

Stenographic Transcript
Before the

Subcommittee on Personnel

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO RECEIVE TESTIMONY ON MILITARY AND
CIVILIAN PERSONNEL PROGRAMS IN THE DEPARTMENT OF
DEFENSE IN REVIEW ON THE DEFENSE AUTHORIZATION
REQUEST FOR FISCAL YEAR 2022 AND THE FUTURE YEARS
DEFENSE PROGRAM

Wednesday, May 12, 2021

Washington, D.C.

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4 THE FUTURE YEARS DEFENSE PROGRAM

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7
8 U.S. Senate

9 Subcommittee on Personnel

10 Committee on Armed Services

11 Washington, D.C.

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13 The committee met, pursuant to notice, at 2:30 p.m. in
14 Room SD-106, Dirksen Senate Office Building, Hon. Kirsten
15 Gillibrand, chairman of the subcommittee, presiding.

16 Subcommittee Members Present: Gillibrand [presiding],
17 Tillis, Hawley, and Tuberville.

1 OPENING STATEMENT OF HON. KIRSTEN GILLIBRAND, U.S.
2 SENATOR FROM NEW YORK

3 Senator Gillibrand: Good afternoon, everyone. The
4 subcommittee meets today to receive testimony on the
5 military and civilian personnel programs in the Department
6 of Defense and the Military Service in review of the
7 administration's Defense Authorization Request for fiscal
8 year 2022. This is the subcommittee's annual personnel
9 posture hearing, and serves to establish a foundational
10 record for the committee of the Department's full range of
11 activities concerns matters affecting servicemembers, their
12 families, retirees, and the Department's civilian workforce,
13 and to provide the Department the opportunity to discuss
14 their personnel policy priorities.

15 To our witnesses, welcome, and thank you for appearing.

16 We will have two panels today. The first panel consists
17 officials from the Office of The Secretary of Defense, that
18 cover the full range of military and civilian personnel
19 programs. Mr. Lernes Herbert -- oh A-bear. Is that how you
20 say it? Got it. Okay. I was like, what is this phonetic?
21 I do not understand it. Okay.

22 Mr. Lernes Herbert, performing the duties of Assistant
23 Secretary of Defense for Manpower and Reserve Affairs; Dr.
24 Terry Adirim, Acting Assistant Secretary of Defense for
25 Health Affairs; and Dr. Elizabeth Van Winkle, Executive

1 Director, Office of Force Resiliency.

2 The second panel will include the senior personnel
3 chiefs of the Military Services, Lieutenant General Gary
4 Brito, U.S. Army, Deputy Chief of Staff, G-Senator Kelly:
5 Vice Admiral John B. Nowell, Jr., U.S. Navy, Deputy Chief of
6 Naval Operations, N-1 and Chief of Naval Personnel;
7 Lieutenant General Brian T. Kelly, U.S. Air Force, Deputy
8 Chief of Staff for Manpower, Personnel, and Services;
9 Lieutenant General David A. Ottignon, U.S. Marine Corps,
10 Deputy Commandant for Manpower and Reserve Affairs; and Ms.
11 Patricia Mulcahy, Chief Human Capital Officer, United States
12 Space Force.

13 While I recognize that we have not yet received the
14 administration's budget request, which is not unusual for
15 the first year of an administration, I appreciate your
16 willingness to appear here today to discuss personnel
17 programs and policies.

18 For the past 20 years, our country been in a state of
19 continuous war. President Biden has announced a withdrawal
20 of troops from Afghanistan by no later than September of
21 this year. While this represents the closing of one
22 chapter, it also means the beginning of a new one. As Avril
23 Haines, the Director of National Intelligence, summarized in
24 testimony before this committee a couple of weeks ago,
25 quote, "The United States and its allies will face a diverse

1 array of threats that are playing out amidst the global
2 disruption resulting from COVID-19 pandemic and against the
3 backdrop of great power competition, the disruptive effects
4 of ecological degradation and changing climate, and
5 increasing number of empowered non-state actors, and rapidly
6 evolving technology."

7 These challenges mean that the need for a highly
8 trained and capable military and civilian workforce within
9 the Department of Defense and throughout the Federal
10 Government has never been greater. I believe the
11 Department's upcoming budget request represents an important
12 strategic reset and an opportunity to ensure that military
13 and civilian personnel systems are oriented for the force we
14 need in the future, not a force rooted in the past.

15 As I stated last month, a subcommittee hearing on the
16 cyber workforce to prevent the types of attacks we now see
17 with alarming frequency, including attacks over the weekend
18 against a major gas pipeline that supplies gas to much of
19 the East Coast, we must grow and maintain our cyber
20 capability, and that starts with people. Our ability to
21 field the world's strongest military has always come from
22 the collective talent and dedication of our servicemembers
23 and the civilian workforce that supports them. We must
24 commit to meeting these new threats by developing, fielding,
25 and maintaining the world's most capable workforce.

1 I look forward to hearing from our witnesses today
2 about their ideas to develop a workforce ready to meet these
3 challenges. We must ensure military and civilian pay and
4 benefit enable the Department to compete for America's best
5 and brightest, especially in emerging technology fields,
6 including fully funding civilian pay raises that keep pace
7 with inflation, something this Congress has consistently
8 failed to do over the past 8 years. We must fully fund
9 military family programs and child care programs. We must
10 ensure adequate resources for DoD-operated schools and
11 supplemental impact aid to help local school districts
12 educate military children. We must continue to ensure that
13 military health care is fully funded and oriented to support
14 all servicemembers and their families, especially the most
15 vulnerable, those with special needs.

16 And finally, it will come as no surprise to anyone
17 here, I am sure, but I will continue throughout this
18 legislative hear to fight tirelessly to improve the military
19 culture by eliminating the scourge of sexual assault within
20 the ranks and reforming the way the military responds to and
21 prosecutes these cases.

22 Senator Tillis, welcome. I look forward, as always, to
23 working with you on the fiscal year 2022 Defense
24 Authorization Bill, which I am confident we will enact for
25 the 61st consecutive year. We worked so well over time here

1 to take care of our servicemembers, their families, and
2 civilians that support them, and I expect that to continue.

3 Senator Tillis?

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1 STATEMENT OF HON. THOM TILLIS, U.S. SENATOR FROM NORTH
2 CAROLINA

3 Senator Tillis: Thank you, Chair Gillibrand. There
4 are certain aspects I missed about having the chairman's
5 role. Having to be the first one to pronounce some of the
6 difficult names is not one of them, so thank you so much.

7 I want to thank you for holding this hearing, and I
8 really want to thank you for the work that we have done
9 together. I have enjoyed working with you over the last 6
10 years, especially to improve important programs to serve
11 military personnel and their families. Together we have
12 done a lot of hard work, but we have much more to do.

13 This is an important hearing, oversight hearing for us,
14 as we are able to get a current perspective on the personnel
15 and readiness programs for the Office of the Secretary of
16 Defense and the Military Services. I want to thank the
17 witnesses for appearing here. I want to thank those that we
18 have been in contact with, Dr. Van Winkle being one of them,
19 before the hearing. I know you have been working hard in
20 preparation for this hearing, and working through all the
21 challenges of COVID over the last year, so thank you for
22 your service.

23 I look forward to hearing from the witnesses on many
24 important topics, including suicide prevention, sexual
25 assault prevention and response, domestic violence

1 prevention, the impact of COVID-19 on military readiness,
2 recruitment, and retention, COVID's impact on military
3 families, the challenges the Defense Health Agency has
4 encountered as the DoD reforms the military health system,
5 reform of the Family Advocacy and Exceptional Family Member
6 Programs, officer and enlisted personnel management, and
7 civilian personnel management.

8 Again, Senator Gillibrand, thank you for your
9 leadership on this subcommittee. I look forward to working
10 closely with you, and I look forward to the witnesses'
11 testimony.

12 Senator Gillibrand: Thank you. Mr. Herbert?
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1 STATEMENT OF LERNES HERBERT, PERFORMING THE DUTIES OF
2 ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE
3 AFFAIRS

4 Mr. Herbert: Chairwoman Gillibrand, Ranking Member
5 Tillis, distinguished members of the subcommittee, thank you
6 for the opportunity to appear before you today.

7 Manpower and Reserve Affairs has been a key part of the
8 DoD response to COVID-19 for well over a year now. M&RA's
9 contributions, including issuing stop-movement orders and
10 other essential personnel policies, both for military and
11 civilian personnel, to protect our people and keep our
12 Department running has been crucial throughout the pandemic.

13 Manpower and Reserve Affairs also oversaw the rapid
14 mobilization of more than 65,000 Reserve component members,
15 supporting the government's response to COVID, and modified
16 operations to our child development centers and DODEA
17 schools to ensure we continue caring for and educating
18 military children as we battled the pandemic.

19 And while M&RA continues to support the nation's fight
20 against COVID-19, we also have not lost sight of the many
21 initiatives across our portfolio that take care of our
22 people and build the DoD workforce we need to protect
23 America and defeat our adversaries, now and in the future.

24 The M&RA team has worked hard and continues to do so on
25 policy priorities like combatting extremism, the service to

1 transgender individuals, sustaining the all-volunteer force.

2 We are also working on issues related to ensuring our
3 servicemembers, civilians, and families have access to
4 affordable child care, that our DoD schools continue to
5 provide high-quality learning opportunities for our
6 dependents, and that spouses can pursue not just jobs but
7 careers throughout their service.

8 Thank you again for the opportunity to be here, and I
9 look forward to answering any of your questions you may
10 have.

11 [The joint prepared statement of Mr. Herbert, Dr.
12 Adirim, and Ms. Van Winkle follows:]

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Senator Gillibrand: Thank you. Dr. Adirim?

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1 STATEMENT OF TERRY ADIRIM, M.D., ACTING ASSISTANT
2 SECRETARY OF DEFENSE FOR HEALTH AFFAIRS

3 Dr. Adirim: Good afternoon. So I guess you can hear
4 me. Great. Chairwoman Gillibrand, Ranking Member Tillis,
5 distinguished members of the subcommittee, I am honored to
6 represent the military and civilian medical professionals in
7 the Military Health System who are serving around the world
8 and here at home, delivering health care in support of our
9 9.6 million beneficiaries, as well as providing COVID-19
10 support to millions of Americans throughout the United
11 States.

12 My testimony will provide the subcommittee with
13 information on major military medical operations for the
14 coming year. The most significant issue for the Military
15 Health System is the national response to the COVID-19
16 pandemic and the Department's role in the response.
17 Secretary Austin has made clear that the greatest proximate
18 challenge to our nation's security is the threat of COVID-
19 19. The MHS is providing critical health support worldwide
20 to our military forces supporting other Federal and state
21 entities as part of a whole-of-government response to this
22 crisis, and continuing to meet other strategic global
23 mission requirements while sustaining high-quality health
24 services to our military servicemembers and their families.
25 Regarding COVID-19 vaccinations, as of this morning

1 over 55 percent of our active-duty force is already
2 vaccinated, and this number is climbing daily. We have
3 directly administered almost 3.2 million doses to our
4 eligible beneficiaries and coordinated another 600,000 doses
5 of vaccine through our TRICARE providers and retail pharmacy
6 networks.

7 To meet urgent health care needs throughout the
8 pandemic, the Department has significantly expanded the use
9 of virtual health to meet beneficiary demand while
10 minimizing unnecessary risk for patients and staff. With
11 our vaccination rollout now reaching our entire population
12 of eligible beneficiaries, we are communicating with our
13 beneficiaries who may have delayed or deferred needed
14 preventive and routine medical care during the worst days of
15 the pandemic, to ensure that they get timely quality care.

16 The Department is also resuming a number of major
17 reforms within the Military Health System. The fiscal year
18 2017 NDAA enacted sweeping reforms to the organization and
19 management of military medicine. The overarching direction
20 from Congress was to centralize and standardize many
21 military health care functions in a way that better
22 integrates readiness and health delivery. Included among
23 these reforms was the expanded authority and responsibility
24 of the Defense Health Agency to manage military medical
25 treatment facilities, or MTFs, worldwide, and the authority

1 to adjust medical infrastructure in the MHS to maintain
2 readiness and core competencies of health care providers.

3 Follow a strategic pause in these reforms due to the
4 initial COVID-19 pandemic response, the MHS has resumed
5 executing the transition of MTFs to DHA administration and
6 management, in accordance with the law. Similarly, the
7 Department submitted its required report to Congress in
8 February 2020, on our plan to restructure military treatment
9 facilities. The report articulated DoD's decisions to
10 achieve a proper balance between meeting readiness
11 requirements and managing the total cost of health care in
12 the direct and purchased care systems.

13 The Department is currently revalidating the
14 assumptions made regarding its readiness requirements prior
15 to the pandemic, as well as the assessment of network
16 capacity to absorb additional patients where we intend to
17 proceed with right-sizing plans. Local transitions will
18 only occur when we are certain that TRICARE networks can
19 provide timely and quality access to health care for our
20 beneficiaries. If they cannot, we will revise our plans.

