

**Advance Policy Questions for Casey Wardynski  
Nominee for Assistant Secretary of the Army for Manpower and Reserve Affairs**

**Duties**

**Section 3016 of title 10, United States Code, provides that the Assistant Secretary of the Army for Manpower and Reserve Affairs shall have “as his principal duty the overall supervision of manpower and reserve component affairs of the Department of the Army.”**

**1. If confirmed, what duties do you expect that the Secretary of the Army will prescribe for you?**

If I am confirmed, I anticipate the Secretary of the Army will rely on me to perform the duties and functions provided for in Title 10, United States Code, § 3016, namely: provide the “overall supervision of manpower and reserve component affairs of the Department of the Army.” I also presume that the specific duties assigned to this position would be consistent with the responsibilities assigned to the Assistant Secretary for Manpower and Reserve Affairs in Headquarters, Department of the Army General Orders Number 2017-01, which sets forth the duties of each principal official of the Headquarters, Department of the Army.

**2. What actions will you take to enhance your ability to perform the duties of the Assistant Secretary of the Army for Manpower and Reserve Affairs?**

My 30 years of active federal service as an Army officer afforded me a very good understanding of how the Army operates and the challenges it faces. If confirmed, I will commit to further understanding the Army, its organization, its people, and the resources and policies needed to meet future challenges. I will develop and maintain a close professional relationship with the Assistant Secretaries of the Army and our sister services to thoroughly understand the issues the Army faces. Finally, if confirmed, I will leverage the dedicated military and civilian staff to communicate and implement the vision and views of the Secretary of the Army.

## **Qualifications**

### **3. What background and experience do you have that you believe qualifies you for this position?**

I have over 38 years of experience leading within the Army, leading a large urban school system, and leading a big data firm in the live events technology sector. Following thirty years of service in the Army, I served as Superintendent of a large urban school system in which I pioneered a nationally recognized transformation of P-12 education from paper-based resources to digital learning. Within this digital learning environment, I employed big data analytics to guide instruction and raise graduation rates from 66 percent to 88 percent. I also leveraged JROTC programs to pioneer a nationally recognized cyber security career readiness program in partnership with U.S. Army Cyber Command. Today, I serve as CEO of the leading event-tech firm supporting the NFL, Major League Baseball, the Navy, the Army and a score of leading brands in designing and deploying systems to increase attendee engagement and collect actionable data to foster high-return on investment brand and sponsor activation activities.

During the second half of my Army career, I served as the Director of the U.S. Army Office of Economic and Manpower Analysis (OEMA) from 1995 to 2010. In that role, I created the concept for and guided the implementation of the Army's online warehouse to support big data integrated analysis of manpower policy. My OEMA team and I used this powerful tool coupled with economic and statistical analysis to inform Army policy and guide policy implementation in areas ranging from officer retention and assignment to enlisted Soldier pay.

I also have a deep personal connection to the Army. My daughter Jennifer who was born while I was on an unaccompanied tour in Korea, grew up in our Army family, moving between nine assignments, entered West Point in 2005 and graduated in 2009. She has served at Fort Stewart, in Iraq, and she is now serving at Fort Campbell. My son Chris grew up in our Army family, entered West Point in 2010, graduated in 2014, served in Italy and is now raising an Army family at Fort Leonard Wood. Through their experiences, and those of friends still serving in the Army, through my work with Army Cyber Command and JROTC, I have maintained an appreciation for the challenges today's Soldiers and their families face. Therefore, if confirmed, I look forward to bringing my skills, knowledge and experiences to work for today's Soldiers and the American people.

## **Major Challenges**

### **4. In your view, what are the major challenges confronting the next Assistant Secretary of the Army for Manpower and Reserve Affairs?**

I believe that manning the total force with high quality people is the top issue facing the next Assistant Secretary of the Army for Manpower and Reserve Affairs. Recruiting and retaining the very best our nation has to offer is critical to the Army's efforts to meet its increased end strength goals and promote readiness. Striking an appropriate balance in the military, civilian, and contractor workforce within a fiscally competitive environment will be critical to effectively meeting mission requirements around the globe.

### **5. If confirmed, what plans do you have for addressing these challenges?**

If confirmed, I will commit to understanding the challenges facing the Army in recruiting and retaining the best talent our nation has to offer. I will provide leadership to ensure full engagement and integration across all organizations involved in this process. My focus will include the entire Army Enterprise, the Office of the Secretary of Defense and, when appropriate, the Congress. Using the lessons learned of the leaders before me, I will ensure we determine and articulate requirements, allocate appropriate resources, and develop personnel policies and programs that support overall readiness of the force.

## **Lessons Learned**

### **6. What do you believe are the major personnel lessons learned from nearly 17 years of sustained combat operations and major budget fluctuations that you would seek to address if confirmed?**

As I understand it, one of the top lessons is to ensure that we continue to maintain, and grow, the all-volunteer force to meet the National Defense Strategy and Combatant Command requirements. We must improve our ability to recognize and best employ the tremendous talent in our force, especially in a rapidly changing and complex world.

## National Defense Strategy

The 2018 National Defense Strategy states correctly that “the creativity and talent of the American warfighter is our greatest enduring strength.” Furthermore, the strategy calls for a “broad revision of talent management among the Armed Services.”

**7. In your judgment, does a “broad revision of talent management” include challenging long-held assumptions about what policies create the most effective soldier? If so, what assumptions do you believe need to be challenged?**

I submit that today’s complex battlefield combined with rapid innovation and technological advancements will drive us to implement innovative, effective, and enduring changes to our current personnel management system. We need to review, assess, and in many cases adjust our assumptions on how we assess, train, educate, distribute, retain, and transition Soldiers today and in the future. I believe the Army needs a framework to predict the critical talents our Soldiers, at all levels, will require to win in an ever-changing security environment while simultaneously ensuring we have a broad range of talent to meet dynamic operational demands.

