something we should be
19 considering now and how do you view that in the long term?

20 Admiral Grady: Yes, Senator.

21 I think our posture and presence in Europe is very,
22 very important and we should listen to our allies and
23 partners, insofar as we want to work with them and be
24 stronger together. And so, I think as part of the Global
25 Posture Review, it is important that we balance all of those

1 requirements and where we need to operate.

2 And I would tell you that as the 6th Fleet Commander,
3 you mentioned my very best day was when I had a ship in the
4 High North, a ship in the Baltic, a ship in the Black Sea, a
5 ship in the East Med, and on a really good day, I may have
6 had one in the Gulf of Guinea. That is challenging, as you
7 know, but that gives the President and the Secretary of
8 Defense many options to work with our allies and partners
9 and to pursue our objectives with NATO and in Europe.

10 Senator Shaheen: Thank you.

11 As you know, we have a Women, Peace and Security Act
12 that has been in the process of being implemented since it
13 was signed in 2017.

14 As you think about your experience, how have you seen
15 women's participation in the military positively affect what
16 our goals are, particularly in places where it is women,
17 like the Middle East, where women are very important as we
18 are talking to populations and communities that are
19 reluctant to speak with men?

20 Admiral Grady: Yes, ma'am, a very important issue, and
21 I think a very important issue that advances the cause of
22 democracy, too.

23 My own personal experience, first, within the Navy, my
24 first ship, the USS Cole, was an integrated ship. I can
25 just offer to you that having 51 percent of the Marines

1 eligible to serve in the military for us really helped make
2 the Navy better.

3 And I think that idea that we can bring everyone to the
4 table, especially our mothers, our daughters, and our
5 sisters going forward, just makes us stronger. And so, the
6 initiative that you spoke of is one worthy of support.

7 Senator Shaheen: Well, as you know, most regional and
8 functional combatant commands have hired full-time gender
9 advisors to integrate gender perspectives into our planning
10 and I just wondered, if confirmed, how will you implement
11 Women, Peace and Security within the Joint Staff?

12 Admiral Grady: Yes, thank you.

13 The role of a gender advisor is a way to attack a very
14 significant issue, and, if confirmed, I look forward to
15 leveraging those advisors who can make me think better and
16 smarter about the issues that you raise. So, I look forward
17 to, if confirmed, understanding that ecosystem and helping
18 advance that cause going forward; again, we want to bring
19 everybody to the table, to get the advantage of all of their
20 thinking. And it is also a part of creating the safe and
21 secure work environment for all of our sailors, and
22 soldiers, airmen, Marine, Coast Guardsmen, and guardians.

23 Senator Shaheen: Thank you.

24 I would argue that it is important to our mission,
25 wherever we are operating in the world, as well. And I will

1 look forward to talking to you a year from now to hear what
2 you have done to implement the Act within the Joint Staff.

3 I want to raise another concern about what is happening
4 with ISIS. The headlines, ISIS has faded from the
5 headlines, yet we know we have several very large camps that
6 continue to be in Syria and Iraq that have women and
7 children who are detainees from the war against ISIS and who
8 have the potential to be radicalized and create a further
9 issue with terrorists in the future.

10 What is the military's role or does the military have a
11 role in supporting folks in these camps and what should we
12 be thinking about as we are looking at the future of places
13 like Al-Hol, which has 94 percent of its occupants are women
14 and children, but we know they are already becoming
15 radicalized?

16 Admiral Grady: Yes. You know, the issue of ISIS, as
17 an example of violent, extremist organizations is one that
18 we can just never take our eye off the ball. It is one in
19 which if we beat them here, they are going to squeeze and
20 pop out somewhere over here and we are going to have to
21 continue to beat them.

22 So, the military piece of it is reactive in some
23 respects, but it can also help to create the conditions on
24 the ground for better conditions and to help with those
25 conditions that will not allow radicalization to continue.

1 So, I think the military has a role in that.

2 We need to beat them first. We do that and then help
3 create those conditions on the ground that are safe and
4 secure, such that radicalization doesn't occur.

5 Senator Shaheen: Thank you.

6 My time is up.

7 Thank you, Mr. Chairman.

8 Chairman Reed: Thank you, Senator Shaheen.

9 Before I recognize Senator Fischer, since a quorum is
10 now present, I ask the Committee to consider three civilian
11 nominations and a list of 1,772 pending military
12 nominations.

13 First, I ask the Committee to consider the nominations
14 of Mr. John B. Sherman to be Chief Information Officer of
15 the Department of Defense; Mr. Ashish S. Vazirani, to be the
16 Deputy Under Secretary of Defense for Personnel and
17 Readiness; and Ms. Carrie F. Ricci to be General Counsel of
18 the Department of the Army.

19 Is there a motion to favorably report these nominations
20 to the Senate?

21 Senator Inhofe: So moved.

22 Chairman Reed: All in favor, say aye.

23 The motion carries.

24 Finally, I ask the Committee to consider a list of
25 1,772 pending military nominations. Of these nominations,

1 21 nominations are 1 day short of the Committee's
2 requirement that nominations be in committee for 7 days
3 before we report them out.

4 No objection has been raised to these nominations and I
5 recommend the Committee waive the 7-day rule in order to
6 permit the confirmation of these nominations before the
7 Senate recesses for the holiday recess.

8 Is there a motion to favorably report this list of
9 1,772 pending military nominations to the Senate?

10 Senator Inhofe: So moved.

11 Chairman Reed: All in favor, say aye.

12 And the motion carries.

13 Senator Fischer, please?

14 Senator Fischer: Thank you, Mr. Chairman.

15 Welcome, Admiral, to you and your wife this morning.

16 I appreciate the discussion that you and I had earlier
17 about the importance of modernizing our nuclear enterprise
18 and that you view nuclear deterrence as the Department's
19 highest priority, which you reaffirmed today to the ranking
20 member.

21 We are seeing Russia and China continue to expand their
22 arsenals. Russia is pursuing a variety of novel, nuclear
23 systems and China is conducting a strategic breakout that
24 the current STRATCOM Commander, Admiral Richard,
25 characterized as breathtaking.

1 What is your view of China's nuclear expansion and what
2 implications do you think this has for us?

3 Admiral Grady: I think that China's breakout is, as
4 Admiral Richard has called it, is, indeed, spectacular and,
5 indeed, breathtaking. So, therefore, we need to be postured
6 to address that issue. We need to think about how we would
7 proceed with deterrence, particularly, deterrence now
8 against two peer competitors and who need to be deterred in
9 two different ways.

10 And deterrence, then, I think builds on that strong
11 nuclear triad that we just talked about. And so, the
12 modernization of the nuclear triad will be the underpinning
13 of that deterrence effort against two nuclear competitors.

14 Senator Fischer: Overall, do you believe that the
15 growth of Russian and Chinese nuclear arsenals reinforces
16 the need to modernize our nuclear deterrent, including each
17 leg of the triad?

18 Admiral Grady: Absolutely, I do, Senator.

19 And we need to have that responsive, flexible, and
20 survivable triad across the three legs if we are going to
21 meet the challenges of two nuclear peer competitors.

22 Senator Fischer: You know, we continue to hear calls
23 to pause or to defer modernization programs, despite
24 repeated testimony from STRATCOM Commanders and others that
25 there is no room for additional delay. Last year Admiral

1 Richard testified that, quote, many of the modernization and
2 sustainment efforts necessary to ensure deterrence,
3 viability have zero schedule margin and are late to need,
4 end quote.

5 Can you give us your view of the modernization
6 schedule? I know you are particularly familiar with the
7 need to replace the Ohio-class submarine.

8 Admiral Grady: Yes, ma'am.

9 I agree with Admiral Richard that there is no more
10 margin to surge. Service life extension programs across the
11 nuclear triad, we have kind of tapped that ability out now,
12 and so now it is time to move forward.

13 Speaking to the Ohio-class submarine, we have service
14 life extended them, I think, to the extent now where it
15 would be a challenge to do it any further. Just look at
16 hull strength as an example; I mean, we can't go past the
17 physics of metallurgy at some point. So, at any rate, I
18 think if you look at just the Ohio-class SSBN, as an
19 example, there is no more margin left in terms of service
20 life extension.

21 Senator Fischer: Senator Kaine and I, along with
22 Senator Shaheen, we were at Minot earlier this year and we
23 looked at the maintenance work that has to be done on the
24 1970s-era ICBMs that we have. These are remarkable systems;
25 they have lasted a long time, but as you just referenced

1 with submarines, things don't last forever.

2 When you hear about the GBSD program and the fact that
3 it is important to continue that, the fact the study shows
4 it is cheaper to have GBSD than the current Minuteman
5 program that we have.

6 Does that just reinforce your position on that leg of
7 the triad or do you think it needs to be studied even
8 further?

9 Admiral Grady: Well, first of all, thanks for going
10 out and visiting the airmen out at Minot.

11 Senator Fischer: Great guys. Great people.

12 Admiral Grady: And their ability to maintain that
13 system and have it as peak, operational readiness, really
14 does speak to the center of the universe that we talked
15 about.

16 But I do believe that as we think about GBSD, the
17 timeline there, at a certain point, it costs more to
18 maintain than it does to re-modernize and we are approaching
19 that.

20 Senator Fischer: I think this last study shows that we
21 have approached it. It is \$38 billion cheaper to go with
22 GBSD than to extend the life of the Minuteman. Thank you.

23 Admiral Grady: Yes, Senator.

24 Chairman Reed: Thank you, Senator Fischer.

25 Senator Blumenthal, please?

1 Senator Blumenthal: Thank you, Mr. Chairman.

2 Thank you, Admiral, for your service and your family,
3 as well. And thanking for the conversations we had not long
4 ago.

5 And I am delighted that you share my commitment to
6 making sure that we maintain our superiority in undersea
7 warfare and that we continue, not only with the Ohio-class
8 replacement, now being built at Electric Boat, the Columbia-
9 class, but also the Virginia-class attack submarine, two
10 submarines a year, which is vital to maintain that
11 superiority. And I hope you continue to agree and, perhaps,
12 visit Electric Boat.

13 Admiral Grady: Senator, I certainly do agree.

14 As we look across all of the domains, the undersea
15 domain is one that I think we still have a significant
16 superiority in and we want to maintain that and maybe even
17 build it even better.

18 I have been to Electric Boat several times, both in
19 Quonset Point and in Connecticut, and it is spectacular with
20 that and Defense Industrial Base can do, and I applaud the
21 efforts of the folks at Electric Boat for what they are
22 doing.