21 Finally, the Department is also grateful for this
22 committee's long-term advocacy and support for our military
23 medical research program. Military medical research
24 advances the state of medical science in those areas of most
25 pressing need and relevance to today's emerging threats,

1 which includes the COVID-19 pandemic.

2 Thank you for inviting me here today to speak with you
3 about military medicine, our response to the global
4 pandemic, and our plans to further improve our health system
5 on behalf of the uniformed servicemembers and families who
6 we serve. I look forward to the discussion.

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Senator Gillibrand: Dr. Van Winkle?

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1 STATEMENT OF ELIZABETH P. VAN WINKLE, Ph.D., EXECUTIVE
2 DIRECTOR, OFFICE OF FORCE RESILIENCY

3 Ms. Van Winkle: Member of the committee, good
4 afternoon and thank you for having me today. I have
5 appeared before you in past year expressing a commitment to
6 addressing the issues that fall under me, to include sexual
7 assault, harassment, diversity and inclusion, and suicide
8 prevention, and countless military and civilian leaders have
9 shared this same commitment. And while I can assure you of
10 our sincerity and have provided, in my written statement,
11 some of the initiatives that we have been doing, I want to
12 take this time to discuss some critical issues that we must
13 keep in mind as we move forward.

14 Points of failure in the system, as reflected in
15 painstaking detail within the pages of the Fort Hood report,
16 will consistently undermine all of our actions if not
17 addressed. At Fort Hood, and likely other installations,
18 there is a culture of disrespect and purposeful degradation
19 of others that was unimpeded and left unchecked by the very
20 individuals who hold the responsibility to prevent this type
21 of culture. It left lingering questions as to whether some
22 of our military leaders were blind to these infractions,
23 whether they were complicit, and if there is even a
24 meaningful distinction between the two.

25 Since 2019, we have introduced strategies and policies

1 developed in conjunction with experts in the field, to
2 address sexual assault as part of an integrated violence
3 prevention framework, focusing on the prevention of all
4 forms of harm and ensuring an inclusive environment for all
5 who serve. While I truly believe that an integrated
6 violence prevention approach with a focus on command climate
7 is how we can best prevent these behaviors, it must be
8 emphasized that anything we have put into place, or will put
9 into place, will be ineffective if members of our military
10 fail to proactively embody the values that we expect.

11 Changing climate and culture requires the commitment of
12 every single member of the community. No one gets a pass.
13 No one gets to decide they do not have a role to play. When
14 you join the military you are taking on a responsibility to
15 uphold our values and to be a part of the team that rejects
16 these behaviors. And when you become a leader, at any
17 level, within this team, you take on a critical
18 responsibility, both when it is easy and when it is not.
19 And this means calling out behaviors that are not in line
20 with our expectations, even if they are perpetrated by a
21 friend. If you overlook these behaviors, you open a door
22 that you cannot easily shut later. Your looking the other
23 way allows harm when it otherwise did not exist, and every
24 time you fail to address misconduct, even the smallest
25 offensive jokes and comments, someone is watching you, and

1 trust is either gained or it is lost, and once it is lost,
2 you will not easily recover it. And if you assume witnesses
3 will remain quiet as you move up in your career, you are not
4 paying attention. We use words like "protect," "defend,"
5 "dignity," "respect," and "discipline." These have never
6 been negotiable, nor should they be confusing for anyone who
7 wears a uniform. It is not up for discussion and it carries
8 no exceptions.

9 As a Department, we are looking at all aspects of these
10 issues, to shed light in those places we previously did not
11 have visibility, to applaud those that are doing the right
12 thing, to appropriately hold accountable those who are not,
13 and to ensure all members can serve safely and honorably.

14 I want to thank you for your dedication to these
15 issues, and I look forward to your questions.

16 Senator Gillibrand: Thank you. Ms. Van Winkle, you
17 just said there were areas where you need to shed light
18 where there is no visibility. What areas are those?

19 Ms. Van Winkle: So one of the areas that we have not
20 had visibility is really within the units and at the
21 installation level. As you know, much of our data comes
22 from the Gender Relations Survey, which is a very high
23 level. The problem is if we do not know what is happening
24 on the ground, if we do not know what is happening within
25 those units, then we simply do not have a good sense of

1 whether our initiatives are getting to where they need to
2 be. And that was one of the things illustrated by the Fort
3 Hood report, and many of the immediate actions that the
4 Secretary has recently directed is to get just at that --
5 what is happening on the ground so that we really can
6 intervene early and prevent these behaviors from happening.

7 Senator Gillibrand: I am exasperated by that
8 statement. Isn't that the unit commander's job?

9 Ms. Van Winkle: Yes.

10 Senator Gillibrand: Haven't you been asking for the
11 past 8 years we have been focused on this, that commanders
12 can keep their authority? They have had this authority the
13 entire 8 years at the unit commander level. And so for you
14 to state that there is no visibility there is an absurd
15 statement. You have visibility because you have unit
16 commanders, and you had testimony from survivors for the
17 last 8 years I have been working on this, that when they are
18 sexually harassed, 66 percent of the time it comes from
19 their unit commander. So you have had plenty of visibility
20 onto this issue.

21 Ms. Van Winkle: I think you are right, that in the
22 sense of we have been hearing those concerns, and the
23 problem was is how do we get valid information at the ground
24 so that we can start doing something about it.

25 Senator Gillibrand: I am sorry. I am sorry. What is

1 invalid about the information you have been getting from
2 servicemembers, at least for the last 8 years that I have
3 been working on this? Direct testimony saying that they are
4 being harassed, direct testimony saying that when they do
5 come forward with a sexual assault report that they are
6 retaliated against, peer-to-peer, administratively, and
7 professionally.

8 Ms. Van Winkle: It is not that that is invalid. It is
9 that we did not know where it was happening. And so what we
10 are aiming for right now is to ensure --

11 Senator Gillibrand: I am sorry. How do you not know
12 where it is happening? The survivors have come forward and
13 told you. I personally have heard hundreds of stories. For
14 example, when a survivor comes forward and reports a case,
15 and goes to trial, her entire unit sits behind the accused
16 and not her. We have heard testimony of survivors that have
17 come forward and said, "Yeah, I was told by the other
18 members of my unit, 'We cannot wait to get you to Iraq so we
19 can shoot you in the head.'" I don't understand how you
20 don't have eyes on what retaliation looks like and what
21 climate looks like.

22 Ms. Van Winkle: So I think the distinction is in terms
23 of the programs and the policies. You are absolutely right.
24 Every time that we hear those things, that is problematic,
25 and the services and the unit leaders need to be doing the

1 right thing. From where I sit, in terms of the broader
2 policies and programs, what I want to make sure we can do,
3 and what the Secretary is supporting right now, is ensuring
4 that we have that visibility where we don't have victims who
5 feel comfortable coming forward, so that all servicemembers
6 who are experiencing these, we know where it is happening
7 and can intervene.

8 But you are right, we have heard these stories in the
9 past.

10 Senator Gillibrand: You have about 5,000 victims
11 coming forward every year, reporting openly who attacked
12 them, what happened in those circumstances. Then on top of
13 that you have over 2,000 that report confidentially. So you
14 have a lot of information and a great deal of data, and
15 frankly, the military has more data than any DA's office is
16 ever going to have, because you have a survey, every year,
17 and you have reporting requirements. And this is supposed
18 to be something that the command has taken seriously, with
19 zero tolerance for the last decade, since Dick Cheney was
20 the Secretary of Defense.

21 So I am baffled by your testimony, ma'am. I don't
22 understand it, but I don't understand how you can state what
23 you just stated. This is not a problem that we don't know
24 the details about.

25 Ms. Van Winkle: Again, what I would say is what we did

1 not have visibility on is what is happening at those unit
2 levels and installation levels, specifically, where we can
3 go down, go onsite and see what is going on. With Fort
4 Hood, the way the independent panel went down, those are the
5 types of things that need to happen. And it is long
6 overdue. I agree.

7 Senator Gillibrand: Okay. I don't think that is the
8 problem. It is not a lack of visibility. It is not a lack
9 of information. It is a lack of will. And if you have unit
10 commanders who are the sources of harassment and assault, if
11 you have unit commanders who turn a blind eye for people
12 retaliating against other unit members who have come
13 forward, this is not an unknown problem.

14 So I do not think it is a lack of information, and I do
15 not think it is a lack of prevention. And so I would like
16 you to rework your testimony, because what you have said
17 here is unbelievable.

18 Dr. Adirim, in the fiscal year 2017 NDAA, we addressed
19 some necessary changes to the Autism Care Demonstration
20 Program, yet I am still hearing concerns from constituents
21 about the execution of the demonstration program and that
22 many have found reduced services for military family members
23 with autism. One of the recent changes the Department of
24 Defense has implemented is the Navigator Program to help
25 families obtain coverage for applied behavioral analysis.

1 While this program is designed to make the system
2 easier for families, what are you doing to ensure navigators
3 are not acting as gatekeepers and preventing families from
4 getting care? Are there other changes you anticipate making
5 to the Autism Care Demonstration Program and how will these
6 changes improve care for autistic military family members?

7 Dr. Adirim: Yes. Thank you, Senator, for this
8 question, and the opportunity to clarify what these changes
9 are and what they are not. First of all, we spent the last
10 several years under the Autism Demonstration project working
11 very closely, as many as 30 interactions with all
12 stakeholders, including families, advocates, experts within
13 the Military Health System and outside the military health
14 system, academics, and researchers. And these are meant to
15 be improvements to the demonstration program. They are not
16 meant to inhibit families from seeking services. The
17 navigator is there to help families, especially new
18 families, understand what their scope of services that they
19 could access and to help them access those services. Those
20 navigators will not have the authority to be gatekeepers.
21 That is number one.

22 Number two, there is a group of improvements that will
23 be very helpful to families. So, for example, it eliminates
24 the requirement for families to have to have a confirmatory
25 diagnosis. So any Autism Demonstration Program approved

1 provider can refer families for ABA therapy. There are
2 other improvements including creating programs for families
3 to help them be more engaged in the care of their child,
4 because evidence shows that when families are engaged in the
5 care, outcomes are much better.

6 So I would say that if you are being told that these
7 are inhibitors to access to the program, I would say that
8 that is not true, and we are happy to meet with anybody to
9 further clarify and explain what these improvements are.

10 Senator Gillibrand: Thank you. Senator Tillis.

11 Senator Tillis: Madam Chair, if you don't mind I will
12 defer to Senator Hawley and then I will be called on when
13 you deem necessary.

14 Senator Gillibrand: Senator Hawley.

15 Senator Hawley: Thank you, Madam Chair, and thank you,
16 Senator Tillis.

17 Dr. Adirim, am I pronouncing that correctly, by the
18 way?

19 Dr. Adirim: Adirim.

20 Senator Hawley: Adirim. Thank you. All right. Be
21 patient with me.

22 Senator Gillibrand: You were not here in the
23 beginning, Josh, and I muddled everybody's name.

24 Dr. Adirim: No, you didn't. You got it perfectly.

25 Senator Hawley: Adirim. I will get it right. Okay.

1 Let me ask you about some of the unique challenges that
2 medical treatment facilities are rural installations face.
3 This is in my home state of Missouri, a particular issue for
4 us, compared with rural installations, compared to urban or
5 suburban centers.

6 My question is, how is the Department accounting for
7 those challenges in order to ensure that patients at rural
8 military hospitals get the care they need as DHA assumes
9 responsibility for managing those facilities.

10 Dr. Adirim: Senator, I appreciate that question
11 because it is a really tough challenge, I think, for all of
12 health care, and how do we deliver health care in places
13 where there may be gaps in services. And what we have done
14 over the last year is greatly expand our virtual health
15 footprint. We have expanded virtual health within our
16 direct care system, where we could bring services to those
17 more rural areas, from those areas where we may have more of
18 those particular services. For example, behavioral health
19 is one of them.

20 We have also greatly expanded virtual health within our
21 purchased care system as well. So we see that as one piece
22 of expanding health care into rural areas.

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

24 Mr. Herbert -- did I get that right? Is it E-bear? A-
25 bear?

1 Mr. Herbert: A-bear.

2 Senator Hawley: Zero for two. Mr. Herbert, the
3 Department of Defense stopped planning for a protracted war
4 with a peer adversary after the Cold War ended. With the
5 rise of China now we are obviously facing a new threat of
6 potentially protected war between great powers. My question
7 is, how does this threat of a protracted war, specifically
8 -- emphasis, protracted -- influence the Department's
9 planning as it think about end strength in both the active
10 and reserve components?

11 Mr. Herbert: Thank you for the question. As you have
12 articulated, trying to ensure the readiness of the force
13 through protracted warfare is challenging at best. Having
14 been in uniform a number of decades, I will tell you that
15 the models that we followed of prepare for war, go to war,
16 reset the force no longer persists, or are applicable in our
17 case.

18 So we continue to try and ensure that our forces stay
19 read throughout whatever engagements we are currently in,
20 and whatever engagements we are planning for. In order to
21 do that, we have to have a healthy, a robust, a well-trained
22 force. We have to be agile in our force structure so that
23 we can adapt to whatever requirements come our way.