The strategy also calls for an exploration of “streamlined, non-traditional pathways to bring critical skills” into the civilian workforce by “expanding access to outside expertise, and devising new public-private partnerships to work with small companies, start-ups, and universities.”

**8. What do you believe are the major shortcomings and obstacles to creating a more agile civilian workforce?**

I believe there are several obstacles facing the Army as it works to create a more agile civilian workforce. Our current classification system is not adapting fast enough to meet the changing skills of our workforce. As our Army adjusts the flexibilities in its Classification System, it needs to seek some flexibilities within its pay system. Like every employer, the Army also must work to manage the talent of its workforce to the best of its ability. Meeting these demands given the Army’s specific mission will be challenging. I understand the Army is working to meet these obstacles and to continue being a flexible and agile employer. I understand the Army is working with the Office of Secretary of Defense to develop legislative initiatives to address several of these critical issues.

**9. If confirmed, how would you address the goal of creating “streamlined, non-traditional pathways to bring critical skills” into the civilian workforce?**

I believe that a modern, agile, information-advantaged Army requires a motivated, diverse, and highly-skilled civilian workforce. If confirmed, I will have the Army continue to explore and maximize the use of many of the tools Congress has already provided such as Direct Hire Authorities for mission critical functions and certain entry level positions. We will analyze our strategic recruitment methods to see where changes, if any, are needed.

**Officer Personnel Management**

**The John S. McCain National Defense Authorization Act for Fiscal Year 2019 includes several authorities designed to modernize officer management. These authorities provide needed flexibility and de-emphasize the importance of tenure as the guiding principle in recruiting, promoting, and retaining commissioned officers.**

**10. Do you support these provisions?**

I absolutely do. The Secretary of the Army has indicated his strong desire to have the flexibility to break outmoded molds for the management of our officer corps. The Army has to unlock the many talents that have always resided within its officer leaders that our systems have not always allowed us to see and leverage. The new authorities Congress has provided allow flexibility that will make it easier to modernize the way the Army manages its officer talent. If confirmed, I look forward to helping meet the challenge of such a cultural shift.

**11. If confirmed, would you work to quickly implement them within the Army?**

Yes, if confirmed, you have my assurance that I will work diligently to implement the reforms in the FY 2019 NDAA.

**12. Are additional changes to current law or policy required to allow the Army to develop a more comprehensive approach to officer talent management?**

The additional authorities included in the John McCain NDAA for FY 19 are a great first step. If confirmed, I will work closely with any service counterparts within the DoD and with Congress to ensure the Army has the flexibility and required authorities to acquire, develop, employ, and retain the officer talent that our Army and nation desire.

**13. In your judgment, what is the largest shortcoming of current officer management practices?**

I believe the Army's inability to see effectively the full spectrum of talents resident in the officer corps and the precise demand for those talents at every level is the Army's most significant challenge. The Army has been working steadily toward a comprehensive information technology solution to capture and more fully leverage officer individual talents and the demands for those talents in traditional and emerging unit missions.

**General Officer Nominations**

**As the Assistant Secretary of the Army for Manpower and Reserve Affairs, you would have significant responsibilities with regard to recommending officers for nomination to positions of authority and responsibility. Under DOD Instruction 1320.4, adverse and alleged adverse information pertaining to general and flag officers must be evaluated by senior leaders in the Services and in the Office of the Secretary of Defense prior to nomination.**

**14. If confirmed, what role would you play in the officer promotion system, particularly in reviewing general officer nominations?**

Concerning general officer nominations, if confirmed, I will have the opportunity to review every United States Army Reserve promotion nomination and all Army National Guard Federal Recognition nominations before the Secretary of the Army makes a decision. I know the importance of conducting a thorough review of general officer adverse information, and if confirmed, I will make this one of my highest priority duties.

**15. What is your assessment of the ability of the Services to timely document credible information of an adverse nature for evaluation by promotion selection boards and military and civilian leaders?**

My understanding is a process exists to capture credible information of an adverse nature. If confirmed, I will evaluate the efficacy of the process.

**16. If confirmed, what steps will you take to ensure that only the best qualified officers are nominated for promotion to general and flag officer rank?**

If confirmed, one of my duties as the Assistant Secretary of the Army for Manpower and Reserve Affairs will be to ensure that the promotion systems remain fair and equitable while selecting those who are best qualified. As such, if confirmed I will assess how effectively the current promotion system meets these goals.

**Technical Training of General Officers**

**The U.S. Army Office of Economic and Manpower Analysis (OEMA) has determined that 80 percent of colonel-and-above billets are nonoperational in nature. Yet, according to OEMA, “an outsized number of these billets are occupied by “maneuver/fires” officers who, through no fault of their own, may lack the expertise needed to succeed in institutional/enterprise leadership and management positions. Conversely, non-maneuver/fires officers are far less likely to enter the general officer cohort, bumping up against a lower career ceiling that gives them little option but to take their career field expertise outside the Army.”**

**17. In your view, do a sufficient number of Army general officers have knowledge and experience in the nonoperational disciplines that comprise the majority of general officer assignments?**

In my view, the new authorities included in the John McCain NDAA for FY 19 add needed flexibility to implement the Army’s leader development strategy. This flexibility will afford officers and the Army the ability to expand developmental officer assignments outside the operational force, as well as within areas typically found in the Army enterprise.