23 Senator Blumenthal: Thank you.

24 I want to talk a little bit about a topic that may not
25 be covered by anyone else here: the Afghanistan evacuation

1 and settlement efforts, which very much involve the
2 military. Although we have no military presence in
3 Afghanistan, there are somewhere between 30,000 and 50,000
4 guests, as they are called, now on our military bases.

5 I recently visited Quantico, Virginia. The United
6 States Marine Corps is doing an excellent job. I am really
7 so much in admiration of the work that they are doing there,
8 and I am sure the other branches of service at our other
9 bases.

10 But these bases were supposed to be closed, literally,
11 this week, and they are going to continue into February,
12 March, perhaps beyond, because of the insufficient support
13 for the resettlement efforts. And, fortunately, we will see
14 more resources going into it.

15 But I am also concerned about the evacuation of our at-
16 risk Afghan allies, interpreters, translators, security
17 guards, drivers; all the people who stood by us and helped
18 protect our troops and diplomats. I have called for an
19 evacuation czar, because I have found that it was, and
20 remains a lot of insufficient coordination, even finger-
21 pointing.

22 Could you give me your views on whether we should be
23 doing more, as I believe, to help with evacuation efforts
24 through charter flights and resources that we, the United
25 States still has there, even though we have no military or

1 diplomatic presence.

2 Admiral Grady: Yes. Thank you, Senator.

3 I think, first, thanks for going down to Quantico and
4 seeing the team down there; they are doing really good work.

5 And I think it is that kind of good work under General
6 VanHerck's leadership is one of the things that the military
7 does very well: logistics and movement and that kind of
8 thing. And so, if confirmed, I would look forward to
9 working with General VanHerck to finish that mission.

10 As to your point of folks that may be at risk still on
11 the ground, if confirmed, I would look forward to working
12 with the CENTCOM Commander, on what are the right ways to
13 finish that mission, as well. And it would be an important
14 element of our discussions on going forward and concluding,
15 finally, what we are doing in that part of the world with
16 Afghanistan.

17 Senator Blumenthal: I think you have put it really
18 correctly, that it is a matter of completing the mission and
19 honoring our commitment for the men and women and their
20 families who put their lives on the line and now they have
21 targets on their back because they sided with us in that
22 conflict. So, I hope to continue working with you.

23 Finally, let me just ask your views on classification.
24 Yesterday, I joined my colleagues in a classified briefing
25 on the Ukraine situation. Obviously, we can't talk about it

1 in this setting, except to say it was deeply sobering, maybe
2 scary is the right word for it. And my feeling was, as
3 hearing that briefing, as it is so often after such
4 classified briefings, that the American people should hear
5 what we heard.

6 And for much of what was said in that briefing, it
7 could be told to the American people without compromising
8 sources or methods or other kinds of necessary assets or
9 resources. I think there is too much classification, in
10 short.

11 Do you have a view on that point?

12 Admiral Grady: Sir, thanks.

13 And we talked a little bit about that in the phone
14 call. And I would say, in general, we tend to overclassify
15 and that we should work harder not to. And I think there
16 are several good reasons for that. One is the transparency
17 that we have with the citizens that we serve to explain what
18 we are trying to do. Secondly, is being able to work with
19 our allies and partners.

20 As an example, my 2nd Fleet Commander, his Deputy is a
21 Canadian officer, and sometimes I have to ask him to leave
22 when we are talking about what we are doing in the Atlantic.
23 So, we are working very hard to overcome those barriers.

24 And I think the third reason is that type of
25 classification, when things are overclassified, prevents us

1 from integrating and synchronizing better because there are
2 artificial barriers that we put up in our way.

3 So, in the end, I think we need to work hard to always
4 push that down, the classification down, but still remaining
5 sensitive to sources and methods that you correctly pointed
6 out. And thank you for taking that brief; it is indeed,
7 sobering.

8 Senator Blumenthal: Thank you, Admiral Grady.

9 Admiral Grady: Yes, sir.

10 Chairman Reed: Thank you, Senator Blumenthal.

11 Senator Rounds, please?

12 Senator Rounds: Thank you, Mr. Chairman.

13 Admiral, I enjoyed visiting with you a few weeks ago in
14 my office and I thank you and your family for 37 years of
15 faithful service to our country. And I appreciate your
16 willingness to serve in this very critical position.

17 One of the items that we discussed at that time was
18 your responsive on the principal cyber advisor positions
19 that Congress has required in the last year's NDAA. And I
20 appreciated hearing how much you valued having an
21 independent subject-matter expert with no day-to-day
22 management responsibilities who, in your words, could speak
23 truth to power regarding cyber activity throughout the
24 departments, and I thank you for that, sir.

25 On a related topic, and I think this is something that

1 we don't spend enough time discussing and making clear, the
2 vice chairman now leads the Joint Staff's Electromagnetic
3 Spectrum Operations Cross Functional Team and is the senior
4 designated official for electromagnetic spectrum operations
5 in the Department of Defense. That is a very valuable
6 asset.

7 A number of senators came together during the
8 development of the bipartisan infrastructure bill to
9 literally block efforts to provide critical electromagnetic
10 spectrum for auction; meaning, taking it out of the
11 Department of Defense's perspective and putting it up for
12 sale. So far, a number of us have succeeded, but there have
13 been additional legislative threats to DOD's spectrum in the
14 3100 to 3450MHz band.

15 The reason why I ask this question is I think it is
16 important if you could share with the Committee in this
17 recognizable, unclassified forum, how you would view an
18 attempt to auction spectrum in this band with respect to
19 maintaining the capabilities that keep this country safe
20 every day, recognizing a lot of people out there think that
21 spectrum should be made available for telecommunications for
22 everybody, and yet it is critical that the Department of
23 Defense maintain a certain amount of this spectrum in a
24 very, very specified area.

25 Can you give us your views on that and how you would go

1 about sharing with other members of the United States Senate
2 and House, how critical this is.

3 Admiral Grady: Yes, sir.

4 Thank you for taking the time to meet with me. I very
5 much enjoyed that discussion. We talked a little bit about
6 this.

7 The management of the electromagnetic spectrum to the
8 Department of Defense is absolutely critical. We operate in
9 there. We have critical activities that we do within that
10 spectrum and within that domain.

11 I think what you want from us, sir, is to be able to
12 come forward to you and lay out the risks and the challenges
13 of sell-off and to do it in a data-based and a threat-based
14 way so that when you go into that very significant policy
15 decision, well informed as to the challenges and risks that
16 it might impose on our sailors, and the center of the
17 universe, and the soldiers, and the airmen, and that going
18 forward.

19 So, we need to bring to you, the arguments for or
20 against, pros and cons, so that we can make a very threat-
21 based and formed discussion. It is a significant issue,
22 though, for sure.

23 Senator Rounds: One of the challenges, and I think
24 Senator Blumenthal mentioned it, is the overclassification
25 of information. Would you commit to providing a classified

1 brief to the members of this committee and members of other
2 key committees to discuss the danger of taking such actions,
3 without a very stringent approval process?

4 Admiral Grady: Yes, Senator.

5 Senator Rounds: Thank you.

6 Regarding the revision of the National Defense
7 Strategy, I wonder if you could comment on the force-sizing
8 construct. Two major planning assumptions have been
9 overcome by events and now they seem to be critically
10 flawed: the force-sizing construct to fight one war at a
11 time and the planning and investment and capabilities geared
12 for short wars.

13 I know the strategy was driven by affordability, but in
14 my view, this probably does not make strategic sense now,
15 given the activity, investments, and behavior of China and
16 Russia.

17 How do you see this issue?

18 Admiral Grady: I think as we look forward to that
19 force-sizing construct that you call out, it has to be one
20 that is informed by current conditions and current threats.
21 So, if confirmed, I would look forward to being a part of
22 that discussion.

23 But, certainly, the world gets a vote. The enemy gets
24 a vote on how we look forward to sizing the force.

25 It will be a balance of capability and capacity. It

1 will be a balance of being there when we need to be there.
2 So, we need to bring all of those things together, based on
3 the current situations and, indeed, the projected situation
4 that we see in the future.

5 Senator Rounds: Thank you.

6 And, Admiral, the position that you have been nominated
7 for is critical and it is time-sensitive that we move
8 forward in filling this position. I think you are the right
9 person for the job. I look forward to supporting your
10 nomination.

11 And I would hope, Mr. Chairman that we are able to move
12 as quickly as possible in filling that position.

13 Chairman Reed: Thank you, Senator Rounds.

14 Senator Kaine, please?

15 Senator Kaine: Thank you, Mr. Chairman.

16 Admiral, congratulations to you.

17 And I will just tell my colleagues, the Grady family is
18 very beloved in Hampton Roads, Virginia. They are currently
19 on their third posting into Norfolk, and I very much
20 appreciate your long service.

21 Also, to tell my colleagues, if you read his biography,
22 something real sticks out: he is the recipient of the "Old
23 Salt" Award. And I didn't know what that was, but I was
24 intrigued and I researched it.

25 The "Old Salt" Award in the Navy is the award given to

1 the longest-serving, surface warfare officer.

2 And he inherited that when Admiral Davidson retired, so
3 that is just an additional attribute to the years of service
4 in your longevity in serving the country.

5 Admiral Grady, Senator Wicker and I, we have been
6 engaged in a months' long debate with the DOD about moving
7 forward with block buy of the LPD and LHA amphibious ships.
8 This block buy was authorized by the fiscal year 2021 NDAA
9 and also by the Defense Appropriations bill.

10 As you know, block buy provisions often yield
11 significant savings in the past, but the Department has
12 stalled on the block buy and cited a desire to, quote,
13 undertake an additional study of amphibious ship
14 requirements.

15 Senator Wicker and I asked the Marine Corps if their
16 amphibious ship requirements have changed in recent months
17 and we were told that they had not. So, I am a little bit
18 unclear what agency is participating in this review.

19 As we continue to study the requirement that the Marine
20 Corps states has not changed, China is moving forward with
21 the construction equivalent of a class of warships similar
22 to the LPD and LHA; they are Type 71 and 75 classes,
23 respectively. So, at least China believes that this class
24 of warship isn't obsolete.

25 In your current role as Fleet Forces Command, have you

1 been involved in any recent studies on the number of overall
2 requirements for the LPD and LHA amphibious ships and are
3 you aware of any developments that would suggest we halt or
4 slow construction of this class of amphibious ship?

5 Admiral Grady: Sure. A couple of issues there. The
6 first is, the block buy is a really efficient way to
7 subgenerate that demand signal to the Defense Industrial
8 Base, and as you say, it is a very efficient way to go, so I
9 thank the Committee's support for that.

10 Amphibious warships and the renaissance that is
11 underway in amphibious warfare now is growing and palpable.
12 And so, the naval integration between what the Commandant
13 and the CNO are trying to do has a lot of momentum right now
14 going forward.