24 On the HR side of things, on the personnel side of the
25 business, we owe the forces very agile and adaptable human

1 resource systems and procedures, one that is not mired in
2 bureaucracy but one that can react very readily to whatever
3 individual needs are and whatever service demands are.

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

5 Dr. Van Winkle, the Department has struggled to reduce
6 suicide rates among servicemembers. Let me ask you about
7 your view on this. What are the weak points, in your view,
8 in the Department's current approach to military suicide,
9 and how does the Department plan to address those
10 weaknesses, going forward?

11 Ms. Van Winkle: Thanks for the question. One of the
12 initiatives that we have been taking in suicide have been
13 targeted based on the population of highest concern right
14 now. Our population of highest concern is our youngest
15 military members. So we have been working a lot of
16 initiatives to increase problem-solving skills, access to
17 care, those types of things.

18 In terms of your question, when we I talk about the
19 integrated violence prevention approach, and getting that
20 visibility on the ground, the way we are doing that is by
21 redesigning our command climate surveys. And within that
22 there are metrics that are specifically there to try to get
23 at servicemembers who may not be feeling connected, they
24 don't feel valued, they are having additional stressors in
25 their life, and how they are starting to be able to address

1 these things within their unit so that we will get an early
2 signal of where we may have a problem and we can try to
3 truly prevent that by getting ahead of it.

4 So that is another initiative that we are working in
5 that integrated violence prevention approach. Suicide
6 prevention is a critical part of that.

7 Senator Hawley: Very good. I may have an additional
8 question or two for you for the record, but I will leave it
9 at that. Thank you, Madam Chair.

10 Ms. Van Winkle: Of course.

11 Senator Gillibrand: Thank you, Senator. Senator
12 Tillis.

13 Senator Tillis: Thank you, Chair Gillibrand, and thank
14 you all for being here. I had the benefit of getting your
15 pronunciations right, but I really do appreciate you being
16 here.

17 I want to start with Dr. Adirim. We got information
18 from the DoD this week that just a little under 27 percent
19 of our military personnel are fully vaccinated. It seems to
20 me that this could become a readiness problem for a large
21 part if a broader swath of the members of military decline
22 the vaccine. So I guess, are we reaching a point, if we are
23 saying to the public we need to get as many vaccinated and
24 achieve some steps towards herd immunity, have we reached a
25 point where the President may want to consider mandating

1 vaccines for all but maybe medical or religious reasons?

2 Dr. Adirim: I appreciate that question too. I never
3 thought I would have those words come out of my mouth, but
4 this is something that has been a concern for us, in how do
5 we encourage and engage with our servicemembers for them to
6 accept vaccination. It has been tough, and I think those
7 who want vaccination have been able to get it.

8 Senator Tillis: It is not a supply problem anymore,
9 right?

10 Dr. Adirim: Correct. And so what we are doing now is
11 we are using every avenue available to us, from the
12 installation level all the way on up, in order to really
13 engage with those who are hesitant to get vaccinated. What
14 we are finding is that even those who were in the earlier
15 tiers of the prioritization scheme are slowly starting to
16 accept vaccination. It is now 4 or 5 months after we
17 started vaccinating, and I think a large proportion of our
18 servicemembers, as well as other DoD beneficiaries, have
19 said, "You know what? I would like to wait and see what
20 happens." And I think a lot of those people we are starting
21 to capture.

22 We, at this time, do not plan to make the vaccine
23 mandatory. Certainly we are thinking about once the
24 vaccines are licensed what we will do then, because we do
25 mandate a number of vaccines. But right now the vaccine,

1 while it is under EUA, is voluntary.

2 Senator Tillis: Okay. Thank you. Mr. Herbert, I am
3 hoping that when you were maybe in your 23rd year in the Air
4 Force and you were a colonel, you would have led by example
5 and gotten the vaccine by now. I think that we should say
6 that to all the people in the senior ranks, you have got to
7 lead by example. I assume you have had your vaccine.

8 I want to ask you a question about a GAO report, I
9 think it was released last week. The GAO report said, "The
10 DoD has not collected or reported accurate data for all
11 domestic abuse allegations received, including those that
12 did not meet DoD criteria," which is required by statute.
13 Can you explain to us why we are not collecting that data
14 according to the law?

15 Mr. Herbert: Yes, sir.

16 Senator Tillis: Thank you for your service.

17 Mr. Herbert: Thank you, sir. The GAO report I am very
18 familiar with. There were ten findings that were specific
19 to the Office of the Secretary of Defense. Five of those
20 had, as you indicated, directly to do with data collection.
21 What the Department was doing was collecting data in
22 accordance with the policy that it set forth, but it did not
23 collect data at a much more acute level that would give us
24 visibility to every allegation that was brought forward. It
25 only captured those allegations that were brought forward

1 with certain parameters, that met certain parameters that
2 followed the policy.

3 So we accepted every one of the findings of the GAO
4 report, and we are redoubling our efforts to get after that
5 in very short order.

6 Senator Tillis: Thank you. Dr. Van Winkle, thank you
7 for your time yesterday, and giving a brief on what more you
8 are learning about that. There are two things I wanted to
9 give you an opportunity to talk about. One was the
10 importance of the climate surveys, the command climate
11 surveys, and how that is going to be a very important part
12 of making process. And something else that you mentioned
13 had to do with maybe some concern over recommendations that
14 were set forth that had not been fully implemented on the
15 ground. Can you just give this committee a brief summary of
16 what we are talking about there, what we discussed
17 yesterday?

18 Ms. Van Winkle: Sure. I think what the concern is, is
19 that as we have been putting forward policies and programs,
20 and certainly over the next year with the Independent Review
21 Commission and all that we are doing, we are going to be
22 putting in a lot more really good ideas. But if they are
23 not being implemented on the ground, we are simply not
24 giving them a chance. And so that has been our concern.
25 And then when the Fort Hood report came out it certainly

1 highlighted that that was a valid concern.

2 So one of the ways we are doing it, and it is not the
3 only way, is by redesigning that command climate survey, so
4 that we can truly get a sense of what is happening at the
5 installation level, and then dive down further to find out
6 are there certain units of concern, is this an installation
7 issue. And the metrics on that survey cover the kind of
8 continuum of harm, so all the way from those very low-level
9 offensive behaviors, as I mentioned for suicide, things like
10 connectedness, all the way to whether folks are experiencing
11 sexual harassment or harassment based on their
12 race/ethnicity, so that we can really start to take action
13 early on and prevent these things from occurring.

14 Again, it is not going to be the one thing that will
15 solve everything, but it gives us a little bit of a better
16 visibility.

17 Senator Tillis: And Madam Chair, if I may, I have just
18 one more question. I can't remember the name of the
19 program. I think it is "Catch a Serial Offender." Talk
20 about a little bit of the progress that has been made there.
21 But you also mentioned about how there is a responsibility
22 that falls on everyone in a unit. If they see something,
23 say something. Is there an opportunity there to maybe even
24 encourage, if they are not willing to do it through the
25 normal channels, to possibly expand the Catch basin for data

1 that you can gather to possibly track somebody?

2 Ms. Van Winkle: Thanks for the question. The Catch
3 program is to try to get at, for those folks who do not feel
4 comfortable making an unrestricted report and going through
5 the investigation.

6 Senator Tillis: That is for a victim -- am I correct?

7 Ms. Van Winkle: Correct. Now in terms of expanding
8 that, I think these are some of the things that the
9 Independent Review Commission is looking at. And so as they
10 start to develop their recommendations they are look at all
11 aspects of this, including how can we ensure that people
12 have the confidence and the trust in the system to come
13 forward and report, even these low-level behaviors.

14 Senator Tillis: Well, thank you. I think we have to
15 make progress. You may have sensed a little frustration on
16 the part of the chair. I share that frustration in terms of
17 just executing what we have already authorized, what the
18 Department has already said get it implemented, and we have
19 got to make a lot of progress. A lot of lives are being
20 affected.

21 Thank you, Madam Chair.

22 Senator Gillibrand: Thank you, Senator Tillis. I just
23 have one more question, and if you guys want to take a
24 second round, you may, on mental health. Obviously, there
25 are a great deal of challenges with military life, including

1 frequent deployments, repeated moves, spousal unemployment,
2 that put servicemembers and their families at increased risk
3 of behavioral health and suicide.

4 This is becoming particularly acute during this
5 pandemic. An August 2020 report by DoD Inspector General
6 revealed significant barriers to accessing mental health
7 care. Of the 13 military treatment facilities, included in
8 the study, 7 failed to meet access to care standards each
9 month. Even more concerning, the report showed that more
10 than 50 percent of those referred to mental health treatment
11 in the purchased care system never received care at all.

12 Dr. Adirim, three questions for you. Does the
13 Department of Defense have access to the adequate number of
14 behavioral health providers, one. Two, what can be done to
15 increase access to behavioral health, both at military
16 treatment facilities and at private facilities? And three,
17 for those servicemembers and their families that prefer
18 marital counseling outside of the military treatment
19 facility, should TRICARE cover the cost of that counseling?

20 Dr. Adirim: Okay. I think I got all three, Senator.
21 This is a concern of ours as well and something that is a
22 priority and that we work on consistently.

23 With regard to adequate providers at military treatment
24 facilities, we have, overall, for all behavioral health
25 providers, we are at about a 96 percent fill rate, but that

1 masks some gaps, the gaps being in psychiatrists, which we
2 have a lower fill rate for those, and that includes active
3 duty, civilians, and contractors.

4 We are competing with the private sector where there
5 is, you know, not enough behavioral health providers out in
6 the civilian sector. So we use whatever levers that we have
7 at our disposal in order to recruit and retain our
8 behavioral health providers. It is very important to us,
9 and so this is something that we are cognizant of.

10 I believe the report that you are referring to did talk
11 about several MTFs that did not meet the 28-day specialty
12 standard. I believe the number was 30 days for those. So
13 it not meeting the standard, but it is just outside the
14 standard.

15 Second, with regard to access to care within military
16 treatment facilities, again, we work really hard, especially
17 for active duty, to get priority access for mental health
18 services. And we do this in multiple ways, not just within
19 the military treatment facilities and embedding it within
20 our primary care, but we also embed behavioral health within
21 units as well.

22 And with regard to TRICARE, this is something that we
23 press our managed care support contractors to maintain a
24 robust directory of behavioral health providers. The
25 problem with that is that we are competing in a system where

1 a significant proportion of behavioral health providers are
2 cash-only practices, so keeping them within the network is
3 very difficult. But we work on this consistently.

4 And as I told Senator Hawley, one of the things, if
5 anything, you could say, that came out of the pandemic which
6 was good, is virtual health, and one of the ways that we
7 have been using it has been with behavioral health. And we
8 are evaluating that to make sure that it meets the needs of
9 our providers.

10 Now outside of the medical sphere, Military OneSource
11 does provide non-medical counseling as well. So we use
12 every avenue possible to provide support, and we completely
13 agree, it is an increasing need and the pandemic really has
14 exacerbated that need. Thank you.

15 Senator Gillibrand: Thank you. Dr. Van Winkle and Mr.
16 Herbert, we continue to hear that some do not avail
17 themselves of behavioral health services because of the
18 stigma attached to seeking this type of health care. What
19 is being done, and what can be done to reduce the stigma of
20 seeking behavioral health care?

21 Ms. Van Winkle: So I can take this from my portfolio.
22 Absolutely, the stigma of coming forward is always one of
23 the barriers, that we have good resources but if folks will
24 not take us up on those, or do not feel comfortable coming
25 forward it will always be a problem. So we are always

1 looking for different avenues by which individuals can seek
2 help. We are also trying to work to ensure that we expand
3 the scope of those people within the community that can
4 offer help and have the tools to help, not only to help if
5 somebody comes forward saying they are having a difficult
6 time, but also recognize warning signs. So we have a pilot
7 right now on recognizing warning signs on social media, and
8 again, expanding that community, so working with chaplains,
9 military families, those peers, so we can try to identify
10 those things early on, as well as offering other types of
11 confidential avenues by which to talk to somebody, whether
12 it is peer-to-peer, through Military OneSource, or through
13 our national hotline.

14 Senator Gillibrand: Mr. Herbert?

15 Mr. Herbert: Yes, ma'am. As Senator Tillis indicated
16 earlier, it is a matter of leadership. It is a matter of
17 setting an example. It is a matter of indicating from the
18 top on down that this is expected, this is part of your
19 readiness to be a servicemember, that you need to be
20 mentally and physically fit, and accepting individual
21 responsibility seek out that sort of help. But ultimately
22 it comes from leadership, to make sure that individuals
23 understand that if they seek help, it is not a career-
24 impacting decision.

25 Senator Gillibrand: Thank you. Senator Tillis?

1 Senator Tillis: Thank you, Madam Chair. Dr. Adirim, I
2 just had one other question for you. It has to do with the
3 DoD and the deadlines that Congress for transition of all
4 MTFs into DHA. How is it going, and are there particular
5 service lines that are doing better than others? Call them
6 out by name.