**18. Are the career paths for officers with technical skills appropriate to ensure that the Army can execute complex acquisition programs, adapt to a rapidly changing technological threat environment, and make informed investment decisions with DOD and Army resources? If not, what will you do to address this deficiency?**

In my view, the Army’s leader development strategy ensures our general officers have the requisite knowledge, experience, and technical skills they need to operate effectively in nonoperational disciplines, such as acquisitions, S&T, and resource management. If confirmed, I will assess this development strategy to ensure the Army is appropriately training an adequate number of officers to become the senior acquisition leaders in the future.

## **End Strength**

**The FY19 Army budget requested an active duty end strength of 487,500 on the way to a projected end strength of 495,500 by FY21. In the past, when the Army has attempted to grow at similar rates, the Army has had to rely on increased use of waivers to meet recruiting goals. Meanwhile, if the Budget Control Act caps take effect in FY21, the Army may have to reverse course and shed end strength.**

**19. If confirmed, will you ensure that as the Army attempts to grow, it does not lower standards for recruiting or retaining soldiers?**

Yes, if confirmed, I will support the Secretary and the Chief of Staff of the Army's clear guidance to ensure quality over quantity in recruiting and accessions. The Army believes it has set the conditions to grow the Army through properly resourcing the recruiting enterprise and maintaining historically high levels of talent retention.

**20. Do you believe that increasing Army end strength is the most effective use of the short-term budget relief provided by the most recent budget agreement?**

Yes, I do. Even at the FY18 NDAA size of 1.0265 million, the Army still faces significant to high risk while it restores warfighting readiness to meet the demands of the defense strategy, without a reduction in current operational requirements. By increasing end strength, the Army is able to fill holes in existing units to improve warfighter readiness and increase capabilities that improve lethality and combined arms overmatch, while balancing modernization and investment in institutional structure that best supports Soldiers, Civilians, and their Families.

**21. How will you protect the Army's end strength investment in the event the Budget Control Act caps return in FY21?**

While I will study this matter in depth if confirmed, it is my initial understanding that the Army will not be able to protect its end strength investments if BCA caps return in FY21. Preserving current levels of end strength if BCA caps return in FY 21, will require the Army to make devastating cuts to its readiness and modernization accounts.



## **Policy on Accession Waivers**

**The Army recently revised its policy on accession waivers, with the stated goal of tightening entrance standards to prioritize the quality of recruits over quantity. According to information provided to the Committee, the policy focuses primarily on approval authority for waivers concerning major misconduct and behavioral health, and in reducing the number of Category IV recruits.**

### **22. What effect does this policy have on entrance standards themselves? In other words, have entrance standards changed?**

Earlier this month, the Secretary of the Army issued Army Directive 2018-12 (New Policy Regarding Waivers for Appointment and Enlistment Applicants) to further tighten entrance standards in a continuing effort to prioritize the quality of our recruits over the quantity. This measure follows previous accession reforms, including the suspension of waivers for those convicted of major misconduct from Army service and reducing the number of Category IV recruits from a DoD limit of four percent to less than two percent. The new directive also increases oversight of the Army's waiver process, requiring a senior Department of the Army review for any applicant initially disqualified from accession for major misconduct, drug/alcohol test positives, and histories of certain behavioral health conditions.

## **Transgender Servicemembers**

**The Department remains under judicial injunction with respect to the enlistment of transgender recruits for military service. Under the injunction, the Department must adhere to its July 2016 policy on transgender service and enlist transgender recruits who otherwise meet military standards, effective January 1, 2018.**

### **23. How many transgender recruits have applied for enlistment in the Army since January 1, 2018?**

I am unsure whether the Army tracks this information. If confirmed, however, I will assess whether the Army needs and to what extent it should maintain demographics on transgender applicants.

### **24. How many have actually enlisted?**

I am unsure whether the Army tracks this information. If confirmed, however, I will assess whether the Army needs and to what extent it should track the demographics of transgender enlistees.

## **Non-Deployable Servicemembers**

**The Department of Defense recently released a policy that requires a retention determination for all servicemembers who are considered non-deployable for 12 consecutive months.**

### **25. How many currently-serving Soldiers will require a retention determination based on this policy?**

As I understand, based upon the criteria outlined in the recently published DoD Instruction 1332.45 “Retention Determinations for Non-Deployable Service Members” the Army projects a requirement to make retention determinations for about a thousand Soldiers across all three components. If confirmed, I intend to review existing authorities to ensure we address non-deployability in those populations as effectively as possible.

**The long-standing Army policy is that all Soldiers diagnosed as HIV positive are permanently non-deployable, but are not separated from the Army based on this condition.**

### **26. How will the Army reconcile these two policies?**

The Army is an organization that requires Soldiers to deploy worldwide. I believe any Soldier who is unable to deploy should be reviewed consistent with the needs of the Army.

**27. If confirmed, how will you implement this DOD policy for soldiers who are HIV positive?**

In light of the recent policy change regarding deployability, if confirmed, I will work with the Army Staff and Senior Commanders in the field to conduct a thorough review of Army HIV policy.

### **Army National Guard Organization, Equipment, and Readiness**

**The Army National Guard has struggled to meet its recruiting and retention mission, especially when it comes to retaining mid-career NCOs and officers. These personnel challenges come in the midst of a transition to “Army National Guard 4.0,” which entails more frequent training days, deployments, and time away from families and civilian careers.**

**28. Do you believe there is a link between recent Army National Guard recruiting and retention challenges and increased operational tempo?**

It is my understanding some Army National Guard Units are seeing increased attrition rates, especially in the mid-career Non-Commissioned Officer ranks. This situation suggests a link between OPTEMPO and Guard staffing challenges. If confirmed, I will work with the G3/5/7 and leaders in the Guard to assess this situation and identify policies to mitigate impediments to recruiting and retention.