15 Those are great ships that you talked about; they do
16 provide amazing capability and capacity to the fleet
17 commanders and to the combatant commanders going forward. I
18 think the level of discussion right now between the CNO and
19 the Commandant, and, of course, I would want to speak with
20 them, but, if confirmed, I would like to be part of that
21 dialogue. But I think the discussion there is how do we
22 take all the tenets of naval integration and push forward,
23 particularly, as we bring our Marines out of the desert and
24 bring them back aboard ships. And what will that look like?
25 What is the force generated, what are we going to force-

1 generate going forward?

2 And this question about how many amphibs that we need,
3 particularly the big decks, will be essential and part of
4 that. And so, if confirmed, I look forward to being a
5 participant in that discussion.

6 Senator Kaine: I look forward to working with you on
7 that one.

8 Your role as vice chairman has a lot of different,
9 important components and one is you had the Council on
10 Oversight of the National Leadership Command, Control, and
11 Communications, or NC3. And that is commonly referred to as
12 the fourth leg of the nuclear triad.

13 Have you participated in exercises using the NC3
14 system, and give us your assessment on its, you know, is it
15 robust enough or do we need to do more to make that system
16 robust to protect it against cyberattacks, et cetera.

17 Admiral Grady: Yes, Senator.

18 I do agree that the NC3 could be very well considered
19 the kind of fourth leg of the triad. As you know, I am the
20 Navy's component to STRATCOM, so all the SSBNs and "Take
21 Charge and Move Out" aircraft work for me. So, I am very,
22 very involved in the NC3 dialogue and discussion that is
23 going forward.

24 Just 2 weeks ago, I concluded my sixth "Global
25 Lightning, Global Thunder" exercise in which we exercised

1 NC3 across the nuclear triad. I think I agree with the
2 STRATCOM Commander and, if confirmed, I look forward to
3 working with him and the Dep Sec Def for that matter, on
4 this issue.

5 And that is, that across the 200-or-so systems that we
6 have, it is working, but it could be better, and it could,
7 but it is safe, secure, and reliable now, but we need to
8 think about taking it into the future against the threats in
9 all domains, including cyber. And so, again, if confirmed,
10 I would look forward to working with Dep Sec Def and the
11 STRATCOM Commander to ensure that happens.

12 Senator Kaine: Thanks very much.

13 I yield back, Mr. Chairman.

14 Chairman Reed: Thank you, Senator Kaine.

15 Senator Cotton, please?

16 Senator Cotton: Admiral, welcome, and thank you for
17 almost 4 decades of service to our nation.

18 As you know, based on our conversation before your
19 hearing, I am very concerned about the military's culture in
20 what I see as a lack of focus on warfighting. The state of
21 professional military education is one of my top concerns.

22 In September, two war college professors wrote an op-ed
23 in City Journal that said, quote, war colleges no longer
24 teach warfighting.

25 This is consistent, unfortunately, with cautions I have

1 heard from field-grade officers and war college students who
2 warn that war colleges care more about academic
3 accreditation and growing junior foreign policy walks than
4 about building war-winning leaders. These students have
5 expressed their frustrations and fear that we are in danger
6 of ceding what they called "intellectual overmatch" to
7 Russia and China.

8 I would note that it appears that the Joint Staff seems
9 to agree. They released a memo 18 months ago that called
10 for renewed war college focus on lethality. These two
11 professors, though, claim that this guidance has since been,
12 quote, lost in a maze of bureaucracy.

13 Could you talk to me, Admiral, about your plans to
14 implement the findings of that memo.

15 Admiral Grady: Senator, thank you and thanks for the
16 discussion a couple of weeks ago.

17 First, I am a big fan of joint, professional military
18 education. And for me, in my experience at National War
19 College and my interactions with the Naval War College, as
20 an example, the key for JPME is to go beyond the tactical to
21 the operational and the strategic. I think that is where we
22 need to center our war colleges going forward.

23 There is an element of policy, but how does the
24 military fit within the follows pieces of the diplomatic,
25 informational, military, and economic?

1 But the real power of the war colleges and JPME,
2 really, at large, is to ensure that we bridge that gap from
3 the tactical to the strategic. So, if, if confirmed, and
4 going forward, I would look forward to working with the
5 services to discuss that, to ensure that there is the
6 appropriate focus on warfighting and lethality.

7 Senator Cotton: Thank you.

8 Could I get your commitment to follow-up on a progress
9 report on that by May?

10 Admiral Grady: Yes, sir.

11 Senator Cotton: Thank you.

12 You know, when I first ran for office, I guess almost
13 10 years ago now, a nice elderly lady asked me if I was the
14 one who had gotten out of the Army not too long ago.

15 I said, yes, and I was running for Congress now, and I
16 said, yes.

17 And she said, why would you leave the country's most
18 respected institution for the country's least-respected
19 institution?

20 I wish that wasn't the case about Congress, but I have
21 always been proud that it is the case about our military.
22 Therefore, I viewed with alarm, the annual Reagan National
23 Defense Survey, which recently found a staggering 25 percent
24 collapse in American trust in the military.

25 And in the past 11 months, my office has been filled

1 with hundreds of concerns from servicemembers across the
2 services who say they believe that senior DOD leadership has
3 been politicized and inappropriate and unprofessional ways.
4 Their complaints include, and these are their words, not
5 mine: one, counter-extremism training that draws blanket
6 condemnation of troops who privately hold conservative
7 views; two, training to fight things like the weather,
8 rather than China's growing military; and, three, so-called
9 diversity training that has taken on blatantly political,
10 even racist, tones, including forcing servicemembers to
11 segregate themselves by race or promoting based on skin
12 color, sexual orientation and gender, rather than
13 operational excellence and achievement.

14 Do you think it is fair to say that some of these
15 policies, which are quite controversial, have contributed to
16 that 25 percent decline in trust in our military?

17 Admiral Grady: Sir, I, too, am disappointed and
18 alarmed by that number. I read the same report that you
19 did, and that is concerning to me as someone who has
20 dedicated 37 years to this and take great pride in what we
21 are able to do.

22 I think the key issue here is what you expect of us,
23 and that is that you expect us to remain apolitical and to
24 provide our best military advice. I think that is the key
25 issue and everything we do needs to be revolved around that

1 central concept.

2 Senator Cotton: Well, Admiral, what we have
3 consistently heard from many of those servicemembers who
4 have reached out to us is that they feel that they are being
5 presented with highly politicized training modules. They
6 voice their concerns or objections and then their chain of
7 command will accuse them of acting in a political fashion,
8 so they find themselves in a catch-22.

9 Let me just give you one example of something that
10 seems a bit strange to me. Marine base Quantico recently
11 posted a job listing for a diversity, equity-inclusion
12 officer for a salary of \$144,000 a year; more than triple
13 the median household income in Arkansas, also close to what
14 a base commander makes.

15 I mean, do you think that we should be paying \$144,000
16 to a diversity, equity-inclusion officer at Quantico? Is
17 this the kind of thing that might cause Americans to lose
18 confidence in the priorities of DOD leadership?

19 Admiral Grady: I don't have the context for, in which
20 that billet was advertised. I do think we need to have
21 important discussions about things like that.

22 To the pay scale, I really can't comment on what that
23 job is being asked to do. But, again, I think the idea that
24 you need from us is to be apolitical.

25 And I want to go back to something that you mentioned

1 that your preamble there, sir, if I could, and that is that
2 the concern on the part of the members who have communicated
3 with you that they could not voice their views.

4 I think the role of commanders is to create that open
5 dialogue and have that ability to discuss things and that
6 there should be no reprisals for that kind of thing. So,
7 going forward, we need to make sure that we have that
8 environment, that safe environment where people can have
9 that open dialogue and that discussion.

10 Senator Cotton: Yeah, my time has expired.

11 I will just say that what we expect of you and all the
12 senior military leaders is to address these cultural
13 challenges. We have also spoken before the hearing about my
14 concerns on the surface of the Navy and its cultural
15 challenge in the report that I released with Congressman
16 Gallagher and a few other Navy veterans.

17 We can write laws in this institution. We can pass
18 budgets, but no organization can really thrive and make
19 change without dynamic leadership. That is why they always
20 said that leadership was the most important element of
21 combat power. So, we are counting on you and other senior
22 leaders to help address some of these cultural challenges.
23 And, hopefully, win back the quarter of the American people
24 who say they have lost trust in our military. And that is
25 what I expect to see and that is what we will be monitoring

1 in the years ahead.

2 Admiral Grady: Yes, sir.

3 Senator Cotton: Thank you, Admiral.

4 Chairman Reed: Thank you, Senator Cotton.

5 Senator King, please?

6 Senator King: Thank you, Mr. Chairman.

7 I just want to re-emphasize the line of questioning
8 that Senator Kaine began with, and that is nuclear command
9 and control.

10 We always talk about the triad. I think it is a quad.
11 Without the modernization of nuclear command and control,
12 and not only modernization, but ongoing modernization
13 because the cyber threat is constantly evolving. Without
14 that modernization, the rest of the triad could be rendered
15 useless and therefore, not credible, and therefore, not a
16 deterrent.

17 So, I hope you will focus very intensely on the
18 upgrades necessary to command and control systems. I think
19 you have said that that is your intention, but please
20 reiterate it for me.

21 Admiral Grady: Yes, Senator, absolutely.

22 What we see in the cyber domain across all of our
23 weapons systems has to be addressed. And so, we talked a
24 lot about our ability to defend our networks.

25 The ultimate network to defend is the NC3 network and

1 we are going to have to be able to do that in cyber. So, if
2 confirmed, it would be a high priority of mine to continue
3 the momentum started to that.

4 Senator King: Thank you.

5 I just returned this morning from the Norwegian Embassy
6 on a conference on the Arctic. And one of the issues that
7 came up was the U.N. Convention on the Law of the Sea. In
8 2007, the Russians, there is a famous picture of the
9 Russians planting a Russian flag at the North Pole under the
10 Arctic Ocean, and to me, it symbolizes our failure to be at
11 the table when we are resolving disputes with regard to the
12 maritime domain.

13 Is it your professional military opinion that it would
14 be in the national interests of this country to accede to
15 the law of the Sea Treaty?

16 Admiral Grady: It is, Senator.

17 Senator King: Thank you.

18 And I hope the record will show how readily you
19 answered that question. I didn't have to pry it out of you.

20 I think it is very important and I think it is
21 something we should bring up before this body, once again,
22 because we are, our national security is being compromised,
23 whether it is the South China Sea or the Arctic or other
24 areas in the maritime area.