7 Dr. Adirim: [Laughs.] Call them out by name. We are
8 working really hard to make the September 30th deadline. I
9 am hopeful that we will. Just even in recent weeks, we have
10 had very good dialogue with all three services. I believe
11 Air Force, we may be almost completely done. We still have
12 some work to do with Army and Navy. But I believe we are
13 getting towards the end, and filling out those last things
14 that we need to do to complete the entire transition.

15 Senator Tillis: Thank you. And, Mr. Herbert, I just
16 want to echo what you said about leadership. You know, if
17 you follow behavioral health and you follow the stigma
18 associated with it, there is virtually no one in a command
19 position that does not know someone or have a family member
20 that is not experiencing some behavioral health. It is just
21 a statistical reality with 1 in 5 people experiencing it.

22 So I think that we need to commute from the command
23 down that it is actually a show of strength to recognize you
24 have a challenge that could impact your readiness, and that
25 they should be proud of the fact that they are seeking help.

1 So this is something that we need to get from the top down,
2 from the Pentagon down to the unit, socialized within our
3 armed services so we can do right and be better prepared for
4 the fight.

5 Mr. Herbert: Yes, sir.

6 Senator Tillis: Thank you, Madam Chair.

7 Senator Gillibrand: Senator Tuberville.

8 Senator Tuberville: Thank you very much for being
9 here. I can see you all way back there. That is good. We
10 picked a nice, big room.

11 I do know what all you all have talked about. I have
12 been in another meeting. But the one thing that I am
13 concerned about, in anything that we do, especially in the
14 military, is recruiting. We have got to fight big tech. We
15 have got to fight big business. There is a lot of money out
16 there for kids coming out of school, kids coming out of high
17 schools. They can make a great living. And we need a
18 fighting machine.

19 And so one of those situations where I feel like, as a
20 college recruiter for years, we had a small range of people
21 every year that we felt we could pick from to be successful,
22 and I am sure we are the same way. Any comments on
23 recruiting, from any of you all, that you think that we can
24 do better, in terms of building the pool of young men and
25 women to make our services better? Anybody?

1 Mr. Herbert: Yes, sir. I appreciate the question.
2 Recruiting is near and dear to all of our hearts, as you can
3 imagine. We bring in a quarter of a million young
4 Americans, young, patriotic Americans every year, and to try
5 and reach out to a population who, more and more, are
6 further removed from knowing someone in their immediate
7 family that has served in the military.

8 There are challenges. There are challenges in trying
9 to explain what military life is like. There are challenges
10 in being able to communicate in spaces and digital media
11 where they operate, where traditional media does not reach
12 them. The service, I will tell you, in all the years I have
13 been in public service, I have never seen the services lean
14 more forward to try and meet young Americans where they
15 live, where they operate, and to try and approach them and
16 explain to them the value of public service.

17 We have a tremendous asset in that we have a mission
18 that no corporation can match. They want to be part of
19 something bigger than themselves. The United States
20 military is an opportunity for that to happen.

21 Senator Tuberville: Thank you. Dr. Van Winkle, during
22 your time with the Department in overseeing sexual assault
23 prevention and response, do you feel like that resources to
24 prevent sexual assault are being utilized the right way?

25 Ms. Van Winkle: Thank you for the question. I think

1 we can always do better in this space. I think the
2 resources that we do have, I think where we have challenges
3 is people feeling comfortable and confident coming forward
4 to utilize those resources. So we provide resources that
5 are both more confidential and anonymous as well as those
6 where they can come forward and go forward with an
7 investigation.

8 In addition, we also have the "Catch a Serial Offender"
9 program that was previously mentioned, where we have folks
10 who can make a confidential report but provide information
11 to the Department about the offender. And if there is a
12 match in the system they are offered the opportunity to
13 convert to an unrestricted report so we can hold offenders
14 more appropriately accountable.

15 So I think, again, there are resources that are there.
16 It is important that people feel comfortable coming
17 forward, and again, this is an area we can always do better,
18 and the Independent Review Commission, one of their lines of
19 effort is victim support and care, making sure that we have
20 the right resources. So I look forward to the
21 recommendation.

22 Senator Tuberville: Do you have any personal
23 suggestions about what we can do to get better, from your
24 insight?

25 Ms. Van Winkle: I think, again, we have to take this

1 from a very holistic standpoint. It is not only putting the
2 right things in place but making sure there are no barriers
3 to people getting there, including just their own fear,
4 whether it is retaliation or fear of trust. So I think I do
5 defer to the Independent Review Commission. It is the right
6 body to be looking at this issue, and they are taking a very
7 comprehensive approach.

8 Senator Tuberville: Thank you. Thank you, Madam
9 Chair.

10 Senator Gillibrand: Thank you. Thank you to all the
11 witnesses. We appreciate your testimony, and we would like
12 to welcome the next set of witnesses. Thank you.

13 [Pause.]

14 Senator Gillibrand: Welcome, everyone. You may
15 proceed with your testimony. Lieutenant General Brito, you
16 are first.

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1 STATEMENT OF LIEUTENANT GENERAL GARY M. BRITO, USA,
2 DEPUTY CHIEF OF STAFF, G-1

3 General Brito: Thank you, Chairwoman Gillibrand. Good
4 afternoon, Chair Gillibrand, Ranking Member Tillis,
5 distinguished members of the committee. Thank you for the
6 opportunity to appear before you on behalf of the men and
7 women of the United States Army. I have submitted a
8 statement for record and would like to highlight a few
9 points from it now.

10 The Army's number one priority is its people 00 our
11 soldiers and Army civilians, families and veterans for life.
12 We are putting people first, not only as a priority but as a
13 philosophy.

14 Our personnel programs and initiatives are focused on
15 promoting our culture of cohesion and dignity and respect,
16 where every individual can advance as far as their talents
17 and their skills will take them. We have moved quickly to
18 implement new policies to keep our soldiers and their
19 families safe while continuing to execute our mission during
20 the global pandemic.

21 As our nation engages in discussion focused on race and
22 equality, we launched listening sessions across the Army to
23 hear the concerns and ideas of our soldiers and our
24 civilians. Our People First task force, of which I am one
25 of three co-chairs, is working very hard to combat sexual

1 harassment, sexual assault, violent crimes, and other
2 harmful behaviors. Modernization efforts, programs, policy,
3 and management models are transforming the Army's personnel
4 systems. These efforts will give the Army an enduring
5 advantage of a transparent, data-rich environment, and
6 improve our ability to compete for and retain talent.

7 For example, the Integrated Personnel and Pay System
8 Army, more commonly referred to as IPSS-A, is the number one
9 resource modernization effort for the total Army, and I
10 thank Congress for the support of this important program.

11 Manning the Army is a key component of readiness.
12 Ongoing 21st century talent management initiatives and
13 actions help us to attract, acquire, and retain a diverse
14 and talented force from across the nation. Our nearly
15 300,000 Army civilians remain an integral part of the Army
16 team, providing unmatched talent in critical areas.

17 Personnel readiness also means creating installation
18 and environment that allows our soldiers and families to
19 thrive. The Army is committed to quality-of-life priorities
20 that include quality housing, barracks, child care, youth
21 services, and meaningful employment for our Army spouses.

22 Resilience programs and initiatives aimed at harmful
23 behaviors, and supported by Congress, are critical to help
24 us combat sexual harassment and assault and factors that
25 contribute to suicide. These efforts are also a major focus

1 of the previously mentioned People First Task Force.

2 As the Army G-1 and Army leader, and the father of a
3 soldier, I acknowledge that sexual assault and harassment is
4 a problem that has plagued our ranks for far too long. We
5 are better than this. Our soldiers and civilians deserve
6 better, and we will get at it.

7 The Army Soldier For Life program continues to support
8 soldiers, veterans, and their families. The Army's retired
9 soldiers are important to the Army family. I would also
10 highlight that during the pandemic more than 200 retired
11 soldiers with critical skills were recalled to active duty
12 and executed critical roles, enabling us to execute our
13 mission against an enemy called COVID-19.

14 The people of the United States, these men and women
15 who serve our nation, both in and out of uniform, along with
16 their families, are indeed our strength and our legacy.
17 Accordingly, putting our people first, which is the Army
18 Chief of Staff's number one priority, is key to readiness,
19 modernization, and reform.

20 Chair Gillibrand, Ranking Member Tillis, members of the
21 committee, I thank you for your generous and unwavering
22 support to our talented soldiers, civilian professionals,
23 and their families, and I look forward to your questions.
24 Thank you.

25 [The prepared statement of General Brito follows:]

1 Senator Gillibrand: Thank you. Vice Admiral Nowell.

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1 STATEMENT OF VICE ADMIRAL JOHN B. NOWELL, JR., USN,
2 DEPUTY CHIEF OF NAVAL OPERATIONS, N-1 AND CHIEF OF NAVAL
3 PERSONNEL

4 Admiral Nowell: Chairwoman Gillibrand, Ranking Member
5 Tillis, and distinguished subcommittee members, thank you
6 for the opportunity to appear before you to update you on
7 your Navy's personnel programs. First, I would like to give
8 you a quick picture of some of our men and women across the
9 fleet today. You may have seen, this past, the USS Monterey
10 seized a massive shipment of illicit weapons in the North
11 Arabian Sea.

12 In the Indo-Pacific, sailors on the USS John S. McCain
13 recently conducted a Taiwan strait transit, demonstrating
14 dedication to our allies and freedom of the seas.

15 For COVID-19 relief efforts, our sailors continue to
16 support community vaccination centers from Boston and New
17 York to Norfolk and Jacksonville, and sailors on board the
18 John Finn successfully shot down an ICBM in a critical test
19 of our ballistic missile defense capability.

20 As we sit here, submariners prowl the depths on board
21 ballistic missile submarines, preserving global peace
22 through strategic deterrence. These are just a few examples
23 of what the men and women of your Navy are doing right now.

24 Let me double-tap that it has been the service and
25 sacrifice of our sailors and the Navy families, amidst the

1 incredible challenges of a global pandemic, that have
2 enabled our Navy to project power across the world and
3 accomplish all assigned missions here and abroad. And I
4 want to start by saying thank you to all of them and to all
5 of their families.

6 To fight and win in a long-term strategic competition
7 we must attract, develop, and manage the most talented Navy
8 workforce possible. COVID-19 mitigations forced us to shift
9 our recruiting methods to 100 percent digital outreach to
10 find outstanding millennial and centennial talent.

11 Meanwhile, the herculean efforts of our men and women at the
12 Recruit Training Command led to safe bubble-to-bubble
13 training and shipping of new sailors. This prevented any
14 significant COVID-19 outbreaks in our accessions pipeline,
15 as our recruit training command went from an all-stop at the
16 beginning of the pandemic to putting through over 50,000
17 sailors through our accession supply chain since COVID-19
18 started.

19 We have continued to develop this talent through
20 initiatives such as Ready, Relevant Learning and a culture
21 of excellence. Ready, Relevant Learning is the
22 establishment of a career-long learning continuum which is
23 transforming an industrial-age training model into a modern,
24 responsive system. Additionally, our Culture of Excellence
25 is a Navy-wide approach to achieving warfighting excellence

1 by creating an environment of psychological, physical, and
2 emotional toughness, while promoting transparency, trust,
3 inclusion, and connectedness among our sailors and their
4 families.

5 Following the events of last summer, the CNO
6 established Task Force One Navy, to evaluate issues in our
7 society and military that detract from lethality and
8 readiness, such as racism, sexism, and other biases, and
9 they highlighted 56 recommendations, cultivating a culture
10 of diversity, equity, and inclusion that the Navy is folding
11 back into our Culture of Excellence campaign plan.

12 Now without a doubt, the vast majority of our sailors
13 in the Navy serve every day with honor, courage, commitment,
14 and respect. However, we are not under any illusions that
15 extremist behaviors do not exist in the Navy, and as
16 directed by the Secretary of Defense, each command across
17 the fleet conducted a stand-down to address extremism within
18 our ranks, and we remain committed to eliminating it and all
19 of its effects from the fleet.

20 And last, we are optimizing our talent management
21 systems, providing greater flexibility for sailors in career
22 choice, development, training, and assignments. Thanks to
23 the support of Congress in fully funding our MyNavy HR
24 Transformation programs, we are able to provide our sailors
25 and families with new and innovative systems. Some of these

1 include our Navy Personnel and Pay System, countless mobile
2 applications, and two MyNavy Career Center contact centers
3 which have provided just-in-time capability to our sailors
4 and their families with 24/7 human resource support during
5 the height of the COVID-19 pandemic.

6 As we grow our force structure and manpower
7 requirements across all ship classes, we will continue to
8 attract, develop, and manage America's finest talent to
9 ensure fleet readiness, capability, and capacity, with our
10 greatest advantage over our adversaries always being our
11 people.

12 Thank you for your support of these efforts and for
13 your unwavering commitment to the men and women of the
14 United States Navy and their families. I look forward to
15 your questions.

16 [The prepared statement of Admiral Nowell follows:]

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Senator Gillibrand: Lieutenant General Kelly.