**29. In your judgment, has the Army National Guard taken adequate measures to partner with civilian employers to create effective policies to support more demanding National Guard careers?**

I understand the National Guard is doing everything within its statutory authority to partner with civilian employers to support ever more demanding National Guard careers. If confirmed, I will seek ways to work with civilian employers and Congress to find the most effective ways to support National Guard Soldiers.

**30. If confirmed, what steps would you take to ensure the Army National Guard is able to meet its recruiting and retention mission, while also meeting its increasingly demanding readiness goals?**

If confirmed, I will work to ensure that the Army National Guard is properly resourced and has the requisite support to meet recruiting and retention mission. I fully recognize the importance of the Army National Guard to the Army's total force and will be committed to taking steps within my authority to increase Army National Guard readiness.

### **Suicide Prevention**

**The numbers of suicides in each of the services continue to be of great concern to the Committee.**

**31. If confirmed, what role would you play in shaping suicide prevention programs and policies for the Department of the Army to prevent suicides and increase the resiliency of soldiers and their families?**

If confirmed, I will ensure the Army's Suicide Prevention efforts, such as its Ready and Resilient campaign, and its collaboration with our sister services and the Defense Suicide Prevention Office, remain a high Army priority.

### **Blended Retirement System**

**The Blended Retirement System (BRS) is now in effect and early indications suggest the Army has the lowest "opt-in rate" of the services. Additionally, early data indicate servicemembers who are under the BRS are not maximizing their TSP contributions to take full advantage of the government matching contribution.**

**32. If confirmed, will you evaluate the Army's implementation of BRS and look for additional opportunities to encourage soldiers to maximize their TSP contributions?**

If confirmed, one of my initial tasks will be to review and evaluate any implementation of BRS and to recommend actions the Army can take to promote Soldier contributions. If confirmed, I will also ensure Soldiers receive the information necessary to make informed decisions regarding BRS and TSP.

**33. Do you believe BRS offers the Army an opportunity to re-evaluate how it determines its desired force manpower profile?**

As I understand it, the Army is in the early stages of BRS implementation, so it is difficult to fully assess its impact on force manpower profiles. If confirmed, I will assess the impact of BRS on the force manpower profile once sufficient data becomes available.

**34. How can the Army take advantage of BRS to ensure it has the most efficient and effective total force?**

I believe it is too early in the implementation process for the Army to make a reasonable assessment. As I understand it, BRS will give the Army more flexibility to manage the total force, while also improving the financial readiness of our soldiers. BRS gives the Army an added recruiting and retention incentive, provides our soldiers the necessary tools to plan for their futures, and provides them greater financial security freeing them to focus attention on training and lethality, all while providing savings to the taxpayer. If confirmed, I will work to ensure the Army and our Soldiers are aware of and afforded the opportunity take full advantage of BRS.

**35. What is your assessment of the progress of Army BRS implementation and education efforts?**

While I understand overall BRS implementation and education efforts have been successful, if confirmed, I will assess how the Army can improve these efforts.

**Family Readiness and Support**

**Soldiers and their families in both the active and reserve components have made, and continue to make, tremendous sacrifices in support of operational deployments. Senior military leaders have warned of concerns among military families as a result of the stress of deployments and the separations that go with them.**

**36. What do you consider to be the most important family readiness issues for soldiers and their families, and, if confirmed, how would you ensure that family readiness needs are addressed and adequately resourced constraints?**

Family programs have a proven record of helping alleviate stress, particularly during deployments and family separations. If confirmed, I will work with commanders and staff at all levels to ensure Family programs are resourced appropriately to effectively support Soldier readiness.

**37. If confirmed, how would you ensure support is provided to reserve component families related to mobilization, deployment, and family readiness, as well as to active duty families who do not reside near a military installation?**

I understand the unique challenges Soldiers and Families who do not live near a supporting military installation face. If confirmed, I will work closely with Army leadership to ensure the Army explores every possible option to provide effective service delivery and support for Army Families wherever they live.

**38. Over 24,000 active duty soldiers are married to another active duty service member. What do you believe are some steps that can be taken to ensure these “dual-military” couples are able to both continue serving?**

While I am not well-versed in all of the challenges facing these couples, I understand child-care and proximity of assignments are two of the most-pressing issues facing dual military couples. If confirmed, I will become more knowledgeable on this issue and ensure the Army supports dual-military couples to the greatest extent possible.

**39. What policies can the Army pursue to make it easier for military spouses to find and keep employment?**

Career and employment aspirations of Soldiers' spouses can play an important role in determining military family morale and welfare; in defining Soldier quality of life; and ultimately in shaping Soldier's career decisions. As the Army works with local communities and its set of contractors, it can develop partnership strategies to increase employment opportunities for spouses of Soldiers. It can also weigh local employment opportunities in the mix of factors it considers when creating future stationing plans.

**When ordered to undergo a permanent change of station (PCS), many soldiers opt to move separately from their family in order to offer stability for a spouse's job or a child's education, which, in addition to increasing costs associated with the PCS process, increases stress for the family, the soldier, and the soldier's unit, thus impacting readiness and morale.**

**40. What are some steps you could pursue to reduce the incidence of separate family moves in the Army?**

If confirmed, I will work to ensure policies on tour length and rotation timelines best support the needs of both the Army and its Families. I will also support officials at DODEA, DoD and the Military Interstate Children's Compact Commission in their ongoing efforts to reduce the extent to which disparate high school graduation requirements across states impair the ability of children in Army families to meet graduation requirements due to PCS moves.