25 Now, one of your roles will be as the chair of Joint

1 Requirements Oversight Council, the JROC. And, again,
2 recently, I was at a dinner with some prominent figures in
3 the technology field and they pointed out that because of
4 the length of time it takes to develop our weapons systems,
5 they are literally obsolete the day they go into service.
6 In some cases, they are years out of it.

7 I know that we are always focused in the procurement
8 area on money and on cost but talk to me about the
9 importance of time. The technology is advancing so fast
10 today that if it takes a dozen years to develop a new
11 airframe or a new maritime, a new ship, or a new weapons
12 system, we are just sunk. Not to use the naval term, but
13 time has to be an essential part of this process.

14 Admiral Grady: Absolutely, sir.

15 I will just use a Navy term: Speed to the fleet. You
16 don't, as you say, you don't want to take forever to get it
17 to the sailor. So, I think there are several things that we
18 need to do. First, although, what I would offer to you is,
19 if confirmed, speed will be, and urgency, will be part of
20 the JROC process, and in this, I believe I am building on
21 the great momentum that General Hyten and General Selva set
22 for the JROC.

23 I think one of the challenges, though, is that we are
24 risk averse, so that we need to consider whether, and adopt
25 a strategy, if you will, that will allow a little that will

1 allow test a little and learn a lot. And if there is
2 failure there, then we can --

3 Senator King: Well, in briefings that I have been in,
4 one of the reasons given for the speed with which the
5 Chinese have achieved what they have in hypersonics is that
6 they are willing to fail.

7 Admiral Grady: Uh-huh.

8 Senator King: They are willing to run tests and learn
9 from failure and we seem to be, as you say, risk-averse, and
10 therefore, much slower in our development process.

11 Admiral Grady: I would agree with you. That risk
12 aversion, I think, was borne of, in a period of time,
13 perhaps in the late 1990s, early 1990s, when we didn't have
14 any peer competitors; that is not the case now. So, we have
15 to be able to fail to learn faster. Failure doesn't mean
16 malfeasance or laziness or any of that, but it means
17 iterating and going faster.

18 Senator King: One other area, and one I hope you will
19 emphasize, is that I think, frankly, we have been slow on is
20 directed energy.

21 Admiral Grady: Uh-huh.

22 Senator King: We have a very expensive missile defense
23 infrastructure that is designed to hit a bullet with a
24 bullet and those bullets cost tens of millions of dollars.

25 Do you believe that directed energy is a promising

1 technology that should be pursued more aggressively?

2 Admiral Grady: I do, Senator.

3 As you correctly point out, that is a terrible exchange
4 ratio for us. And if we can get to the point where a drop
5 of fuel means a bullet that is where we need to be.

6 And so, a pursuit, if confirmed, pursuit of directed
7 energy and some of the other technologies that we have
8 talked about, that would be high on my list. But that
9 directed energy, then, would be folded into an integrated
10 network of capabilities that we can bring to the fight.

11 Senator King: But it is not going to happen unless
12 somebody pushes it and I hope that you will be that person.

13 Admiral Grady: Aye, sir.

14 Senator King: Thank you very much, Admiral.

15 Thank you, Mr. Chairman.

16 Chairman Reed: Thank you, Senator King.

17 Senator Blackburn, please?

18 Senator Blackburn: Thank you, Mr. Chairman.

19 And thank you, Admiral Grady. We appreciate your time.
20 I appreciated your phone call before Thanksgiving.

21 Admiral Grady: Yes, ma'am.

22 Senator Blackburn: And we are grateful for your
23 service.

24 I want to talk with you about the role of the vice
25 chairman within the Nuclear Posture Review. And in the

1 past, the Joint Staff served in co-leadership roles with the
2 Sec Def and, presumably, this was the way that it ensured
3 the best military insight, intel insight, and advice
4 available to make certain that that was part of the
5 analysis.

6 And in this year's SASC NDAA, we included a
7 codification of that practice for the Biden administration's
8 first MPR and, of course, we are trying to push that on
9 across the finish line at this point.

10 So, is the vice chairman a co-chair of the
11 administration's ongoing MPR?

12 Admiral Grady: The vice chairman is an advisor to that
13 process now.

14 Senator Blackburn: Okay. And according to a Pentagon
15 press briefing that occurred last month, DOD will conclude
16 its MPR early next year; is that accurate?

17 Admiral Grady: I believe so.

18 Senator Blackburn: Okay. And, if confirmed, do you
19 believe that you will have adequate time to contribute to
20 the MPR?

21 Admiral Grady: If confirmed, I believe I will have an
22 opportunity to help shape the MPR going forward. I have had
23 a little bit of that opportunity as the Commander of the
24 naval forces piece, but I look forward to being a part of
25 that process going forward.

1 Senator Blackburn: Do you think that we should change
2 the pace and the time of the MPR and do it more frequently?

3 Admiral Grady: I think it should be conditions based.
4 I think the timing and tempo of many of the policy reviews
5 seems adequate to me right now; however, the world gets a
6 vote in those kinds of things and I suspect that should
7 there be large-scale changes in the international security
8 environment, we would then go back and look at the seminal
9 documents that guide our thinking.

10 Senator Blackburn: And do you think the aggressiveness
11 of China in this field, the work that they are doing in
12 hypersonics, the aggressiveness of Russia would mean that we
13 would need to change time and tempo?

14 Admiral Grady: It could. I think that as they are two
15 peer competitors, particularly in the nuclear space, then we
16 have to spend a lot of time focusing on their intentions and
17 what they are doing going forward.

18 And, certainly, deterrence, as an example, with two
19 nuclear competitors is different than that with one, which
20 is why the current MPR that is coming forward is such an
21 important document, and I think well timed, based on what we
22 are seeing with China.

23 Senator Blackburn: Well, I do think that it is, and
24 when we talk about terms like "no-first-use" and "sole
25 purpose" that enters into that, and it is of concern that

1 our nuclear capabilities are at their lowest since the early
2 1960s when we first began building a triad. And all the
3 systems that comprise our nuclear forces are decades past
4 their intended design lives. And we are currently the only
5 nuclear-armed country without the capability to produce a
6 single, new nuclear weapon.

7 So, do you believe the current program of record is
8 sufficient to support the full modernization of our nuclear
9 infrastructure?

10 Admiral Grady: I do and I thank the Committee's
11 support for that as we work our way forward through
12 modernizing the nuclear triad and all of the associated
13 infrastructure that goes with it. So, I thank you for your
14 support on that.

15 Senator Blackburn: Well, talking about that associated
16 infrastructure, what are your concerns with respect to DOD,
17 but then also with respect to NNSA and their capabilities?

18 Admiral Grady: NNSA are fantastic partners within the
19 DOE, with the Department of Defense. They are kind of our
20 battle buddies in this effort to modernize our nuclear
21 triad. And so, ensuring that we work closely together and
22 that we are integrated and as we move forward to ensure that
23 the infrastructure that supports that nuclear triad keeps
24 pace, that will be, if confirmed, will be an important
25 relationship that I would hope to seek with NNSA and with

1 the larger nuclear enterprise.

2 Senator Blackburn: I have a couple of more questions
3 for you on this, on infrastructure and recapitalization,
4 modernization. But in the interests of time, I will submit
5 those to you for written answers.

6 Admiral Grady: Yes, ma'am.

7 Senator Blackburn: Thank you.

8 Chairman Reed: Thank you, Senator Blackburn.

9 Senator Warren, please?

10 Senator Warren: Thank you, Mr. Chairman.

11 And thank you, Admiral Grady, for being here today.
12 Congratulations on your nomination.

13 So, in August, a U.S. drone strike killed 10 Afghan
14 civilians, including 7 children and 1 employee of the U.S.-
15 based NGO after water containers were mistaken for potential
16 explosives.

17 Just a few weeks ago you probably saw The New York
18 Times revealed that in 2019, the military covered up an air
19 strike that killed approximately 70 women and children in
20 Syria and was flagged as a potential war crime.

21 Unfortunately, these are far from isolated instances.
22 Independent watchdog groups estimate that in the past 20
23 years, U.S. air and drone strikes have killed thousands of
24 innocent civilians in places like Yemen, Syria, and Somalia,
25 and the true toll may never be known because of the

1 difficulty of accurate reporting and the military's
2 consistent underreporting.

3 So, let me just start with kind of a baseline here,
4 Admiral. Would you agree that the rates of civilian
5 casualties are unacceptably high?

6 Admiral Grady: Senator, I would agree that civilian
7 casualties under any circumstances are totally unacceptable
8 and that you should demand from us better.

9 Senator Warren: I appreciate that answer very much,
10 Admiral.

11 You know, but here is the thing, despite this terrible
12 loss of innocent life, no meaningful reform or change has
13 been implemented. For years, DOD has turned a blind eye to
14 civilian casualties and has also failed to distribute
15 exportation of money that Congress has authorized for
16 survivors.

17 This is just wrong. And I don't know how we can
18 continue to view a system that kills thousands of innocent
19 civilians and simply accept it as a cost of doing business.
20 Any system that does that, in my view, is fundamentally
21 broken.

22 Now, The New York Times also report that DOD
23 investigates reports of civilian casualties only when, and
24 this is the quote, there is a potential for high media
25 attention or a concern with outcry from the local community

1 or government.

2 So, let me ask you this, Admiral, would you also agree
3 that DOD investigating only high-profile or potentially
4 news-worthy cases of civilian casualties is a barrier to
5 meaningful accountability?

6 Admiral Grady: I think the issue that you raise on
7 accountability is one that you should hold us to the highest
8 standard for.

9 I will give you my personal experience on that. As a
10 strike group commander for 10 months in the Arabian Gulf, we
11 dropped a million pounds of bombs. I had to explain every
12 single one of those and whether they met ground commander's
13 intent. That level of accountability is something that you
14 should demand from us.

15 Senator Warren: And do you believe, based on that,
16 that reform is needed to reduce the rates of civilian
17 casualties caused by U.S. military operations?

18 Admiral Grady: I think every civilian casualty is a
19 tragedy, but it is very dangerous and hard work that we do
20 and we apply lessons learned each time to try to get better
21 to forestall that. But, again, hold us accountable and we
22 will fix it.

23 Senator Warren: Well, I appreciate that, Admiral,
24 because that is the point: We need to get better on this,
25 and it is about accountability.

1 I have already asked this Committee to investigate
2 operations that result in civilian casualties and to suggest
3 reforms that can prevent these tragedies. But you don't
4 have to wait for us to act. The Pentagon has an opportunity
5 to do exactly that without a specific mandate from Congress,
6 so it can and should start that today.