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1 STATEMENT OF LIEUTENANT GENERAL BRIAN T. KELLY, USAF,
2 DEPUTY CHIEF OF STAFF FOR MANPOWER, PERSONNEL AND SERVICES

3 General Kelly: I think it is on now.

4 Chairwoman Gillibrand, Ranking Member Tillis,
5 distinguished members of this subcommittee, thank you for
6 the opportunity to appear before you today to talk about our
7 airmen and families. I am honored to appear here today with
8 my fellow service personnel chiefs, and I am particularly
9 proud to be here for the first time with my Department of
10 the Air Force Partner, Ms. Pat Mulcahy, who is here
11 representing the U.S. Space Force. The U.S. Space Force was
12 purposely built as an agile and operationally focused
13 service with the United States Air Force providing much of
14 the support for Guardians and their families. As such, many
15 of the programs we may discuss today are applicable to both
16 airmen and Guardians.

17 As the Air Force Chief of Staff has articulated, our
18 national security challenges are growing at a rapid pace,
19 and it is clear our Air Force must accelerate the changes we
20 need to successfully meet those challenges or face losing.
21 We are fully focused on this imperative and recognize that
22 our airmen and their families form the essential foundation
23 for our ability to meet those future challenges. As such,
24 it is essential that we also accelerate the creation of the
25 environment, development, and talent management systems

1 needed to unlock our airmen's ability to reach their full
2 potential. We know success squarely depends on our airmen
3 and on them having the ability to operate in a safe and
4 inclusive environment where they can be the best airmen they
5 can possibly be.

6 If the past year has taught us anything, it is that the
7 world is full of uncertainty. COVID-19 changed the way we
8 work and live, but our mission could not and did not stop.
9 We were forced to accelerate change to meet the challenges
10 of personnel permanent change-of-station moves, recruiting,
11 retention, and increased care needs for our families who
12 have been hit hard by school impacts, child care, and
13 increased demands at home.

14 As we work through COVID-19, the year continued to
15 bring critical issues to light. The death of George Floyd
16 and the release of the Protect our Defenders report on Air
17 Force military justice and development inequities sparked a
18 renewed focus on the barriers minority groups face within
19 our service. The events at Fort Hood and our own Airman
20 Aposhian case reminded us we must explore new ideas and
21 accelerate our efforts to eradicate sexual assault and forms
22 of interpersonal violence from our ranks. The events of
23 January 6th took us by surprise, revealing a potential
24 challenge in creating the environment we require for our
25 airmen.

1 Despite these challenges, the Air Force continues to
2 accomplish our assigned missions and our airmen continue to
3 shine.

4 Over the last 12 to 14 months, the Department of the
5 Air Force independently launched our own Racial Disparity
6 Review, an Interpersonal Violence Task Force, and a
7 Resiliency Task Force. These major initiatives focused on
8 identifying areas of immediate concern for the well-being
9 and development of our airmen, while producing fresh
10 solutions and strategies to build a culture of connectedness
11 and trust.

12 The Department recognizes, despite strong efforts over
13 many years, we have not made significant, measurable
14 progress in preventing or reducing the number of sexual
15 assault cases. We remain committed to being persistent in
16 our efforts to combat sexual assault in the ranks and are
17 100 percent open to using any research or data-informed
18 prevention strategies that can prove effective in helping us
19 reduce and eventually eliminate sexual assault.

20 In response to the Department of Defense's concerning
21 suicide trends, the Air Force established five prevention
22 priorities which nest within the prevention strategies
23 established by the Centers for Disease Control. Our work
24 has shown that relationship issues are a top-tier factor, as
25 well as personal firearms as the primary means, and we have

1 taken measure to address both. Recognizing a resilient
2 environment for our families is also important. We made
3 significant adjustments and what we believe are major
4 improvements to the Exceptional Family Member Program, and
5 have strengthened our efforts to manage our child care
6 programs more effectively while increasing capacity within
7 the system. The EFMP program, in particular, has made major
8 strides in providing accessible information for our families
9 and greatly increases the positive nature of the experience
10 that they get when navigating permanent change of stations,
11 legal hurdles with school accommodation, and medical care.

12 In conclusion, resilient airmen are our competitive
13 advantage and they deserve nothing less than our best.
14 Though we have made progress, the Air Force still has work
15 to do before we have an environment that allows all airmen
16 and their families to reach their full potential. We
17 continue to pursue every practical solution that moves us
18 closer to making this environment a reality, and we look
19 forward to continuing to partner with the Congress in our
20 endeavors to do so.

21 I thank you for your continued support of the
22 Department of the Air Force and your airmen, both military
23 and civilian, and the families that support them. Thank
24 you, and I look forward to your questions.

25 [The prepared statement of General Kelly follows:]

1 Senator Gillibrand: Thank you. Lieutenant General
2 David Ottignon.

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1 STATEMENT OF LIEUTENANT GENERAL DAVID A. OTTIGNON,
2 USMC, DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS

3 General Ottignon: Chairwoman Gillibrand, Ranking
4 Member, and distinguished members of the subcommittee, thank
5 you for the opportunity to appear before you today to
6 discuss your Marines and our civilian Marines who support
7 them. I, too, have submitted my written statement to this
8 committee and my opening remarks will be brief.

9 This past year has been a challenging time for the
10 nation as we all continue to navigate our way through the
11 pandemic. However, your Marines and sailors continue to
12 demonstrate their resiliency as we make Marines and service
13 the nation's force and readiness.

14 To echo the sentiments of our commandant, the Marine
15 Corps is entering a period of transformation to produce a
16 modern, elite force that will meet the challenges of the
17 National Defense Strategy and uncertainties of the future.
18 Our Marines represent a diverse group of Americans, bonded
19 together by a sense of duty. Our manpower programs and
20 initiatives cover the spectrum of a Marine's career and are
21 designed to maximize the fullest potential of our nation's
22 most precious resources, those dedicated Americans who claim
23 the title of U.S. Marine.

24 The Marine Corps remains fully committed to their
25 families and civilian Marines in the programs that support

1 them. Their contributions and sacrifices are noble and
2 worth our greatest respect and admiration. I am proud to
3 represent your Marines, their families, and the civilian
4 employees this afternoon, and I look forward to answering
5 your questions.

6 [The prepared statement of General Ottignon follows:]

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1 Senator Gillibrand: Thank you. Now Ms. Patricia
2 Mulcahy.

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1 STATEMENT OF PATRICIA MULCAHY, CHIEF HUMAN CAPITAL
2 OFFICER, UNITED STATES SPACE FORCE

3 Ms. Mulcahy: Chairwoman Gillibrand, Ranking Member
4 Tillis, and members of the committee, it is truly an honor
5 to appear before you today, alongside my military
6 colleagues. On behalf of all Guardians and families, thank
7 you for your leadership and support that you have provided
8 to the United States Space Force.

9 We are purposefully building the Space Force to be
10 lean, to be agile, and mission focused, and our talent
11 management efforts are synchronized to ensure we are
12 developing the leaders and the warfighters who will secure
13 space. Because of size in establishing this new warfighting
14 culture, we believe it is vital to be collaborative and
15 connected to all of our Guardians, and in a way that you
16 could not be in a larger service. We are interested in what
17 they think, as we provide feedback on their performance and
18 potential.

19 The mission and the people of the United States Space
20 Force are an ideal match for the information age, which is
21 why Guardians are uniquely postured to be born digital.
22 With the digital workforce, we must ensure we have Guardians
23 who can lead the digital transformation and cultivate a
24 digital fluency amongst all Guardians. And integrating,
25 strengthening, and cultivating this personal resiliency of

1 every Guardian is key, as they are members of highly
2 specialized teams who are pushing the frontiers of what is
3 technologically possible in a complex, contested, and brutal
4 space domain.

5 So to implement our vision, we designed a talent
6 management approach with three principles in mind: managing
7 positions based on competencies required to succeed;
8 providing access to digital tools, training, and services;
9 and developing each Guardian according to their needs. And
10 interwoven in our strategy is an important work that we are
11 doing with the Department of the Air Force's Office of
12 Diversity and Inclusion, because our Space Force will be
13 stronger when our ranks reflect the make-up of the nation we
14 serve.

15 Over the past 17 months, we have secured a number of
16 wins for our country. First I am proud that more than
17 11,000 military and civilian Guardians joined our ranks from
18 the Air Force and across America. We are on target to
19 achieve the end strength goals we outlined in fiscal year
20 2020, and we have launched initiatives to ensure we are
21 competitive for the STEM talent we need through our
22 partnerships with select colleges, universities, and other
23 organizations. And our ubiquitous access to digital
24 university and a boot camp-like approach training coders is
25 increasing our digital fluency and impacting our mission

1 accomplishment.

2 We are developing and implementing our space-focused
3 professional military education programs that will develop
4 space-minded warfighters who are effective in multidomain
5 operations and the joint environment.

6 And although I am pleased with the progress we have
7 made, we have much work to do. In the second year of
8 building the Space Force, we are focused on integration,
9 including our reserve components and our sister services.
10 Today we have space professionals in both the Air Guard and
11 Air Force Reserve who provide a tremendous capability to the
12 United States Space Force. We have studied ways to best
13 organization to regular, the Reserve, and the Guard
14 capabilities, and we look forward to working with the
15 Congress once Executive branch coordination is complete.

16 We are also working closely with our sister services as
17 we prepare to assume space missions from the Army and the
18 Navy. We are excited by the number of soldiers, sailors,
19 and Marines who would like to join us, and are assessing
20 those who recently volunteered for transfer opportunities.

21 I am honored to serve in the United States Space Force.
22 It is truly an opportunity of a lifetime to work alongside
23 my fellow Guardians and to build the service that we need to
24 deter and defend in space, and I look forward to your
25 questions.

[The prepared statement of Ms. Mulcahy follows:]

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1 Senator Gillibrand: Thank you. I appreciate your
2 testimony.

3 Lieutenant General Brito, the Army attempted to
4 implement a new physical fitness test, the Army Combat
5 Fitness Test, without an objective assessment of its
6 potential adverse effects on different demographics of the
7 Army. Initial data showed that 60 percent of female
8 soldiers could not pass the test and 83 percent failed the
9 leg tuck portion of the test. As a result, last year's NDA
10 included a provision that I worked on that prohibited the
11 Army from implementing this test until completion of an
12 evaluation by an independent entity of the test validity and
13 its impact on different demographics in the Army. The Army
14 has been allowed to continue to administer the test to
15 provide data on the study as long as no test results are
16 recorded in a soldier's record and the results are not used
17 in any way to evaluate the soldier.

18 A recent article on military.com stated that "internal
19 Army figures from April show 44 percent of women failed the
20 ACFT compared to 7 percent of men since October 1.

21 I have several questions. What is the status of the
22 independent study and who is conducting it? Are you
23 concerned with the recent data showing that 44 percent of
24 women failed the test compared to 7 percent of men? Has the
25 ACFT been shown to actually improve combat readiness? The

1 last two decades have been a never-ending war and our Army
2 was combat ready without the ACFT.

3 General Brito: Thank you, Chair Gillibrand, for that
4 question. I am aware of the article as well. We patiently
5 await the results of the RAND study, which is helping us
6 conduct an independent study, and I would mention the
7 actions of the commanders on the ground that are
8 implementing the test, as mentioned, without a record score
9 at this point, to help us assess the data on the six events
10 and the impact that it has on all of our soldiers and
11 genders.

12 I fully acknowledge that the initial implementation of
13 the test did show that there was a large disparity, one
14 which was a little bit troubling, between genders, and that
15 we will continue to assess and work on.

16 I would like to mention at this point the ACFT is being
17 trained and tested on across the Army, in all three
18 components, and we are asking the units to put this data
19 into the system so that we can, one, truly assess how
20 soldiers are doing and the validity of all six events. We
21 will continue to do that up until the next year or so, into
22 2022, likely, and we will fully take the measurements of the
23 RAND study when we do receive those results.

24 Senator Gillibrand: Thank you. Lieutenant General
25 Kelly, the RAND Corporation has raised questions about the

1 appropriateness of the Air Force PT test across age and
2 gender for all airmen, recommending revision of the test to
3 incorporate more practical measures of everyday health. Is
4 the Air Force reassessing its PT test, and will you commit
5 to ensuring that the Air Force PT test will not discriminate
6 against women and other demographics?

7 General Kelly: Chairwoman Gillibrand, thank you for
8 that question. So yes, we are committed to that. In fact,
9 we are taking the opportunity right now that COVID provided
10 us. When COVID first started, we suspended PT testing for
11 lots of reasons, based on the health assessment and the
12 health risks for that. During that time, we were able to
13 start some assessments of new testing tools and put those
14 into place, and we will be resuming testing on 1 July. When
15 we resume testing on 1 July, we are going to be making some
16 modifications to the previous test, that was a four-
17 component test, down to a three-component test, and we will
18 be looking at alternate methods for providing options for
19 our airmen, all genders, all everybody, to have options for
20 when they take their PT test.