**One factor in retention of soldiers is the quality of educational opportunities available to their children and other dependents.**

**41. What are some steps that the Army is pursuing or could pursue to enhance the quality of educational opportunities afforded to military dependents?**

A strong primary and secondary education system is one of the most fundamentally important elements of our Nation. If confirmed, I will work with Army and DoD leaders, the Department of Defense Education Activity, and Congress to ensure the Army is providing the best possible education benefits for Soldiers and their Family members.

### **Morale, Welfare, and Recreation**

**Morale, Welfare, and Recreation (MWR) programs are critical to enhancement of military life for soldiers and their families, especially in light of continued deployments. These programs must be relevant and attractive to all eligible users, including active-duty and reserve personnel, retirees, and families.**

**42. What challenges do you foresee in sustaining Army MWR programs and, if confirmed, are there any improvements you would seek to achieve?**

If confirmed, I will assess current Army MWR programs to identify sustainment challenges. I am aware that Army MWR programs enhance quality of life for Soldiers and their Families contribute to Army readiness. I will work with commanders and staff at all levels to ensure the Army provides MWR services for all eligible recipients in the most efficient and effective manner possible. I will also promote partnerships with local communities to fill any gaps in MWR service delivery on our installations.

### **Mental Health Care**

**43. In your view, are the Army's current mental health resources adequate to serve all active duty and eligible reserve component members and their families?**

Yes. I understand current resources are adequate to serve all the mental health care needs of Soldiers and their families. The Army has transformed and reorganized Army mental health care delivery, embedding providers with combat units in theater and at home station and placing providers within schools on Army installations. With the current level of resourcing, the Army's efforts continue to sustain medical readiness and provide the highest quality mental health care for Soldiers and their families world-wide through the Army's eleven enterprise mental health care programs. While I believe that the Army's current mental health resources are adequate, I will monitor this matter carefully to ensure resources are committed for the future environment.

**44. If confirmed, what actions would you take to ensure that sufficient mental health resources are available to service members in theater and to service members and families upon return to home station locations with insufficient community-based mental health resources?**

If confirmed, I will ensure that Soldiers and their families have access to the highest quality mental health care. Whether in theater or at home station, the Army will continue to enhance access to mental health care and promote help-seeking behavior. In order to sustain sufficient access, I will ensure the Army optimizes a force structure to support sustainable readiness in the Army and the joint force. In communities with a limited number of mental health providers, the Army should continue to leverage tele-virtual, behavioral health encounters. We should also collaborate with our Military Health System partners to ensure robust availability of care through TRICARE contracts.

**Sexual Assault Prevention and Response**

**The latest data available to the Committee indicates that in fiscal year 2017, the Army continued to see an increase in the number of sexual assaults reported: 4.7 reports of sexual assault per 1,000 Soldiers, an increase from the fiscal year 2016 rate of 4.4 per 1,000 Soldiers. The Army maintains that increased reporting of a declining number of actual incidents of sexual assault is a positive indicator of victim confidence in the chain of command, victim advocacy and response services, Army criminal investigation offices, and appropriate accountability for subjects.**

**45. Do you agree with the Army's assessment that this data is a positive indicator?**

Yes. Based on my initial review, I believe these results are consistent with the Department of Defense and Army goals for reporting.



**46. What is your assessment of the Army's sexual assault prevention and response program?**

I understand the Army has made progress in reducing sexual violence across the force. Between FY12-FY16, the Army saw decreases in prevalence of unwanted sexual contact for both male and female Soldiers. If confirmed, I will ensure the Sexual Harassment/Assault Response and Prevention (SHARP) program continues to receive the oversight and resources necessary to execute a comprehensive program that not only addresses sexual violence, but also the precursors such as behaviors and attitudes that contribute to incidents occurring. I will also take steps to ensure the Army maintains its progress to instituting cultural change across the force.

**47. What is your view of the provision for restricted and unrestricted reporting of sexual assaults?**

It is my understanding that the reporting options provided to victims of sexual assault have contributed to the overall increase in reporting. To my understanding, the restricted reporting option, first implemented in 2005, provides an important option for those who only desire confidential victim advocacy services and legal support. The restricted reporting option also allows victims time to first regain control of their lives and the support they need to move forward, as well as with the option to convert to an unrestricted report at a later time. The Army's conversion rate from restricted to unrestricted reports has steadily increased in recent years. The Army attributes this trend to increased trust and confidence in the response system and chain of command.

**48. What is your view about the role of the chain of command in providing necessary support to the victims of sexual assault?**

As a 30-year veteran of the Army, it is my view that Commanders are not only responsible and accountable for the readiness of their units; they are integral to elimination of sexual violence from formations. An inherent responsibility of command is the requirement to train, equip, and care for Soldiers. As such, commands must establish and empower their Soldiers to reinforce healthy, prevention-focused climates based on dignity and respect.

**49. What is your understanding of the adequacy of Army resources and programs to provide victims of sexual assault the medical, psychological, and legal help they need?**

My initial understanding is that the Army has made this area a resourcing and leadership priority thanks in part to Congressional support and guidance. The Army has committed resources to deliver comprehensive and professional medical, psychological, and legal support to Soldiers and eligible Army Civilians and Family Members who are victims of sexual assault. The medical needs of sexual assault victims are addressed by a multidisciplinary sexual assault medical management team that is overseen by a medical director at the treating Army Medical Treatment Facility. Additionally, victims of sexual assault are entitled to the services of a Special Victim's Counsel. The Army Special Victim's Counsel Program is staffed, resourced, and supported by the Department of the Army Judge Advocate General's Corps. It is my understanding there is a sufficient number of full-time and part-time SVCs to meet current requirements. If confirmed, I will work with the SHARP program stakeholders on the Army staff to ensure we remain adequately resourced to provide superb victim advocacy care and legal support.