7 And I look forward to working with you on this.

8 Admiral Grady: Aye, ma'am.

9 Senator Warren: Thank you, Admiral.

10 Thank you, Mr. Chairman.

11 Chairman Reed: Thank you, Senator Warren.

12 Senator Tillis, please?

13 Senator Tillis: Thank you, Mr. Chairman.

14 Admiral Grady, thank you for being here.

15 Congratulations on your nomination.

16 I want to talk a little bit about European posture with
17 the circumstances in Ukraine or with Russia, near Ukraine
18 right now, it seems like we have a hotspot there and a real
19 clear and present threat. I know that we have worked on
20 improving our European posture since the Russian I mean
21 vacation of Ukraine back in 2014 and I think we have more
22 work to do. We have the Multi-Domain Task Force in Germany
23 and I think we have re-establishing V Corps over in Poland.

24 But what more do we need to do in terms of pushing
25 resources in that region that seems to be continually under

1 threat, and I am kind of curious about your anti-
2 access/area-denial. What other priorities should we place
3 there, and I guess in answering that question, we have got
4 priorities in other points of the globe.

5 So, where does, how are you going to balance scarce
6 resources? What would be your priorities when you are
7 confirmed with respect to European posture, but also, other
8 threats that are equally concerning?

9 Admiral Grady: The challenges in the European area of
10 operations are significant, as you pointed out, sir. And
11 so, I think the first thing we need to think about is
12 working with our allies and partners there and leveraging
13 the great strength that is the NATO alliance. We are
14 certainly stronger together in that regard.

15 The resource challenge that you discuss is strong,
16 significant. Certainly, the pacing threat is in China and
17 we need to, then, balance how we are going to address our
18 presence and posture in INDOPACOM and the challenges there
19 with how we are going to balance those in Europe.

20 So, again, I think the key here will be a threat-based
21 and resource-informed discussion, but then leveraging the
22 flexibility and maneuvering that we have as a military to
23 leave us options to move quickly where we need to be. And I
24 think a big part of that is working with our allies and our
25 partners.

1 You asked me a question about A2/AD. These challenges
2 are significant. We could talk for a long time, I suppose,
3 at a higher classification level in the Western Pacific, as
4 an example, but to your point in Europe, the Eastern
5 Mediterranean is also a very challenging area to work, as is
6 the Strait of Hormuz. And so, as the vice chairman and
7 working within the JROC, it will be a priority of mine to
8 bring those and close those A2/AD gaps and bring those
9 capabilities to the force as quickly as possible in all of
10 the AORs around the country, the East Med is an example to
11 your question about EUCOM.

12 Senator Tillis: Yeah, I want to talk a little bit
13 about NATO. The NATO 2030, there is some promise in there.
14 They seem to reference China as a threat that our NATO
15 allies and partners should take seriously.

16 But what is your sense of NATO working with them?

17 I get the sense, I have the pleasure of serving as the
18 co-chair of the Senate NATO Observer Group. And the sense
19 that I get is that we still do not have a complete consensus
20 among some of our NATO allies with respect to the threat of
21 Russia.

22 What can you tell me that would give me optimism that
23 there is a growing sense of resolve that we all need to act
24 and recognize the threat?

25 Admiral Grady: In my dealings with my NATO partners,

1 and I will go back to my time as the 6th Fleet Commander
2 when I was STRIKFORNATO. I thought there was a growing
3 realization, particularly, of the Russian threat and the
4 challenges that we would need to meet as a NATO alliance and
5 the strength that the Transatlantic Alliance that would be
6 important to that.

7 And to your question about a growing understanding of
8 China and the threats that that posed, I similarly felt the
9 same, and so my dialogues at my level, and, if confirmed,
10 going forward with the vice chairman of the U.K. and France,
11 in particular, will be to talk about what China is doing in
12 their part of the world. Certainly, if you look at the One
13 Belt One Road initiative and challenges in Europe or if you
14 look at the 5(g) and Huawei and how that challenges what we
15 want to do with our allies and partners, that growing
16 realization is there and I am pretty confident that we can
17 work together to meet those challenges.

18 Senator Tillis: Thank you.

19 I have some other questions I will submit for the
20 record. But thank you, I look forward to supporting your
21 nomination.

22 Admiral Grady: Aye, sir.

23 Chairman Reed: Thank you, Senator Tillis.

24 We are approaching a vote at 11:30, so I would ask my
25 colleagues to add here to the 5-minute limit as much as

1 possible.

2 Senator Hirono, please?

3 Senator Hirono: Thank you, Mr. Chairman.

4 Admiral Grady, normally, I start each nomination
5 hearing with a series of questions related to a nominee's
6 fitness for service, however, based on the severity of the
7 ongoing water contamination crisis at Pearl Harbor, I am
8 going to submit those questions for the record.

9 I am not sure how familiar you or my colleagues are
10 with the Red Hill Fuel Storage Facility, but it is a huge
11 complex that I liken to the Hoover Dam. Red Hill has 20
12 massive underground fuel storage tanks built into the side
13 of a mountain that holds 250 million gallons of fuel to
14 support military operations across the Indo-Pacific. These
15 tanks serve as a strategic war reserve in the event of
16 crisis.

17 Red Hill sits 100 feet directly above Oahu's aquifer,
18 which is the source of drinking water for all of Honolulu
19 and the surrounding area, threatening the safety of our
20 clean drinking water.

21 While there have been ongoing issues with leaks at Red
22 Hill since 2014, a series of recent, preventable accidents
23 have led to the contamination of the Navy's water system and
24 put the community at risk. At this moment, around 100,000
25 military servicemembers, their families, contractors, and

1 other residents are impacted. Over 2,800 families have been
2 displaced to temporary housing only weeks before the
3 holidays and thousands of others are being forced to use
4 bottled water.

5 This is not just a short-term matter to resolve the
6 drinking water problem, which the Navy must do
7 expeditiously, but also a long-term question about the
8 Department's plans for a strategic fuel storage. On Monday,
9 I joined Governor Ige and the Hawaii delegation in calling
10 for the Navy to immediately suspend operations at Red Hill
11 while they confront and remedy this crisis.

12 Governor Ige then directed the Navy to cease operations
13 at Red Hill and de-fuel all the tanks. The Department of
14 Defense needs to provide answers to the citizens of Hawaii
15 and the nation as a whole about how it can safely protect
16 the aquifer while still storing the required fuel reserve
17 for national security, even if that means ultimately moving
18 the fuel elsewhere.

19 In the past week, I have spoken with the Secretary of
20 the Navy, the Chief of Naval Operations, and the Commander
21 of INDOPACOM multiple times about how to resolve this
22 crisis. It is paramount that the Navy understands that Oahu
23 needs safe drinking water; that is the top priority and I
24 will continue to work with the congressional delegation and
25 the governor do whatever is necessary to make that happen.

1 Admiral, once confirmed, I would like a commitment from
2 you that Red Hill will be a top priority both, solving the
3 short-term contamination issue and developing a credible,
4 long-term plan for the storage or for the strategic war
5 reserve needs.

6 I would also like your commitment to prioritize
7 restoring the community's confidence in the military. You
8 can imagine the community's confidence has been badly shaken
9 by how the military has handled this water-contamination
10 crisis.

11 INDOPACOM is our country's priority theater and in
12 DOD's budgeting and infrastructure decisions need to more
13 strongly reflect that reality.

14 Admiral, can I get your commitment that, if confirmed,
15 that you will make Red Hill now, and going forward, a
16 priority, a top priority?

17 Admiral Grady: Yes, ma'am. The safety of our
18 citizens, our Navy families, our military families is of the
19 highest importance and you have my commitment that, if
20 confirmed, I will work with my very close colleague, Chris
21 Aquilino and Sam Paparo to ensure that we move forward
22 appropriately both, first, and primarily on the safety of
23 our citizens, but then on the logistics implications going
24 forward.

25 Senator Hirono: Thank you very much.

1 Thank you, Mr. Chairman.

2 Chairman Reed: Thank you, Senator Hirono.

3 Senator Sullivan, please?

4 Senator Sullivan: Thank you, Mr. Chairman.

5 And, Admiral, good to see you again. I appreciated our
6 meeting and I look forward to supporting your confirmation
7 quickly.

8 Let me just begin, why do you think the White House
9 left this seat open?

10 My understanding is they had names back in January for
11 the American people. I am quite concerned. We don't have a
12 vice chairman of the Joint Chiefs of Staff. We have all
13 these challenges that we are facing as a nation; Russia is
14 looking like it is trying to possibly invade Ukraine. Xi
15 Jinping is very aggressive towards Taiwan and we don't even
16 have a vice chairman to the Joint Chiefs of Staff.

17 Why do you think it took so long to put your name up
18 before this Committee?

19 Admiral Grady: Sir, I am not privy to the process by
20 which the nomination worked its way through the process. I
21 will just say I am happy to be sitting here now and, if
22 confirmed, look forward to working with you.

23 Senator Sullivan: Well, I think it is part of a
24 broader trend, a "dereliction of duty" trend as it relates
25 to the military and this White House, this President; they

1 don't seem to prioritize the military. The vice chairman
2 position is open right now. That didn't have to happen.
3 (Indiscernible - 1:23:25) doesn't certainly help our
4 national security.

5 And I have been raising this issue a lot. The
6 President's budget, does double-digit increases in terms of
7 almost every federal agency, with the exception of two. Two
8 get cuts, significant cuts, if you keep it for inflation-
9 adjusted cuts: the Department of Defense and the Department
10 of Homeland Security. Dead last.

11 Again, there is not a prioritization of the military.
12 Do you think, what do you think that Xi Jinping or Putin see
13 when they see a budget request like this from this
14 President's White House?

15 Do you think that that gives them encouragement that we
16 are cutting our defense spending?

17 Admiral Grady: I think that as we look at their
18 budgets, they look at ours and they try and attempt to draw
19 conclusions from that on our way forward.

20 Senator Sullivan: In your personal opinion, do you
21 think at this moment in time, cutting our defense budget is
22 a good idea for national security or a bad idea, in your
23 personal opinion?

24 Admiral Grady: I think that there are many significant
25 national security challenges around the world and that you

1 need a Department of Defense budget that was able to meet
2 those challenges, not just now but going forward.

3 Senator Sullivan: Does cutting the Department's budget
4 do that, in your personal opinion?

5 Admiral Grady: Yeah, I think there is, there are risks
6 and challenges there that we need to face and that we need
7 to have the appropriate funding level to do that.

8 Senator Sullivan: You are not answering my question.

9 With respect, do you think that cutting the Defense
10 budget does that? I need just a yes or no, personal
11 opinion.

12 Admiral Grady: I think that stable and predictable and
13 adequate funding is important and that it needs to keep pace
14 with the threat and inflation.