21 I would tell you, though, that when we first looked at
22 a number of our qualifications, if you remember when we did
23 the Women in Service Review as an example, we went through
24 an exhaustive process with RAND participating, to make sure
25 that all of the standards that we put in place were gender-

1 neutral, operationally focused, and not biased. I think we
2 are in the same study process here now with our current PT
3 test, and I think we will come out with good results. But
4 yes, we will be committed to that, and you will see some
5 changes in our PT test in the coming months.

6 Senator Gillibrand: Lieutenant General Ottignon, I
7 understand that the Marine Corps is conducting a highly
8 sophisticated study of body composition standards. What is
9 the status of this study, and will it finally tie body
10 composition standards to the ability to perform military
11 duties?

12 General Ottignon: Madam Chairwoman, thank you for the
13 question. Yes, I am familiar with that, and I sat on the
14 brief not more than 45 days ago. It is tied to the body
15 mass index is what the original test was, and if you read
16 the periodicals there is enough data that tells us that that
17 is not a good measure of someone's strength.

18 So we are looking very hard at that. There are two
19 numbers, for men and women. We have got an independent
20 study that is looking at it as well as Marines that are
21 participating in that. I suspect within the next couple of
22 months there will be additional information that will come
23 on that. I think we are close to finding a standard across
24 both genders.

25 Senator Gillibrand: Thank you. Senator Tillis.

1 Senator Tillis: Thank you, Madam Chair. Thank you all
2 for being here. I always hate it when members ask yes-no
3 questions because there are virtually none of these, but I
4 think this may be close to one.

5 We have had a lot of focus on military housing in this
6 committee. We passed a slew of provisions in the 2020 NDA
7 to try and improve the situation that we found. I am
8 particularly focused on Fort Bragg and Camp Lejeune. I
9 understand I think in June we should have the final pieces
10 of the Tenant Bill of Rights complete. Just going down the
11 line, start with General Brito, are we on track for having
12 that complete, implemented, rolled out by the summer?

13 General Brito: Senator Tillis, from the indicators I
14 have and the data, yes, we are on track. I have a very
15 responsive bill of rights, and I do know that we are doing
16 some discussions and negotiating with the partners that run
17 our housing as well. And that will also be a key to success
18 that, I think, can provide the proper services to all our
19 families and soldiers that clearly do deserve quality
20 housing.

21 Senator Tillis: Thank you. Admiral Nowell?

22 Admiral Nowell: Yes, sir, we are.

23 Senator Tillis: Thank you. General Kelly?

24 General Kelly: Yes, Senator. I believe we are. As
25 was stated by General Brito, I do think there are a few

1 negotiation issues that are going on with the contractors,
2 but I believe our folks who lead this effort in SAF/IE are
3 working those and should be on completion by June.

4 Senator Tillis: General Ottignon?

5 General Ottignon: Yes, sir, we are.

6 Senator Tillis: Ms. Mulcahy?

7 Ms. Mulcahy: Thank you, Senator. And in concert with
8 General Kelly's response, yes.

9 Senator Tillis: I have a question I want to drill down
10 on for, I believe, actually General Kelly. It has to do
11 with the Exceptional Family Member Program. Can you give
12 me, or describe for me, the work that has been done to
13 standardize and improve the program within the Air Force?

14 General Kelly: Yes, Senator. Thank you for that
15 question. Let me first start by saying I would have said,
16 18 months ago, if I assessed that program, our EFMP program
17 would have been an F-minus-minus, absolutely not meeting the
18 needs of our airmen and families. About 18 months ago, we
19 took on the effort to bring in airmen and families, get
20 their feedback, and hold some rapid improvement events and
21 some process changes, and through process change and
22 innovation and IT changes, I think we have made some real
23 headway.

24 Here are some of the key parts of that program. First,
25 we created a centralized cell for us. The centralized cell

1 has medical expertise, it has assignment expertise, it has
2 lawyers in there that can help with legal issues, it has
3 school liaison members in there that can help, and it has
4 folks in there that really can help navigate. So there is a
5 one-stop shop for airmen and families.

6 Two, we took on an IT challenge and said we have got to
7 make this system better for our airmen and families. They
8 now have a thing we call the My Family Vector where they can
9 reach out and see what they have out there in terms of what
10 are the medical capabilities at a base. If I go to Base X,
11 if I go down to Pope and I am going to be assigned there,
12 and I have this medical condition, or my dependent has this
13 medical condition, what is the likelihood I am going to be
14 able to get service and what is it going to look like? How
15 many hours away do I have to drive? How long do I have to
16 wait for an appointment and TRICARE? All that kind of
17 information is now available to them.

18 And then the last part is the way we screen and check
19 for them and go through. We now have an ability in that
20 process to use past claims and past medical data so that we
21 don't have to have every single family member go to see a
22 doctor. In the past, 100 percent went to see a doctor. We
23 are down to like 15 percent of those folks now having to see
24 a doctor before they PCS. A much higher rate of
25 satisfaction and much less distraction. You can imagine a

1 family of five or six with EFMP members all having to go to
2 see a medical appointment for something they maybe have
3 looked at 2 or 3 years before when they PCS'd.

4 So lots of changes and lots of positive aspects to
5 that. More to following there, Senator, but I think we are
6 on the right track and we are pretty happy with what we are
7 being able to do with centralizing that program and
8 providing much more standardized care for our family
9 members.

10 Senator Tillis: Thank you for that. I tend to agree
11 with your initial grade awhile back, but we have gotten
12 positive reports. You are making progress. And we will
13 submit a question for the record to the other service
14 chiefs, just to see how you are doing, and I would
15 appreciate your feedback in what help we can provide.

16 Admiral Nowell, I had a question. I am hearing that
17 the Navy is planning on reducing medical billets at a number
18 of facilities -- Walter Reed, Camp Lejeune, Camp Pendleton,
19 and Bellingham, I think, at least. I am kind of curious. I
20 got a briefing from MARSOC Commander a couple of weeks ago
21 and we are seeing some movement of more Marines to Camp
22 Lejeune. So we are increasing the number of Marines and
23 their families there, and I am wondering if factors like
24 that were taken into account when the billet reductions at
25 Camp Lejeune were being factored in. So I would like to get

1 your feedback on that, and I also wanted to know to what
2 extent did you all work with the DHA to gauge the impact in
3 making sure you have capacity, not only for the
4 servicemembers but for their families through TRICARE.

5 Admiral Nowell: Senator, thank you for that, and I
6 would first share that the Military Medical Manpower Report
7 to Congress should be submitted shortly. That will have all
8 the details. But we have worked closely with DHA, along
9 with the other services, to assess the capacity, as you look
10 at the MTFs, getting back to the rural areas, how they can
11 support.

12 But I will assure you that we will not shift any family
13 member or retiree care, or care for our servicemembers, if
14 it affects military medical force readiness, areas where the
15 network does not have the capability or capacity to absorb
16 it, or any of our graduate medical education, because it is
17 very important in many places. That is how we train those
18 medical providers that we put forward.

19 And then last I would just mention regarding your
20 specific concerns about Camp Lejeune, we have not cut
21 billets here. In fact, we have increased organic support to
22 the Marine Corps there.

23 Senator Tillis: Very good. General Brito, I am not
24 going to go further so that I can get Senator Tuberville's
25 questions in. We have both got a vote that is coming up. I

1 understand that Chair Gillibrand does have a second round of
2 questions so we may have to briefly recess if I get to a
3 point where I have got to go vote, so I am not the last
4 person holding up all the other Senate members.

5 Senator Tuberville.

6 Senator Tuberville: Thank you very much. Thanks for
7 your service, and Ms. Mulcahy, thank you for being here
8 today and we look forward to Space Command moving to
9 Huntsville, Alabama, in the near future. We are excited
10 about that.

11 I want to talk a little bit about, going back to
12 recruiting, which is, you know, people are the lifeblood of
13 what we all do. You have got a tough job, because we went
14 through a Selective Service interview a few weeks ago, and
15 Selective Service people that did this evaluation said that
16 we need to definitely put women in the Selective Service
17 rotation. They need to file for the draft. Now, we might
18 not ever have it again, but they said we need to do that,
19 which is great.

20 Every year we have between 30 and 35 million eligible
21 people in the age range of draftable. That is the same
22 group that you are recruiting from. Out of those 30 to 35
23 million, only 450,000 of them are eligible to be taken in
24 the military because of drugs, felonies, not graduating from
25 high school, and not passing the test, so to speak.

1 And there is one other that we are getting ready to
2 add, obviously, and I want to hear your thoughts on this,
3 domestic terrorism. I want to know how we are going to
4 decide and define somebody that is a domestic terrorist in
5 our country. They are not going to add up to it. I just
6 want to kind of go down the line here and get your thoughts
7 on that, because this is going to be huge for our young
8 people trying to get into the military.

9 General?

10 General Brito: Yes. Thank you, Senator, for the
11 question. I would like to start by highlighting our Army
12 people strategy and our actions on this with our 21st
13 Century Talent Management as well. And I would say that the
14 actions and activities of our recruiting command for
15 soldiers and command for officers are truly two of the major
16 lines of efforts tied to that strategy.

17 To break it down a bit further, we are very much
18 focused on the quality of the soldier versus quantity, and I
19 would highlight the aggressive moves for virtual hiring,
20 presence in a vocation that did not have physical presence
21 before, a very aggressive marketing campaign to attract
22 soldiers and allow us to compete for talent, officers as
23 well, across all ranks.

24 I would also mention through the great and innovative
25 efforts of our recruiting command they do have some very

1 aggressive and thought-provoking vetting procedures to
2 ensure that those soldiers that do want to join, one, meet
3 the quality marks, do not fall into any one of the bins that
4 you mentioned like drugs, alcohol, or other things, and show
5 any tendencies that may put them in an extremist
6 organization of which they may advocate for any violence for
7 intolerance against genders, nationalities, or any types of
8 religions.

9 As you did mention in your question, sir, that may not
10 be admitted when they come to the recruiter, but certainly
11 aggressive dialogue with the recruiter to the soldier,
12 checking of tattoos and other measures like that, will
13 hopefully prevent any soldier from joining the ranks with
14 that in their mind.

15 And I would mention that same level of building a
16 positive culture of dignity and respect carries on into the
17 initial entry training and on to their first unit of
18 assignment, to assure that we just do not have those plagues
19 in the ranks. Thank you.

20 Senator Tuberville: Thank you. Anyone else want to
21 add to that?

22 General Kelly: Sir, I will jump in there, not to
23 repeat what General Brito said, but I will tell you that we
24 were in the midst of transforming the way that we do
25 recruiting prior to COVID, but it meant that we were well

1 postured for COVID. So specifically, we had gone to
2 digital, and in FY 2017, 34 percent of our marketing and
3 advertising was digital. Today it is 98 percent. So that
4 postured us well to go totally virtual, to find those high-
5 quality recruits, which you head the nail right on the head
6 with dwindling numbers, where they are at, and in the medium
7 that they used.

8 We formed e-talent teams to take all of that and to get
9 a better return on investment for what we got back. To put
10 a fine point on that as you look at our e-talent, 10 percent
11 of advertising leads under the old system resulted in
12 prospective recruits, 30 percent now. We brought new
13 customer relationship management software in, what the
14 civilian world uses, and now we can use better predictive
15 analytics to figure out where we need to go and how do we do
16 a better job attracting and then bringing them on board.

17 And to give you the numbers, last year, amidst COVID,
18 we met a 40,000-sailor accession mission. To put that in
19 perspective, in FY 2016 we brought in 31,000. So we think
20 that those are some ways to really get after it smarter.

21 Senator Tuberville: Thank you. We probably can
22 continue this, Senator, when we come back?

23 Senator Tillis: Keep going. There are only about 40
24 members that need to vote.

25 Senator Tuberville: Okay. Anybody else want to add to

1 that?

2 General Kelly: Senator, I will just add a little bit
3 to the discussion we just had. So the Air Force made their
4 recruiting goal in FY 2020, and we will make it again in FY
5 2021. We are on track and we will do well here in FY 2021.

6 But what we have recognized, and what you heard
7 previously from this discussion of the war for talent now,
8 if you want to call it that, is we have to go out and shift
9 our resources. And we shifted our resources to going out
10 and exposing and inspiring. We talk about engagements and
11 we talk about, for instance, flight academies, to expose
12 communities of people to aviation that have not been
13 previously exposed to aviation, and understanding what it
14 means and what the opportunities might be.

15 And so whereas we had a lot of resources before that
16 were pretty easily just processing folks that came to us, we
17 have now shifted that to be much more of an outreach
18 organizations, from a recruiting perspective. Engaging them
19 in the e-environment, as was discussed by my colleagues, but
20 other ways.

21 And then the one other point I would want to make on
22 the discussion of extremism is when we had our stand-downs,
23 and we went through the SecDef directive stand-down, one of
24 the big pieces of feedback that came back is there is some
25 room for interpretation in that space, and there is some

1 discussion there, right? So how do you balance the
2 individual constitutional rights of somebody, and what do
3 you do? Clearly on the conduct side we understand that.
4 But on the thought side we do not understand it as well.