**50. What is your view of the steps the Army has taken to prevent additional sexual assaults both at home station and deployed locations?**

My view is that the Army, along with sister services, has taken steps in the right direction to implement Department of Defense policy to prevent sexual assaults throughout the force. If confirmed, I will ensure commanders have the tools to expand upon successful preventative measures, reporting protocols, and victim support measures. I will also work with Army leaders to foster a strong culture that rejects sexual assault, supports victims, and punishes perpetrators.

**51. What is your view of the adequacy of the training and resources Army has in place to investigate and prosecute allegations of sexual assault?**

My understanding is that the Army has dedicated substantial resources and training toward the investigation and response to allegations of sexual assault. I am aware that in 2009, the Army implemented teams of specially-trained and selected investigators, prosecutors, and victim witness assistance personnel who focus exclusively on sexual assault, child abuse, and domestic abuse offenses. These teams have continued to grow in expertise and numbers over the past eight years and have made progress in the investigation and prosecution of these offenses. If confirmed, I will support the Secretary of the Army and Chief of Staff who have made the prevention of sexual assault a top priority. I would also collaborate with The Judge Advocate General to assess the sufficiency of resources committed to this effort.

**52. What is your view about the role of the chain of command in changing the military culture in which these sexual assaults occur?**

I view the chain of command as the center of gravity for organizational culture change because it is responsible for creating a healthy, professional unit climate based on dignity and respect. Such an environment is antithetical to sexual violence and attitudes and behaviors that lead to such incidents. Additionally, a healthy unit climate empowers and encourages individuals to report sexual violence incidents when they do occur, and remains vigilant to address any retaliatory incident. The chain of command also is centrally responsible and accountable for the execution of the Sexual Harassment/Assault Response and Prevention program. As such, it must enforce standards across its entire organization. Commanders do this by ensuring their programs are properly resourced, and by setting the example of appropriate behavior for others to model. Most importantly, they also address those who commit illegal or otherwise inappropriate sexual acts, whether through their authorities under the Uniform Code of Military Justice, or with other command authorities.

**53. In your view, what would be the impact of requiring a judge advocate outside the chain of command, instead of a military commander in the grade of O-6 or above as is currently the Department of Defense's policy, to determine whether allegations of sexual assault should be prosecuted?**

I believe requiring a judge advocate outside the chain of command, instead of a military commander in the grade of O-6 or above, to determine whether to prosecute an allegation of sexual assault would negatively impact our military justice system. From my understanding, a commander's central role in the Uniform Code of Military Justice is critical to prevention of response to sexual assault allegations. I am not aware of any empirical evidence that indicates that removing commanders would improve prevention, response, or the effective and just handling of cases. I am informed that numerous changes over the past several years, including many from Congress, have improved support to sexual assault victims, increased transparency, and enhanced effective enforcement and accountability. These improvements fully rely on commanders' participation and support. I am concerned that removing commanders' disposition authority would actually undermine progress.

**54. What additional steps would you take, if confirmed, to address the problem of sexual assaults in the Army?**

If confirmed, I will provide the oversight and resources necessary to ensure the Army SHARP Program remains an Army priority. I will partner with SHARP stakeholders to ensure there are an adequate number of personnel who are trained and credentialed in accordance with Army and DoD policies. I will provide appropriate advice to the Secretary and the Chief of Staff of the Army to ensure the SHARP Program continues to sustain the American public's faith in the Army.

## **Religious Guidelines**

**55. In your view, do Department of Defense policies concerning religious accommodation in the military appropriately accommodate the free exercise of religion and other beliefs, including individual expressions of belief, without impinging on those who have different beliefs, including no religious belief?**

Yes. Army and DoD policies make every attempt to approve religious accommodation requests, evaluating each request on a case-by-case basis. If there is a compelling government interest or military necessity, the Army seeks the least restrictive means possible to protect that interest.

**56. In your view, do existing policies and practices regarding public prayers offered by military chaplains in a variety of formal and informal settings strike the proper balance between a chaplain's ability to pray in accordance with his or her religious beliefs and the rights of other servicemembers with different beliefs, including no religious beliefs?**

I understand the Army does not have a policy regarding public prayer by Army chaplains. As a matter of practice, however, chaplains are encouraged to be considerate of the audience as they pray in accordance with their own religious tradition. The Chaplain Corps trains Army Chaplains to perform or provide religious support to Soldiers in a diverse and pluralistic environment. Training and the leadership of supervisory Chaplains ensures that religious beliefs and expression are protected in practice.

**57. In your view, when performing official military duties outside a worship service, should military chaplains be encouraged to express their personal religious beliefs and tenets of their faith freely, or must they avoid making statements based on their religious beliefs?**

I understand Army Chaplains are trained to execute their duties as both professional military religious leaders and professional military religious advisors. These duties are not mutually exclusive and oftentimes intersect. Chaplains preach, teach, pray, counsel, and advise according to the particular chaplain's religious identity. Chaplains are trained, educated, and developed to be sensitive, and to the extent possible, inclusive as they conduct their duties.

**58. Do you believe chaplains should be tasked with conducting non-religious training in front of mandatory formations, even if they may be uniquely qualified to speak on the particular topic, such as suicide prevention or substance abuse? If so, do you believe guidance provided to those chaplains on what they should and should not say with respect to their faith is adequate?**

Yes. I understand part of a chaplain's duties is to conduct moral leadership training. That training addresses a whole host of human dimension needs, from a moral and spiritual perspective. Current guidance regarding moral leadership training ensures integrity of chaplain support while respecting the personal moral and or religious choices of those who attend.