15 Senator Sullivan: This doesn't, does it?

16 Admiral Grady: This is challenging.

17 Senator Sullivan: This doesn't.

18 Let me just be more specific. This budget, and the
19 request from the Navy, actually shrinks the fleet. It
20 commissions four new ships, retires eight. Do you think
21 shrinking the U.S. Navy Fleet is something that Xi Jinping
22 and the Chinese Communist Party would welcome or would be
23 against, the U.S. Navy Fleet shrinking, which is what this
24 budget or this President does? What do you think the
25 Chinese think of that?

1 Admiral Grady: I think the Chinese look at an isolated
2 shrinking of the budget as a positive thing.

3 Senator Sullivan: Yes, I do, too.

4 Well, fortunately, this Committee rebuked the President
5 and others and we put forward what the National Security
6 Commission, and bipartisan by the way, recommended: to
7 increase Defense spending 3 to 5 percent, per year; a real
8 budget, a real increase of inflation adjustment. That is
9 what this Committee responsibly did and we certainly hope
10 that as we look forward to appropriating, that we will do
11 that.

12 Let me ask one final question and then I will have a
13 number for you that I am going to submit for the record.

14 There has been a dramatic, and you and I talked about
15 this, trust in the military in terms of a decline, actually
16 plummeting. The Reagan National Defense Survey says that
17 for the first time ever, a minority of Americans, only 45
18 percent, report having a great deal of trust and confidence
19 in the military. This is down from 70 percent in 2018, a 3-
20 year drop.

21 Why do you think that is happening?

22 Admiral Grady: Well, first, I am disappointed to see
23 that number.

24 Senator Sullivan: So, am I.

25 Admiral Grady: Someone who has served for 37 years, I

1 take great pride in what I do and what our servicemen do
2 every day. That is disturbing.

3 I think the key for us to help combat that is to be as
4 transparent in what we do and be as apolitical as we can
5 possibly be.

6 Senator Sullivan: Let me ask one final question. The
7 Under Secretary of Defense, number three position in the
8 Pentagon, he said one of his priorities in his confirmation
9 hearing was to, quote, stamp out systemic racism within the
10 ranks.

11 Do you think the military is a systematically racist
12 institution in your experience and do you think that having
13 senior officials say that kind of thing is actually one of
14 the things that undermines trust?

15 Admiral Grady: I think it is really important that we
16 have discussions about anything that challenges the safe and
17 secure working environment for our force. That is a
18 commander's business to do that and racism is part of that.

19 I will give you my personal experience. Every time I
20 do a fleet-unit visit, whether it is an airplane, a
21 squadron, or a submarine, I ask these questions. And we
22 work really hard to have that dialogue, that important
23 dialogue that we need to have about racism. And we all
24 agree that there is no place for it in our military.

25 Senator Sullivan: Thank you, Mr. Chairman.

1 I will submit more questions for the record.

2 Chairman Reed: Thank you, Senator Sullivan.

3 Senator Peters, please?

4 Senator Peters: Thank you, Mr. Chairman.

5 And good morning, Admiral, and congratulations on your
6 nomination and I thank you for being here today and offering
7 some of your thoughts.

8 Admiral, in advance testimony, you expressed concern
9 with both, state and non-state actors' ability to
10 successfully execute large-scale influence operations
11 against the United States and its partners, and, certainly,
12 I share those concerns and we have a lot of evidence on an
13 almost daily basis.

14 I want to kind of hear your views on organizing our
15 information warfare capabilities. This is a wide-scoping
16 issue, I understand, but information clearly is a domain and
17 a warfighting function with a very strong human dimension to
18 it, as well, but we should never exceed the need for some
19 overarching guidance, planning, and authorities when it
20 comes to all of this.

21 So, my question to you is, would the Joint Force be
22 more effective, and by extension, perhaps more resilient, if
23 information warfare fell under a single entity, such as a
24 functional component and command?

25 Admiral Grady: Yeah. First, I agree with you, sir, on

1 the challenge on information warfare face presents to us in
2 the modern realities of warfare going forward. And winning
3 and dominating in the information space is going to be just
4 as important as in the military or the diplomatic or the law
5 fare or the economic. So, going forward, we are going to
6 have to do, and work very hard to ensure that that happens.

7 I think the best response from an information
8 perspective, though, is that to answer your question
9 directly, is that it should be integrated across what all of
10 our, we will use the COCOM's as an example, has to be
11 integrated in everything they do from the ground up. It
12 can't be something that is bolted on, on the bottom.

13 My discussions with my colleagues who are fleet
14 commanders or who are combatant commanders now, I think they
15 get that and so I think as the vice chairman, if confirmed,
16 it would be my job to help encourage that integration baked
17 in from the bottom as equally as important as what we do
18 from the tactical to the strategic.

19 Senator Peters: Well, and as we look at malign
20 influence and information warfare, there is certainly
21 vulnerabilities in government that can turn some of our
22 neighbors and our allies into targets of opportunity for
23 financially motivated cyber criminals. State-sponsored
24 actors certainly linked to China, to Russia, and Iran, are
25 conducting extensive cyber espionage operations, information

1 operations.

2 And so my question for you is, do you believe that
3 security assistance should include cybersecurity assistance
4 to help our partners protect their critical infrastructure
5 or to enhance their resiliency against this sophisticated
6 information warfare that we are seeing across the globe?

7 Admiral Grady: Yeah, Senator.

8 First, you are stronger together with our allies and
9 partners; one of those great competitive advantages that we
10 have. So, in the cyber realm, then, working together within
11 cyber to meet those threats that you have pointed out, is
12 incredibly important.

13 So, I do think that there are venues for us to help and
14 to learn from them, as well, in the cyber domain going
15 forward.

16 Senator Peters: Great. Well, thank you.

17 A discussion of great power competition tends to
18 emphasize capabilities and resources that prepare for,
19 potentially, armed conflict. But what I would like you to
20 address a little bit how we would employ our military
21 instrument of power against a broad spectrum of non-military
22 threats. We have already talked about cyber and information
23 warfare, but I believe that irregular warfare architecture
24 represents, perhaps, a proactive-shaping process through
25 competition and generates some options if tensions escalate

1 or if deterrence fails.

2 So, my question for you is how should the Joint Force
3 be competing actively in this environment while deterring
4 escalation and shaping theaters in a way that will help us,
5 should deterrence fail?

6 Admiral Grady: So, I think there are several elements
7 to that. One, working with our allies and our partners is
8 absolutely critical; so, that is one. Two, there is a value
9 to being there and to being able to work with them as the
10 situations arise. Things like theater-security cooperation,
11 which allows us to train together, to exercise together,
12 things like the IMET program would allow us to share best
13 practices and democratic values are important.

14 And then to your point about boots on the ground,
15 perhaps, I will use the CV as an example. They do fantastic
16 work around the world helping share those cultural values
17 and helping us learn about the battle space that we are
18 going to operate in. And then at the higher end, you know,
19 irregular warfare, whether it be SOF or something else, it
20 is absolutely critical to everything we do and it is across
21 all phases, from pre-conflict to post-conflict.

22 Senator Peters: Well, very good.

23 And when I served in the Navy Reserve, I served in a CV
24 battalion, so I appreciate you bringing up the CVs.

25 Admiral Grady: Certainly.

1 Senator Peters: Thank you, again, for your answers,
2 Admiral.

3 Admiral Grady: Aye.

4 Senator Peters: Thank you, Mr. Chairman.

5 Chairman Reed: Thank you, Senator Peters.

6 Senator Scott, please?

7 Senator Scott: I am going to let Senator Hawley take
8 my time.

9 Chairman Reed: Senator Hawley, please?

10 Senator Hawley: Thank you very much, Mr. Chairman.

11 And thank you, Senator Scott. That is kind of you.

12 Admiral, I am going to come back to something you said
13 earlier. You talked about China being the pacing threat and
14 INDOPACOM being the pacing theater. And with that in mind,
15 let me just point out that the threat of a Chinese invasion
16 of Taiwan continues to grow rapidly, but the resources that
17 are available to the Department to counter and deter that
18 threat are not.

19 Given that, is it fair to say that DOD needs to be
20 doing less in lower-priority theaters so it can use its
21 scarce resources to do more to do what we need to do to
22 deter China in the Indo-Pacific?

23 Admiral Grady: Yeah, I think it gets to that
24 reimburse-balance yes that we were talking about, sir, and
25 so, certainly, if the pacing threat is in the INDOPACOM

1 theater, then working with the combatant commander, Admiral
2 Aquilino, my close colleague, it will be important to
3 provide him the resources he needs to help shape that
4 environment and make those priority-based discussions based
5 on the threat.

6 Senator Hawley: Are you concerned that the Global
7 Posture Review released last week doesn't name a single
8 region where DOD plans to do less?

9 Admiral Grady: Not part of the process to build the
10 Global Posture Review. What I do like about the Global
11 Posture Review is that it provides a disciplined framework
12 to have those priority-based discussions that you talked
13 about. And so, I think that is a great promise of the GPR
14 going forward.

15 Senator Hawley: So, you are not concerned is the
16 answer to my question?

17 Admiral Grady: I think that there is room for us to
18 work within the disciplined process that they lay out to
19 have further discussions about those priorities, challenges
20 that you referenced.

21 Senator Hawley: Well, I just want to say that I am
22 very concerned by the Global Posture Review. The
23 overwhelming message, I think, sent by the review is that
24 our posture abroad doesn't require any changes at all. The
25 posture, the review doesn't recommend any major changes.

1 I think that is a big mistake. We cannot continue to
2 do what we are doing and adequately deter China in Asia.

3 Let me ask you about our force-planning construct in
4 the 2018 NDS. That shifted that construct, the NDS shifted
5 focus from maintaining our ability to fight and win two
6 regional wars to fighting and winning a single war against a
7 great power. Senator Rounds was asking you about this
8 earlier.

9 Do you agree with the forced plan and construct used in
10 the 2018 NDS?

11 Admiral Grady: I think as we work on the NDS, and, if
12 confirmed, I look forward to being part of the next NDS. I
13 think we are going to have to look really hard at that
14 forced plan and construct; its conditions base, its threat
15 base, in a situation, as I say, the world gets a vote, and
16 we are going to have to look at that that means with two
17 peer competitors and how we are going to adjust that.

18 Senator Hawley: Well, let me ask it to you this way.
19 The Assistant Secretary of Defense Mara Karlin wrote to me
20 earlier this year. I am quoting her now, I believe that the
21 force plan and construct should prioritize and focus on
22 China unless and until the security environment changes
23 dramatically. She goes on, the threat China poses to Taiwan
24 should be a priority for the force-planning construct.