5 And so what we owe the force and what we owe people
6 back, part of this and part of the screening process is, how
7 do we look at it, how do we clearly define it better than
8 what it is today, and how do we make it easier for our
9 airmen to understand what is permissible and what is not
10 permissible.

11 Senator Tuberville: Thank you.

12 General Ottignon: Senator, just a couple of things on
13 extremism. One I would say is the Marine Corps is fully
14 committed to supporting the Department's efforts, and
15 Congress, with the support of Congress, to help eliminate
16 supremacist and extremist behavior.

17 Our stand-down revealed very similar reflections, but I
18 also though the feedback was incredibly positive to have a
19 small unit conversation, really Civics 101, and
20 understanding about what the oath of office is, and the
21 reflections were very positive.

22 Our sessions, programs, the way we screen to discover,
23 and the way we process at sessions was considered, you know,
24 a best practice within the Department. So I am confident on
25 the front end, of course with the help of Congress, the

1 tools necessary. It is a comment that was spoken -- how do
2 you continue to find people who are in your ranks?

3 We have a unique order that was written in 2018, a
4 Prohibitive Conduct Order -- Activities Conduct Order,
5 excuse me -- and since its inception it was designed to go
6 after behavior that was inconsistent with our ethos. And we
7 have identified Marines. We have had 16 cases,
8 substantiated cases, where those were either adjudicated
9 through administrative or judicial means, and those
10 individuals were removed from our ranks.

11 With regards to recruiting and retention, I would just
12 offer that it is a competitive market. We go into the FY
13 2022 with about 50 percent in our ready pool for
14 enlistments. We do not compromise the quality that we are
15 looking for. We maintain an exceptionally high quality for
16 Tier 1 at 99.5 percent, and we are well above the DoD
17 standard for mental categories.

18 And so it is a challenge for our recruiters. They
19 showed great resiliency through COVID. We are coming out of
20 that, but that direct engagement, that sitting in the living
21 room with a young man or young woman with their family, and
22 understanding what we do and the benefits of service to this
23 great country of ours are invaluable, and I think our
24 recruiters who represent our country in every corner of our
25 great 50 states would say that that is the one thing that we

1 want to get back to.

2 Senator Tuberville: Medicaid. Mulcahy?

3 Ms. Mulcahy: Thank you, Senator. I want to start
4 first to echo some of my colleagues' comments on extremism.
5 That was a very sobering but positive experience throughout
6 the Space Force with hearing from senior leaders and then
7 having discussions at the small group level. It was a very
8 positive experience.

9 As far as recruiting goes, we have the benefit of small
10 numbers and people wanting to join the Space Force, and that
11 is very exciting. What I would say, though, is that we
12 would like to be, especially when you look at STEM talent,
13 it tends to be not as diverse and as representative as we
14 would like it to be, and we know we would be stronger with
15 that. So we are looking at some different strategies,
16 especially when it comes to females, about how better to be
17 able to reach out and attract that talent.

18 Senator Tuberville: Thank you. I used to tell my
19 football team, "I don't care whether you like each other or
20 not. You better love each other, because you are going to
21 fight with each other on Saturday afternoon." And I think
22 you are pretty much the same way. You have got different
23 personalities. I mean, there is no way you can bring
24 everybody to think the same way, but they can at the time of
25 need, and I think that is what you are all looking for.

1 Thank you very much.

2 Senator Gillibrand: Senator Tillis.

3 Senator Tillis: Thank you, Senator Gillibrand. I am
4 going to be brief and then I have to go vote. I have some
5 questions for the record, and General Brito, I will just
6 follow up on the incident I was talking about at Fort Bragg.
7 We will just follow up on the discussion that you and I had
8 yesterday.

9 But Admiral Nowell, the Navy has grown more than any
10 other service line over the last 5 years. Now we are
11 looking at DoD budgets that are going to be flat. Can you
12 give me an idea of how that is going to create a stress on
13 force management?

14 Admiral Nowell: Thank you for that, and I will say,
15 you know, we have seen pretty tremendous billet growth
16 again. Our billets are tied to the force of record, and as
17 we are growing those numbers, just to put it in perspective,
18 over the last 3 to 4 years we have increased Navy billets by
19 about 23,000. About 12,000 of those are at sea, and we have
20 already got about 5,000 of those filled. Again, for the
21 Navy Technical Service, it takes me about 1 to 3 years to
22 get folks through that, but again, we have been increasing
23 the accession mission.

24 So as we look at the future, as we look at the draw on
25 that talent, we know that we have to manage that talent

1 differently. And so as we look at what we call the
2 detailing marketplace, how do we do that? How do we do it
3 more agilely. I think that is going to be very important.

4 As we look at great power competition and how we train
5 those sailors, what is that continuum of learning, how can
6 we repurpose that, critical. And then as we look at what
7 skills do we need and how would they change, I was down at
8 Corry Station in Pensacola last week. We have always called
9 that the cradle of Navy aviation. Now we call it the cradle
10 of cyber warfare as well, at how we are doing the cyber
11 mission.

12 So we are looking hard at do we have that right mix,
13 and then do we also have it in the Reserve component? COVID
14 helped us test out and accelerate some of the ways we could
15 do distributed mass mobilization, and now we are bringing
16 the systems, with Congress' support, of our transformation,
17 to go ahead and get things like this Integrated Personnel
18 System for the AC and the RC. That total force, as we look
19 at the future and great power competition is going to be
20 critical.

21 Senator Tillis: Thank you. Just maybe a final notice
22 and then a final comment. The notice is that I am going to
23 back down at Camp Lejeune and back down at Fort Bragg for
24 military housing town halls. It is probably going to happen
25 sometime in July or August. I hate to say this but I have

1 said it before. Every time I announce a town hall with
2 military families to focus on housing and other military
3 family issues, the military housing service requests tend to
4 go down precipitously before I get there. I just want to
5 make it very clear to the families at Camp Lejeune and at
6 Fort Bragg that they are still on my radar and we are going
7 to hear their voice here over the next couple of months.

8 And then a final statement for all of you. You are the
9 service chiefs. Military sexual assault is a big problem.
10 We heard, in the first panel, from Dr. Van Winkle, that we
11 have command climate surveys. It seems like there is a
12 disconnect, sometime at the command level, sometimes down at
13 the unit level. We hear that some of the programs that we
14 expected to be implemented on the ground have not been
15 implemented on the ground. You guys are the leaders. You
16 men and women are the leaders of the service lines. It
17 comes from the top first, and we expect to see a lot of
18 progress there.

19 And I applaud Senator Gillibrand for all the work she
20 has done staying focus on this. We have not made near the
21 progress that she or I would like to make, but I appreciate
22 her leadership and keeping her shoulder into it.

23 Thank you, Madam Chair.

24 Senator Gillibrand: Thank you very much, Senator
25 Tillis, and I echo your comments. I appreciate your

1 leadership on this committee and I appreciate all the
2 questions.

3 Since I missed a couple of the questions the others
4 asked while I went to vote, I just wanted to ask a little
5 bit about extremism. And I know somebody did mention that
6 earlier.

7 Earlier this year, Secretary of Defense Austin directed
8 a military stand-down to address extremism in the ranks.
9 What did your service learn during the stand-down about
10 extremism in the ranks? What is your personal assessment
11 about the extent of extremism in your service?

12 Why don't we just start at the beginning and go down
13 the line.

14 General Brito: Yes. Thank you, Chair Gillibrand.
15 One, we did conduct, at all three components, the training,
16 and the one that directed but more desired from the unit
17 leadership with the soldiers and civilians. And what we did
18 learn, that it is definitely a concern of our soldiers. I
19 would assess that extremism is not a rampant problem across
20 the United States Army. What I would offer, one is too
21 many, and clearly something that we need to look at.
22 Anything that fractures the cohesion and dignity and respect
23 and cohesive teams that our Army deserves, and the contract
24 that we have with the parents of the soldiers that join,
25 needs to be addressed.

1 So not a rampant problem, one is too many, and
2 definitely something we learned from listening to our
3 soldiers and our civilians. Thank you.

4 Admiral Nowell: Madam Chairwoman, what we found was
5 that, one, many sailors said, "I don't see it at the unit I
6 am at but I have seen it before in the Navy." So we do
7 think those numbers are small, but we think that it is
8 there. So the one thing that the stand-down did, across the
9 entire Navy -- active, Reserve -- as well as our civilians,
10 was to draw a clear line in the sand and say, "Not in our
11 Navy. Not now. Not ever." And I think that was important.

12 The other thing that we heard is at these listening
13 sessions that we started as part of Task Force One Navy last
14 summer -- and they can be hard conversations, in listening
15 to experiences that our shipmates have had -- continuing
16 those in the stand-down, and they continue today, that our
17 sailors appreciate that and they think that that is very
18 important. And then it emphasized the fact that this is
19 about deckplate leadership. It is about the culture and
20 climate. We are doing many things there in a concerted
21 fashion. But it just reinforced that it is about shipmates
22 taking care of shipmates. We expect bystander intervention.
23 And I think it helped clear up some issues with what do I do
24 when I see something.

25 Senator Gillibrand: Thank you. Lieutenant General

1 Kelly?

2 General Kelly: Madam Chairwoman, I think similar to my
3 colleagues I would say the sessions that we had and the
4 feedback that we got from airmen was that it was good to
5 have these small group discussions and they felt it was
6 helpful to be able to talk through the issues.

7 I think, just like the others had said, I think our
8 numbers are small, but we frankly learned we don't know what
9 we don't know. You know, A1C McCaffrey is a pretty visible
10 case for us. He made it through basic training, made it to
11 tech school, and before we realized a lot of things that
12 were available to folks out on social media.

13 So some of the feedback that came back to us from this
14 discussion, and is right now being addressed in an OSD
15 working group, are we need a little bit better definition
16 for the force in terms of what is extremism, as the
17 definitions are in the DoD instructions today about active
18 participation, and what does active participation mean, and
19 what are permissible and impermissible behaviors?

20 And then lastly, and this follows from Senator
21 Tuberville's question, is screen. Social media screening
22 for our recruiters is a spot that we have to improve upon.
23 We don't do social media screening today. We do lots of
24 other law enforcement checks. We do lots of other asking.
25 You know, we check for tattoos, we check for extremist

1 behavior, and ask questions. But the ability to scale and
2 look at the social media thing I think is going to come back
3 to us, and I think the OSD working group, for which we are
4 all participating, is going to take that on, and I think
5 that will be an important aspect going forward as well.

6 Senator Gillibrand: Thank you.

7 General Ottignon: Madam Chairwoman, just again,
8 echoing my colleagues. Definitely the feedback we got was
9 incredibly positive. The small unit leader discussions were
10 very fruitful. I am reminded that, you know, this is
11 something that has got the Commandant's attention, clearly.
12 We also remember 2018 from Charlottesville. And so this was
13 not our first time at this.

14 And so we took steps, as well, 3 years ago, to create
15 the Prohibitive Activities Conduct Order that kind of closed
16 the seam that gave a commander a tool to hold people
17 accountable. And we have had 16 cases where they were
18 either administrative or judiciously removed from service
19 because of it.

20 So we have the means to do that. I think I would echo
21 what Admiral Nowell said. I think there were some
22 reflections of "I have seen it but it is not in my unit,"
23 which I thought was a pretty good reflection. And I think,
24 finally, what I would say is that many of the commanders
25 said they appreciated the opportunity to have that time to

1 talk to their Marines and sailors, to readminister the oath
2 of office, and to really double-tap why it is important,
3 what we do as a Marine Corps for our great nation.

4 Senator Gillibrand: Thank you. Ms. Mulcahy?

5 Ms. Mulcahy: Yes, Chairwoman Gillibrand. I am going
6 to echo my colleagues as well. The training was really well
7 received, especially because we were able to do a
8 combination of senior leader introduction into the
9 importance of the values and the oaths of the office that we
10 take, and then get it down to the small unit discussions.
11 Many of our organizations also included local authorities
12 and FBI, and that was very informative as well.

13 Our Guardians, as I know similar have said, for some
14 clarity on this distinction between membership and active
15 participation, and we are in full concert with DoD to work
16 through that.

17 I would say it does not seem to be, from our view, an
18 apparent problem pervasive in the Space Force, but I would
19 also echo General Kelly, that there is a little bit of you
20 don't know what you don't know.

21 Senator Gillibrand: Right. Thank you. With regard to
22 Space Force transition, we understand that the Space Force
23 will transition several thousand more servicemembers into
24 the ranks by the end of fiscal year 2022, as many as 9,000.
25 What challenges are you experiencing as the Space Force

1 executes this transition, and both for Lieutenant General
2 Kelly and Ms. Mulcahy.

3 Ms. Mulcahy: Thank you for that question, Chairwoman
4 Gillibrand. I think maybe one of the challenges is we have
5 had overwhelming support and folks who are looking to join
6 the space for in concert with the other services, so making
7 those selections is a bit of a challenge for next year. I
8 think by virtue of the manpower and the end strength that we
9 are targeting for the end of next year, we do not see any
10 issue with being able to make that number. I would say,
11 though, that because of how quickly we are growing, we will,
12 over time, have some challenges with senior NCOs and with
13 officers, field-grade officers, so we expected that. But
14 again, trying to ameliorate that with getting some expertise
15 from the other services as well.