### **Management and Development of the Senior Executive Service**

**59. What is your vision for the management and development of the Army's senior executive workforce, especially in the important areas of acquisition, financial management, and the scientific and technical fields?**

If confirmed, I can envision developing such executives through progressive assignments that include professional military education at the Army War College or the Dwight D. Eisenhower School for National Security and Resource Strategy, and internships with industry, government laboratories, academia, or West Point. I can envision development and employment of such executives within a talent management system that provides executives with tools to match their skills, knowledge, and interests to Army needs. These tools would similarly reveal executives' talents, accomplishments, and abilities to Army senior leaders who are seeking expert executive talent in technical and scientific fields.

**60. Do you feel that the imbalance in compensation between the public and private sector, especially at senior levels in STEM and other professional fields, is a challenge to the recruiting and maintaining of a highly qualified senior executive workforce?**

Yes. In my experience, competitive pay can be a significant, but not necessarily a determinative factor in recruiting and retaining highly-qualified talent. The Army's important role to our country and the unique opportunities and experiences that service affords can act as powerful inducements to highly-qualified senior executives to enter government service, Where governmental practices impair executives' capacity to make important contributions to our country, however, pay imbalances are more likely to impair Army efforts to recruit and retain executives in STEM and professional fields.

**61. Do you think that special pay or other compensation authority could help address this challenge?**

Yes. It is my understanding that the Army would welcome expanded authorities to attract talent in emerging fields such as Science and Technology, (Artificial Intelligence, Robotics, Hypersonics, and Advanced Manufacturing), Cyber Security, and Information Technology so that the organization can compete and pay at the market rate. The ability to acquire the best and the brightest will ensure that the Army remains the most lethal and effective fighting force in the world.

**Officer Accessions**

**62. What, in your view, is the appropriate relative distribution from the sources of commission to meet the Army's officer accessions requirements and sustain the viability of the Military Academy, Reserve Officer Training Corps, and the Officer Candidate School?**

I support sustaining current officer accession programs [the United States Military Academy (USMA), Reserve Officer Training Corps (ROTC) and the US Army Officer Candidate School (OCS)]. Basic branch distribution and diversity are essential to meet Army officer accessions requirements. If confirmed I will continue to use the ROTC program as the primary source of basic branch officers, with USMA providing an important core of Army combat leaders. OCS provides deserving Non-Commissioned Officers (NCOs) and recent college graduates the opportunity to earn commissions and has a long history of enhancing the officer corps' operational and tactical experience.

**Section 502 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 provided enhanced constructive credit authority, which would allow the Army to access officers up to the rank of Colonel.**

**63. What career fields do you envision would most benefit from the use of this authority?**

The Army's experience with the 2017 Pilot Program for Direct Commissions to Cyber Positions, which permitted direct appointments to first lieutenant based on civilian qualifications, provided insight to enhancing our STEM-demanding specialties. In addition to Cyber, the Engineer and Chemical career fields may benefit from this new authority, contributing STEM expertise and advanced degree skills to meet the Army's talent requirements.

## **United States Military Academy**

**A recent RAND study found that officers commissioned from service academies have the lowest junior officer retention rates among all commissioning sources.**

**64. How do you explain this, and given the high cost of a service academy education, do you have any ideas to boost service academy graduate retention?**

It is my understanding the RAND study ended with year group 2003, so it does not account for recent policy changes. If confirmed, I look forward to reviewing the RAND study, comparing it to current retention rates to determine commonalities, and managing talent in our officer corps to ensure the Army retains our best and brightest.

**Currently, service academy graduates must serve on active duty for a minimum of five years following graduation.**

**65. Is that a sufficient amount of time to balance an education that costs over \$400,000?**

If confirmed, I commit to studying this matter. The Army possesses multiple sources of commission to attract, develop, and deliver the diversity of talent needed in today's complex operating environment. If confirmed, I will assess the value to the Army, as it may be that such an education is a tremendous value to the Army if retention rates are higher.

**66. What is your assessment of the policies and procedures at the U.S. Military Academy to prevent and respond appropriately to sexual assaults and sexual harassment and to ensure essential oversight?**

My initial assessment is that the United States Military Academy (USMA) at West Point has effective policies and procedures to prevent and respond to sexual harassment and sexual assaults. If confirmed, I will ensure that leadership within the Army and at USMA continues to provide appropriate oversight and to inculcate cultural change. If confirmed, I will ensure USMA continues to fight against sexual harassment and sexual assault.

**67. What is your assessment of the policies and procedures at the U.S. Military Academy to ensure religious tolerance and respect?**

The United States Military Academy has policies and procedures in place that effectively ensure religious tolerance and respect and support Cadets, faculty, and staff in their personal faith choices. I fully support this Constitutional right and appreciate its importance to the Nation and the Army. If confirmed, I will take all necessary steps to ensure the policies of the Army continue to ensure religious tolerance for all faiths.

**Legislative Fellowship Program**

**Each year, the Services assign mid-career officers to the offices of Members of Congress under the Legislative Fellows Program. Upon completion of their legislative fellowships, officers are required to be assigned to follow-on positions in their Services in which they effectively use the experience and knowledge they gained during their fellowships.**

**68. What is your assessment of the process for the recruitment, selection, preparation, and assignment to Members of Army officers in the Legislative Fellows program?**

I understand the Army carefully screens Army Officers, Senior Non-commissioned Officers, and Department of the Army Civilians to identify and select highly qualified individuals to serve as legislative fellows. I believe the recruitment, selection, preparation, and assignment of Army Congressional Fellows to Congressional offices is a very important process. If confirmed, I will ensure that the program continues to meet the needs of the Army so that it remains responsive to Congress.