25 Do you agree with Dr. Karlin?

1 Admiral Grady: I haven't had a chance to sit down with
2 Dr. Karlin to talk about that, but I do agree that the
3 pacing threat and the challenges that we most face is in the
4 INDOPACOM region.

5 Senator Hawley: With regard to the force plan and
6 construct, Dr. Karlin also wrote, and I am quoting her
7 again, while the U.S. military will invariably need to
8 juggle other challenges simultaneously, it would need to
9 reprioritize those, should a conflict with China arise.

10 Do you agree with that, that the U.S. military will
11 need to reprioritize other challenges, for instance, in
12 Europe, should the conflict with China arise, so that we can
13 focus on the pacing threat?

14 Admiral Grady: If a new conflict arises, we are going
15 to have to provide all that we can to win that conflict.

16 Senator Hawley: And you think that China should be the
17 priority, even in the event of simultaneous conflicts?

18 Admiral Grady: Again, conditions-based --

19 Senator Hawley: Well, I don't know what that means.

20 With all due respect, Admiral, you said that several times
21 now and, frankly, you are evading my questions. You haven't
22 given me a straight answer on any of my questions yet.

23 I have asked you about the Global Posture Review
24 repeatedly. I have asked you about the 2018 NDS.

25 So far, you haven't answered me on any of them. So,

1 let's try for a yes or a no. Let me just back up and let's
2 try again.

3 The 2018 NDS, the force plan and construct used in that
4 is shifting away from multiple conflicts to winning one
5 great power conflict, do you agree with that, yes or no?

6 Admiral Grady: I agree that it needs to be reviewed.

7 Senator Hawley: So, that sounds like you don't agree
8 with it currently and you think it is subject to revision;
9 is that right?

10 Admiral Grady: So, what I offer, Senator, is that
11 going forward, if confirmed, as the vice chairman, I will
12 have an ability to help contribute to that dialogue as we
13 look at the force-planning construct going forward.

14 Senator Hawley: Well, I will tell you this, if I can't
15 get any further clarity from you on this, if your position
16 is, in fact, you want to abandon the 2018 NDS and force
17 posture, you won't be confirmed with my vote.

18 Let me ask you about the situation in Taiwan. Taiwan
19 needs to be able to feel cost-effective and resilient
20 asymmetrical defense capabilities as quickly as possible in
21 order to strength their deterrence against a Chinese
22 invasion.

23 Do you agree with that?

24 Admiral Grady: I agree that asymmetric tools that they
25 can bring to that fight would be a great value.

1 Senator Hawley: My time is expired.

2 I am going to have a number more questions for you,
3 Admiral, for the record, and, frankly, I am disappointed in
4 your answers today.

5 Thank you, Mr. Chairman.

6 Chairman Reed: Thank you, Senator Hawley.

7 Now, let me recognize via Webex, Senator Manchin.

8 Senator Manchin: And thank you, Admiral. I appreciate
9 very much and also enjoyed our conversation that we had
10 before Thanksgiving, and congratulations on your nomination.
11 And I am sure you are going to be confirmed, sir, without
12 any problems.

13 And with that hope, I would like to know a little bit,
14 you know, first of all, we do an awful lot of the training
15 in West Virginia and we have had tremendous opportunity to
16 work with special ops and we are hoping that you are looking
17 into that, that some of the other service, branches of the
18 service can use or look at our state from the standpoint of
19 the effectiveness and the cost-effectiveness, especially,
20 and a location, being so close to D.C.

21 And I don't know if you have had a chance to visit some
22 of the operations we have; if not, we would like to bring
23 you and show you what we have been able to develop here.

24 Admiral Grady: Senator, I have not had the opportunity
25 to visit the facilities that you discussed, but, if

1 confirmed, I would look forward to spending some time with
2 those troops there.

3 Senator Manchin: We would love to get you out as
4 quickly as we could, sir. That would be great.

5 I was pleased to read about the focus you have towards
6 interoperability. I know we touched on it briefly, and this
7 has been in your advanced questions. Interoperability with
8 our allies is something that I am sure you spent quite a bit
9 of time designing, implementing as Commander of the U.S.
10 Fleet Forces.

11 Can you describe some of those experiences and tell us
12 how you plan to expand that with all of our allies.

13 Admiral Grady: Yes, Senator. Thanks.

14 The key issue for me as the Fleet Forces Commander or
15 as 6th Fleet and STRIKFORNATO was to build interoperability
16 so that we could fight together, but not interoperability
17 for interoperability's sake, but interoperability for
18 integration so we could work better, we could fight better
19 together immediately. Interoperating is one thing;
20 integration is where we need to go and work and train
21 together.

22 So, if confirmed, as the vice chairman, it will be a
23 high priority of me to work with our allies and partners on
24 interoperability as it leads to integration and then our
25 ability to fight and win together.

1 Senator Manchin: Sir, also, Cyber Command and Space
2 Command are two of the combatant commands that influence
3 nearly every weapon and support system in our inventory.
4 Tell me, if you will, your plan to resource each of them as
5 the challenges and capabilities in each domain increases.

6 Admiral Grady: Yeah. Sir, thank you.

7 And working within the space domain is absolutely
8 critical and a very high priority. It underpins everything
9 we do as a military, just as our military underpins what we
10 need to do in space.

11 So, if confirmed, as the vice chairman, space, as a
12 domain, and it is important to recognize that it is a domain
13 like everything else, will be a high priority for me going
14 forward, if confirmed.

15 Senator Manchin: I am going to ask you a hypothetical
16 question because I know, sir, it might be a little bit out
17 of your domain, but with what we see going on in China and
18 Taiwan and the South China Sea and also what we see going on
19 now with Russia and Ukraine, do you have any comments or any
20 thoughts on that, that would be kind of helpful in our
21 deliberations?

22 Admiral Grady: Yes, Senator. Thank you.

23 I think, you know, if you start with Russia in Crimea
24 and with Ukraine, it is a very dangerous and destabilizing
25 situation that we are working our way through. It is

1 important for us to ensure that we work with our NATO
2 partners and continue to recognize the challenges that are
3 faced by Russian activity in that area of the world.

4 And then remain rock solid in our commitment to
5 Ukrainian sovereignty, to Ukrainian self-determination and
6 their larger goals of, ultimately, perhaps moving forward
7 with alliances and whatnot.

8 I think in the Western Pacific the challenges are
9 equally as important. As we have discussed, that is the
10 pacing threat in the Pacific, and in INDOPACOM, and we are
11 going to have to meet those on a detail basis; again, two
12 peer competitors, we are going to have to balance those
13 going forward.

14 Senator Manchin: Very quickly on the other one, sir,
15 as a commander, I am interested to hear about any concerns
16 that you may have in logistical capabilities or the capacity
17 to surge necessary combat power to any part of the region,
18 but if -- in regions, that if we needed to combat a North
19 Korean or a near-peer aggression, what would be your
20 thoughts on that and how you think we could meet those
21 concerns.

22 Admiral Grady: Yes, sir. I think contested logistics
23 is an incredibly important part of our theory of the fight
24 going forward. I think that is why we recognize it as one
25 of the four pillars of the new joint warfighting construct.

1 So, contested logistics, whether it allows us to fight
2 in Korea or in the Indo-Pacific, or even in Europe, is going
3 to be incredibly important to what we do. We are pretty
4 good at logistics, but there is room to improve and that is
5 why it is such an important pillar of the joint warfighting
6 construct.

7 Senator Manchin: And let me thank you again for your
8 service and also your continued willingness to serve and I
9 look forward to voting for your confirmation, sir. Thank
10 you.

11 Admiral Grady: Aye, sir. Thank you.

12 Chairman Reed: Thank you, Senator Manchin.

13 Senator Scott, please?

14 Senator Scott: Well, first, Admiral Grady, it is nice
15 to see a Navy guy do well.

16 Admiral Grady: Yes, sir.

17 Senator Scott: Congratulations on your nomination and
18 thanks for your willingness to serve.

19 So, I think we talked about this the other day. My top
20 concern is both, Communist China and Russia. And so my
21 first question is, without disclosing any classified
22 information, what examples can you provide that show that
23 this administration is doing everything it can to prepare
24 the U.S. to deter and potentially defeat these adversaries
25 in the field, in any field they make challenges in.

1 Admiral Grady: Yes, sir.

2 I think a really good example of deterrence is our
3 ability to work with our allies and partners in a very
4 robust exercise and training series. And so I will just use
5 my most recent example, where we did the large-scale
6 exercise within the department of Navy that was a global,
7 the first global large-scale exercise that we have done that
8 crossed the spectrum that crossed the globe from INDOPACOM
9 all the way into Europe.

10 And so, that demonstration of credible combat
11 capability on a globally integrated basis, which was the
12 value of LSE, I think, is a really good example of how we
13 can continue to press deterrence and to demonstrate that
14 credible combat capabilities that underpins that deterrence.

15 Senator Scott: Thanks.

16 Do you agree that we have seen Communist China
17 significantly increase its use of aggressive military
18 tactics since President Biden took office and do you agree
19 that Communist China's behaviors, especially what we are
20 watching in Taiwan, have grown more bold this year?

21 Admiral Grady: I think Communist China's activities
22 have been relatively consistent over the last few years and
23 are certainly, and particularly the rhetoric is something
24 that we have to recognize and address.

25 Senator Scott: As we talked the other day, I

1 introduced the Taiwan Invasion Prevention Act, which would
2 eliminate the ambiguity we -- it basically says, you know,
3 we are going to defend Taiwan. One, do you agree with that,
4 and, two, would it make your job easier if it was clear
5 exactly what your obligations are?

6 Admiral Grady: I think that the one China policy, the
7 Taiwan Relations Act, the three communiques and the six
8 assurances, I think that has done a really good job of just
9 maintaining the status quo, which is peace, which is solving
10 that challenge in Taiwan on a, not a unilateral way, and so
11 this escrow was important.

12 Going forward, a policy change, I think would be one
13 that would have to be based on the rhetoric and risk that
14 China is presenting, and, if confirmed, as the vice
15 chairman, I look forward to helping shape that and shape our
16 thinking on that as we press forward.

17 Senator Scott: Do you believe that General Secretary
18 Xi fears a U.S. reaction from the U.S., you know, with
19 regard to his continuing aggression towards Taiwan, and even
20 other countries in Asia?

21 Admiral Grady: I think that, and I can't speak for
22 what is in his head, but I suspect that the credible and
23 capable military that is forward more Admiral Aquilino's
24 leadership is one that should give him pause, that we are
25 prepared and positioned to do what we need to.