16 Senator Gillibrand: Thank you. And Lieutenant
17 General?

18 General Kelly: Madam Chair, thank you for the
19 question. As Ms. Mulcahy said, we have been working hand-
20 in-hand with them, and I think, you know, the process of
21 transferring airmen into the Space Force has worked pretty
22 well.

23 What we have been doing internal management, at Ms.
24 Mulcahy's and my level, is even though we do not have a
25 separate appropriation or a separate end strength, we are

1 already managing that way inside the Department. So we know
2 what are numbers are. We are managing toward it in the
3 Space Force and the Air Force and sort of keeping track on
4 that, which helps.

5 One of the challenges for us, on the Air Force side, is
6 how do we make sure the airmen who are supporting and are
7 assigned as Space Force base or Space Force unit, how do we
8 make sure that those airmen are not either disadvantaged or
9 advantaged in any way. We need our airmen to go to those
10 units and not feel any different than they do if they went
11 to an Air Force unit. So we are working really hard with
12 our partners and trying to make sure that is a seamless
13 thing for our airmen so they do not feel any different when
14 they are out there supporting or assigned to a Space Force
15 unit.

16 Senator Gillibrand: With regard to -- we have talked
17 about this with some of the other Senators, the cyber
18 workforce, we had a hearing a couple of weeks ago about the
19 make-up of the cyber workforce, and who we need, how do we
20 get them, how do we pay them, how do we keep them, with an
21 eye towards building and sustaining the force we need over
22 the next 10 years.

23 Much of the discussion was about recruiting and
24 retention, the appropriate mix between military and civilian
25 workforces. What are your views on the appropriate mix of

1 personnel and our ability to recruit and retain this
2 specialized workforce? And also, do you believe we should
3 use National Guard in performance of the cyber mission, and
4 is there any untapped capacity in the Guard for these
5 missions?

6 Let's start with Lieutenant General.

7 General Brito: Yes, ma'am. It would be hard to put an
8 actual percentage on the mix for military and civilian, but
9 I would mention that we definitely need specialized skill,
10 both in our civilian and military, in uniformed skills as
11 well.

12 I would mention that we are working in conjunction with
13 Army Cyber, that we have redesigned our traditional legacy
14 hiring practices, and they have actually set up a
15 centralized [inaudible] -- I am sorry, Rock Island,
16 Illinois, to help us recruit the talented civilians that we
17 need and expedite the talent hiring practices, to get this
18 talented skill into the force.

19 If I may shift to the military, one, if it took it back
20 about 2 years ago, we assessed and recruited the talent,
21 many of which right out of college, and put them into our
22 direct commissioning program. And present day we are
23 assessing leaders and soldiers into this specific branch.
24 Clearly, looking at the talents of some of the soldiers of
25 all ranks in our National Guard and Reserves, if they have

1 the skills and talent, certainly it is an asset that we
2 should tap to execute our very important cyber mission for
3 our country.

4 Admiral Nowell: Madam Chairwoman, thank you. As I
5 mentioned earlier, I was down at Corry Station just last
6 week, looking at how we are training these operators, both
7 offensive and defensive, and it is a mix, enlisted and
8 officer. And I will tell you that one of the things we have
9 been doing is, is that force the way that we want it
10 organized now, what could it look like in the future, and
11 then leveraging some of the authorities that you have given
12 us, I think, of the NDAA '19 DOTMA reforms, which we have
13 used with lateral entry for cyber, to permit doing that at
14 higher grades with respect to the age restrictions.

15 And, you know, some of this is about bonuses and things
16 like that. I mentioned earlier some of our recruiting
17 initiatives, getting into digital, how do we go find folks.
18 But then, as well, we have actually recreated some rates or
19 ranks, if you will. We brought back our Warrant 1 for the
20 first time since Vietnam and applied it to cyber. And when
21 I was in Corry Station, the feedback there was great. We
22 would take an E-5 who has got about 5 or 6 years in, but who
23 has the aptitude, and then we can entice them, because it is
24 a great pay raise, they get to do what they want to do as a
25 Warrant 1, which is sit in a dark room and defend or attack.

1 And we get about an extra 5 or 6 years out of them as an
2 operator, as compared to the old model.

3 Additionally, we expanded our cyber warfare engineer
4 designator career path from O-1 to O-3, to O-1 to O-6, and
5 so we can commission them at all pay grades.

6 So we are leaning into this, not just with the tools we
7 have but are we organized for what we need in the future.

8 Senator Gillibrand: Thank you. Lieutenant General
9 Kelly?

10 General Kelly: Madam Chairwoman, I will not repeat
11 what my colleagues have already put out there, but I would
12 just add to that and say, because we are all thinking about
13 it very similarly, but we have been thinking about on trying
14 to work on, how do you change your model, from a model that
15 as you brought talent in and talent stayed with you for a
16 long time, to understanding, in the cyberspace, sometimes
17 talent is going to come in for a few years, work on a
18 specific problem, and depart out. So being able to tap into
19 the Guard and Reserve and our component, being able to tap
20 into civilians who are going to be extremely talented in the
21 cyberspace but are not going to be necessarily interested in
22 uniformed service, and how do you make sure you do that?

23 And so we have been thinking about civilian auxiliary
24 services and civilian cyber services, and that in that way
25 we have been thinking about the portability and the lateral

1 entry, not lateral entry for career but lateral entry for 2
2 or 3 years, to work on a specific cyber problem and provide
3 specific talent, and then transition in and out.

4 So we are thinking about this cyber talent in a much
5 more flexible way than we did in our human capital before.

6 General Ottignon: Madam Chairwoman, I just would
7 acknowledge a very complex problem, as we try to fulfill the
8 requirements of both joint and within service. I have
9 regular conversations with the Deputy Commandant for
10 Information as well as our Commanding General for Marine
11 Forces Cyber. For us, again, it a tailor of incentives,
12 both monetary and non-monetary, to do that to retain and
13 attract. But it is an absolute challenge.

14 Senator Gillibrand: Ms. Mulcahy?

15 Ms. Mulcahy: Yes, Chairwoman Gillibrand. You asked
16 for about what percent of the force, so for us in the Space
17 Force it is about 20 percent. But what we are also
18 realizing is that this business of coding is so important in
19 all of our disciplines in space. And so it is not just the
20 cyber experts, but we are identifying folks in the other
21 specialties that we have to become coders. And we have this
22 12-week boot camp that we just ran this past year, and had
23 some 25 graduates, and they came from different specialties,
24 and then they will go back in all functions and be able to
25 support and help, and we just think that is so important in

1 our service.

2 We are also working on fluency. And so digital
3 university has licenses, and as we got started we had
4 hundreds of them. Now we have thousands of them. So it is
5 part of the culture now, and not just our military but our
6 civilian as well, we have this high expectation.

7 And the last thing I would like to say is one of our
8 NCOs had the idea, as we brought our first seven Guardians
9 into the Force last fall, to issue a tablet and some of this
10 license and courseware. And there was back and forth -- how
11 much would they do on their own? Those seven Guardians did
12 122 hours in about the first 10 days of basic military
13 training.

14 So there is a way that we believe that we can still
15 connect and make use as we are trying to expand to get more
16 talent in for cyber.

17 Senator Gillibrand: So I have an idea that I want to
18 get your thoughts on. So I have been sitting on the Board
19 of Visitors for West Point for most of the last decade, and
20 it has been one of the most helpful experiences I have ever
21 had and extremely inspiring. And we do not have a special
22 school for cyber, but we need cyber professionals in the
23 whole of government. So we need them in the DoD, we need
24 them in the intelligence services, we need them in Commerce,
25 we need them everywhere.

1 What do you think about the idea of having a national
2 cyber school that is for whole-of-government, not just one
3 service, so that you would be able to recruit from this
4 school directly? And the reason why I am suggesting this is
5 one of the challenge we have in cyber, specifically, that I
6 think is so important, is we really excel when we have
7 diversity. When we have kids from all over the globe, all
8 over the country coming to do cyber, their expertise and
9 skills are so extraordinary, we want to be able to cultivate
10 them. And because the service academies are so successful
11 at bringing up men and women to not only have a heart of
12 service but a dedication to this country, I think it would
13 be worth considering having a cyber school that can be
14 recruited from each of the services but also from the
15 intelligence services and other aspects of government where
16 we need it.

17 To develop that love of public service and love of
18 leadership, what is so unique about the service academies,
19 they teach leadership. You do not go to any other school in
20 America where they teach leadership except for the service
21 academies. And I think that makes them profoundly important
22 to the future of this country.

23 And so I would like your thoughts, and if you do not
24 have one today, because I did not ask you in advance, I
25 would like your thoughts of what would you want if we did

1 stand up a cyber school that could be used for whole-of-
2 government needs so that we get the diversity we are looking
3 for, so that we get the upfront training in areas that we
4 need our kids to have.

5 And we do have some already in the service academies.
6 West Point has one of the best cyber majors you could have,
7 and it is fantastic. But I thinking to create an onramp for
8 public service of all types of students. Because as we have
9 discussed, it is a hard mix, because you have talent that
10 may not look like a typical servicemember. They may not be
11 able to bench press X number of pounds and do so many
12 pushups and all those things. They may not want to become
13 an expert in shooting and arms and everything else that our
14 military members develop. But they may be the best in the
15 country, and we want access to them.

16 So I was thinking that might be a way to recruit
17 directly from the best of the best. What are your thoughts
18 on that? Whoever has one can jump in.

19 Admiral Nowell: Ma'am, I will just jump in there,
20 because the Naval Academy just recently opened Hopper Hall,
21 named for Grace Hopper, which is all about cyber operations,
22 state of the art, I think probably similar to West Point.
23 And when we looked at that, some of this is how you think
24 about it. It is also accepting that when we say
25 "warfighters," what we have been working in the Navy is

1 typically that is applied to a surface warfare officer, like
2 me, an aviator, explosive ordnance, a SEAL, a submariner.
3 But our cyber warriors may very well be the ones who launch
4 the first attack or, you know, defend against that last
5 salvo.

6 So I think looking at different models would be good,
7 and certainly we are doing that a micro scale, if you look
8 at what we are doing at the Academy. And we have increased
9 the number of folks that we are allowing now to go into that
10 specialty, as they come out of the Academy, recognizing that
11 that is a necessity.

12 Senator Gillibrand: Let me just comment on that. So
13 to get into the Naval Academy, it is really hard. You have
14 to be top of your class, excellent scores, excellent
15 physical fitness, several sports would be preferred. I
16 mean, it is a certain person. But that is not going to get
17 all the talent we need in cyber. So that is why I think the
18 service academies are smart to have cyber specialties at
19 each of them. But the pond is not big enough, is my
20 problem. Only certain kids know about service academies. I
21 mean, that is a huge problem. Only certain kids know about
22 it, aspire to it, and then create a high school career to be
23 able to get in.

24 And so I am looking for a larger pond that you can then
25 feed from, do your specialized training at the service

1 academies, for people who know they want to be in the Navy
2 since they were age 15 and that is where they are going.
3 But this other kid, who just might be a fantastic engineer
4 or coder, who we could inspire to do public service, through
5 free education with the commitment for service, that is a
6 big net.

7 So to the extent you want to spend some time thinking
8 about it, and how you might be able to recruit from that one
9 body, the extra 10 percent of cyber specialists you need,
10 that might be the key to the competitiveness that we are
11 lacking. Because lots of kid would love to do public
12 service, but not lots of kids have a background in military
13 or aspire to it. But we want access to those kids too, and
14 I think if we created something meaningful we could get it.

15 Any other comments before we finish? And, Ms. Mulcahy,
16 I would like to know your opinion, since you do not have a
17 specific service academy for Space Force.

18 Ms. Mulcahy: Yeah, this is intriguing, Chairwoman
19 Gillibrand. I would say, as far as a separate academy goes
20 for Space Force, I think nesting with the Air Force Academy
21 is just right and just perfect for us now. But this is
22 something to think about, as a separate school. I have also
23 been thinking about -- and I know that we have certain
24 missions in all of our services that have to be done by
25 military people that have cyber skills, but we have other

1 ones that civilians can do. And so perhaps this is
2 something that caters to both.

3 General Brito: Yes, and Chair Gillibrand, if I may
4 add, similar to an approach we are trying, we are working
5 with our 21st Century Talent Management now. We have seen
6 the challenges of, one, attracting, inviting those special
7 skills to the service, and more importantly, retaining them,
8 because Google and others may offer more money and
9 opportunities. So certainly an exciting approach, and
10 definitely something I would like to learn more about.

11 Senator Gillibrand: Thank you all for your testimony.
12 Thank you all for your service. I am deeply grateful that
13 you continue to serve our country as ably and as bravely as
14 you do. And count on this subcommittee to support the men
15 and women who serve under you. It is our job to make sure
16 the personnel are ready and strong and able. So thank you

17 [Whereupon, at 4:27 p.m., the subcommittee was
18 adjourned.]

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