1 Senator Scott: For decades, the U.S. has reserved the
2 right to preemptively use our nuclear weapons in the event
3 our national security requires it. You know, do you believe
4 that we should keep that option open or abandon it?

5 Admiral Grady: I think that options are always good
6 and keeping all options on the table for the present is
7 important.

8 Senator Scott: Do you have any concerns about China's
9 focus on their, and success in their hypersonic missiles?

10 Admiral Grady: Absolutely. It is an area that my
11 predecessor discussed at great length and they are moving
12 very, very quickly in hypersonics and a very challenging
13 weapons system and one in which we need to keep pace, if
14 not, overmatch.

15 Senator Scott: So, what do you think when Congress
16 doesn't pass the National Defense Authorization Act and
17 continues to do continuing resolutions, rather than pass a
18 budget, how does it impact our military readiness?

19 Admiral Grady: That is a great question, sir.

20 The continuing resolutions are super challenging, as
21 you know. They eliminate our ability to move with
22 flexibility. They stop new starts, our ability to invest in
23 new weapons systems. They have a human cost that goes with
24 them.

25 Let me go back to the one I just mentioned, because it

1 links, synchronizes with your question, and that is a CR
2 would prevent us from advancing on new initiatives like the
3 Army and the Air Force program on hypersonic. So, CRs are
4 very disruptive and challenging for the service to work
5 forward and work through.

6 Senator Scott: So, how many ships do you think the
7 Navy needs to be able to guarantee freedom of the seas for
8 ourselves and our allies and our partners?

9 Admiral Grady: First, you know, I appreciate the law
10 that says 355. That is important and I understand that.
11 Presence matters. Capability matters. But so does, and
12 capacity matters.

13 So, I think there is this balance between capacity and
14 capability as we seek to meet the law of 355, and so going
15 forward, you know, we will try to work to get to the 355,
16 because that is what the law says, but in the meantime, as
17 we work to get there and try to get there as fast as we can,
18 we have to balance capability and capacity, and there are
19 some other things that we can bring to the table in addition
20 to the capacity piece.

21 Senator Scott: Thanks, Admiral.

22 Thank you, Chair Reed.

23 Chairman Reed: Thank you very much, Senator Scott.

24 We have four individuals on the Webex, but we also have
25 a vote. So, I will, at this point, Admiral, recess for 10

1 minutes so that I can vote and also that I can allow my
2 colleagues to have a chance to question you.

3 So, the Committee stands in recess.

4 [Recess.]

5 Chairman Reed: Let me call the hearing back to order
6 and recognize Senator Rosen, via Webex.

7 Senator Rosen?

8 Senator Rosen: Thank you, Chairman Reed, and Ranking
9 Member Inhofe, for holding this hearing.

10 And I would really like to thank Admiral Grady for
11 meeting with me recently, for your lifetime of service and
12 your willingness to continue to serve.

13 And I wrote this down from your opening statement, I
14 really liked it when you said: Stronger families means a
15 stronger fleet. I think that that is really a terrific
16 quote and I may use that from time to time. I will credit
17 you with that, Admiral.

18 But I want to talk a little bit about cybersecurity
19 now. As we discussed in our last meeting last month,
20 cyberattacks are becoming one of the central security
21 threats to the U.S. and, of course, to all of our partners.
22 Our allies are essential to ensuring U.S. cybersecurity,
23 because we rely on them to do threat-hunting, enable early
24 warning, to harden our own collective defenses.

25 And as you well know, cyber defense is part of NATO's

1 core task of collective defense. So, given the rise in
2 threats of cyberattacks from both, state and non-state
3 actors, NATO efforts to protect allied networks and enhance
4 resilience across the alliance, well, it is just more
5 critical than ever, which is why I raised the subject when I
6 met with NATO leadership in Brussels just before
7 Thanksgiving.

8 So, Admiral Grady, what do you see as the significant
9 cyberthreats that NATO alliance is facing and can you
10 specifically describe the cyberthreat our European allies
11 face from Russia and how, if confirmed, you would advise and
12 support our allies in combatting this cyber aggression.

13 Admiral Grady: Yes, ma'am. Thank you.

14 Cyber is a domain that is increasingly active,
15 increasingly contested, and increasingly competitive. And I
16 think for our NATO allies, they recognize that, and so
17 working together with them to face those challenges in this
18 increasingly competitive domain is important.

19 You know, we tend to think about warfare as something
20 that has a start point and an endpoint and I think cyber is
21 one that tells us that there is a lot happening in the gray
22 zone that we have to think about even before conflict
23 starts. And, indeed, conflict could kick off in cyber
24 before anything else.

25 I think another piece of the cyber challenge that we

1 face is how we work within the whole-of-government and with
2 industry. And so, even in our own country, all we have to
3 look at are attacks on meat-packing plants and railroads and
4 those kinds of things to know that we have to be good
5 partners, certainly with our allies and partners at NATO and
6 beyond, but, of course, with our industrial base partners
7 and the rest of society, because that is, in fact, what is
8 happening now in the gray-zone world that we live in.

9 Senator Rosen: Yeah, I couldn't agree more. This is
10 an area that is going to become an increasing threat to all
11 of us around the world, and so we really have to think about
12 our cyber readiness because our nation is really grappling
13 in the aftermath of unprecedented cyberattacks. In the
14 U.S., we are expected to face a shortage of 3.4 million
15 skilled technical workers (indiscernible - 1:54:55). Those
16 workers help us to address these threats. There are
17 particularly large gaps in cybersecurity.

18 DOD continues to face challenges addressing
19 requirements for certain key scale areas, such as those in
20 cyber and STEM fields. And so, to help address the
21 shortfall, inspire future generations of talent, last year's
22 NDAA, Senator Brown, Peters, Blackburn, and I introduced a
23 bipartisan bill to help our Junior ROTC, young men and women
24 have a STEM training and education track. So, that is
25 great.

1 And this year's NDAA, again, I worked with Senator
2 Blackburn to create a civilian cyber reserve which will also
3 help address cyber defense personnel needs.

4 So, Admiral, if confirmed, how will you recruit and
5 train personnel in these critical cybersecurity and STEM
6 field, networking, hardware, software, all of it, so that we
7 can really surge up and address these challenges that we
8 know are going to be increasing day after day?

9 Admiral Grady: Yes, Senator, and thank you for your
10 leadership on that initiative.

11 Just a quick shout-out on the JROTC and how important
12 that is for the health of the force going forward and then
13 the STEM education that you and I talked about how critical
14 that is and the key element of that is getting to our
15 youngsters sooner than later, is important, and you and I
16 talked about that.

17 Concepts like a civilian cyber reserve, you know, you
18 and I talked about this. You know, in my view, if you are
19 willing to serve your country, if you can pass a security
20 clearance, but you may not look like me, I don't care. If
21 you can come and you can serve and you can help us win in
22 cyber, whether as in the civilian cyber reserve or some
23 other form, we need to encourage that because that is an
24 area that we know we have to win. And we know our
25 adversaries are throwing a lot at it and we just have to

1 outpace that.

2 Senator Rosen: Well, thank you.

3 I want to be sure that the DOD maintains our technical
4 superiority and I am going to do everything I can to help
5 enforce that, grow that with you.

6 So, thank you. I see my time is up, Mr. Chairman.

7 Chairman Reed: Thank you, Senator Rosen.

8 Senator Tuberville, please?

9 Senator Tuberville: Thank you, Mr. Chairman.

10 You saved the best for last.

11 [Laughter.]

12 Senator Tuberville: Thank you, Admiral, for being here
13 and your wife, and your service.

14 I am excited about you being in this position. I think
15 you will bring a lot to who we are and what we are. You
16 know, I hear about all these rockets and tanks and all that.
17 I came from a team atmosphere of 40 years and I have been
18 all around the world since I have had this job now for 12
19 months and I have seen how dangerous it is.

20 And if we are going to survive, not just our country,
21 but the world, our military is going to have to do it for
22 us. And it is not all the bells and whistles; it is the
23 Jimmy Joes and Janes.

24 And my concern is how do we build that best military?
25 How do we build the values and morals and educate these

1 young men and women, because we are finding less and less,
2 obviously, that we will take in the military. And what we
3 have total, I think is close to 2.5 million people,
4 Reservists, active-duty.

5 I just want to get your thoughts on that. I like what
6 you told me back when we met about drug testing kids. You
7 know, we are becoming more of a liberal society in things
8 that we do, but we cannot allow that to creep into our
9 military, because what they do means life and death, you
10 know, to them, themselves, to people around them, and also
11 the survival of who we are in the free world.

12 So, I hope you would bring, and I know you will bring a
13 lot of that to the Joint Chiefs to let that pass on down
14 from the people that you work with. So, talk a little bit
15 about, you know, structuring, you know, our military from
16 this point on.

17 We have a great military. I think there are some
18 things that we need to maybe correct, but we still got to
19 build that fighting machine.

20 Admiral Grady: Yes, sir.

21 You and I talked at great length about how Xs and Os
22 are important, but Johnny and Joe and Jane are more
23 important.

24 Senator Tuberville: Right.

25 Admiral Grady: And so, the center of the universe, our

1 soldiers, our sailors, our airmen, Marines, Coast Guardsmen,
2 and guardians, it is important that we don't forget that
3 that is what it is all about and setting them up for success
4 to win and to not go into that fair fight is absolutely
5 critical.

6 You and I also talked about the sailors and the
7 servicemen that were getting into the Navy now. And as I
8 told you, sir, I am super impressed with who we get now.
9 They are different than when you and I were growing up, but
10 they are just as good, and I am supremely confident that we
11 can ensure that they stay that way going forward.

12 You know, drug testing is a really important policy and
13 it is a very successful policy. We have a zero tolerance
14 for that kind of thing and that will continue so that we can
15 maintain that lethal, credible, warfighting edge that you
16 expect us to have going forward, built on the center of the
17 universe, our servicemembers.

18 Senator Tuberville: Well, thank you.

19 And I know you will do a great job. I look forward to
20 you being a huge part of what we do and working with you for
21 the next few years, oh, and Merry Christmas. It is almost
22 here. Thank you.

23 Admiral Grady: Aye, aye, sir. Thank you.

24 Senator Tuberville: Thank you, Mr. Chairman.

25 Chairman Reed: Thank you, Senator Tuberville.

1 Admiral, thank you for your testimony and thank you for
2 40 years of service, you, and your Christine and your
3 family, and I look forward to your speedy confirmation.

4 And with that, I will adjourn the hearing.

5 Admiral Grady: Thank you, sir.

6 [Whereupon, at 12:16 p.m., the hearing was adjourned.]

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