**69. What is your assessment of the value of the Legislative Fellows program to the Army and the utilization of officers who have served as legislative fellows?**

In my experience, the Legislative Fellows program is a valuable developmental assignment that can play an important role in preparing Army leaders for future service at senior levels of the Army.



## **Civilian STEM Workforce**

**Congress has authorized Army laboratories, research and engineering centers, and test ranges with a number of agile and flexible hiring and compensation authorities to enable the Army to compete with the private sector for a limited pool of clearable, expert technical talent at all levels of seniority.**

**70. Do you feel that the Army has effectively used these authorities to allow these organizations to best execute their missions?**

I understand that the hiring and flexible compensation authorities enable the Army to compete with the private sector to attract, recruit, train, and retain a top tier STEM workforce. I understand that, to date in FY18, the Army has used this authority to hire approximately 850 scientists and engineers. Given this number, I am inclined to believe Army has effectively used this authority to allow organizations to best execute their missions. If confirmed, I will fully assess this issue.

**The committee has looked at metrics such as time-to-hire from the candidate's perspective, number of declinations of offers of employment, and compensation comparisons to evaluate the effectiveness of government STEM personnel systems.**

**71. What metrics will you use to judge the ability of Army organizations to hire and retain the STEM talent it requires?**

Time to hire, declinations, and compensation comparisons may provide key analytical data on attracting, recruiting, and retaining top candidates. I believe the Army labs have the necessary authorities, under the Laboratory Personnel Demonstration program, to grant laboratory directors the ability to hire and retain the highest quality scientific and engineering personnel by providing hiring flexibilities, rapid on-boarding, and flexible compensation options. I understand the Army also looks at training data to assess its ability to continue to develop top talent, and employee engagement data to assess its ability to retain top talent.

**Increasingly, the number of foreign students receiving technical degrees in disciplines relevant to the Army, such as artificial intelligence, biotechnology, and robotics, is increasing.**

**72. What steps can the Army take to access this pool of technical talent, especially so that these experts do not end up supporting competitor nations?**

By affording Army officers and civilians with STEM expertise opportunities for internships, advanced civil schooling, and sabbaticals at top graduate programs, the Army can develop networks within these programs among PhD candidates, faculty, and administration. The Army could then access these formal and informal networks to identify suitable candidates for service as Army civilians or for direct appointment to a STEM field in the officer corps at an appropriate rank.

**The Congress has encouraged the use of exchange programs with industry to increase access to technical talent and to provide career-broadening opportunities for government civilians.**

**73. What steps will you take to increase and improve the use of exchange programs, including reservists and IPA programs, to support the Army's STEM and professional workforces?**

I understand that earlier this summer, DoD notified all components of their authority to assign DoD employees to private-sector organizations. Department by Congress. Through both the Intergovernmental Personnel Act (IPA) and the Public-Private Talent Exchange (PPTE), the services have the tools to enhance their understanding, knowledge, and workforce. Many Army labs execute entrepreneurial sabbatical activities, which prepare scientists and engineers to extend their focus beyond the laboratory, and accelerate the economic and societal benefits of research projects toward commercialization. Furthermore, the Army participates in numerous scholarship and internship programs such as Science, Mathematics and Research for Transformation (SMART), which provides a civilian scientist or engineer position in exchange for an educational scholarship. If confirmed, I intend to take advantage of these tools in STEM and other series to maintain a competitive edge.

## **Balance Between Civilian Employees and Contractor Employees**

**The Army employs many contractors whom now play an integral role in the performance of functions that were once performed exclusively by government employees, including the management and oversight of weapons programs, the development of policies, the development of public relations strategies, and even the collection and analysis of intelligence. In many cases, contractor employees work in the same offices, serve on the same projects and task forces, and perform many of the same functions as federal employees. Contractors continued to be hired as many civilian positions remained on a hiring freeze over the past few years.**

### **74. Do you believe that the current balance between civilian employees and contractor employees is in the best interests of the Army?**

While my initial assessment is that the balance is appropriate, I believe the Army must continuously assess its requirements and determine the best source of labor to meet mission requirements.

### **75. In your view, has the Army become too reliant on contractors to perform its basic functions?**

I believe it is critical for the Army to use the most appropriate and effective source of labor within the framework of law and existing policies. I understand that using civilian employees or contractors to perform non-military essential functions ensures that our Soldiers are available to meet our highest priority operational demands. Over time, the Army's reliance on contractors has fluctuated based on mission, end strength, and available resources. As the operational environment evolves, the Army must constantly assess the right workforce mix and reevaluate the role of contractors to safeguard against an overreliance on our contractor workforce. If confirmed, I will provide oversight necessary to ensure compliance with law and policy, including provisions restricting contractors from performing inherently governmental functions.

**76. Do you believe that the Army should undertake a comprehensive reappraisal of “inherently governmental functions,” functions closely associated with these functions, and other critical government functions, and how they are performed?**

From what I understand, the Army reviews inherently governmental, closely associated with inherently governmental, and other critical functions on a continuous basis. Rather than undertaking a single comprehensive reappraisal, I believe that the Army must continue the current process, while adapting the definitions to reflect an evolving operational environment. This continuation and adaptation process will ensure the appropriate workforce mix.

**77. If confirmed, will you work with other appropriate officials in the Army to review the contractor and civilian force mix?**

Yes. If confirmed, I will work closely with Army Senior Leaders, the Under Secretary of Defense for Personnel and Readiness, and other key stakeholders to review the contractor and civilian force mix. We will work together to ensure the Army acquires and maintains the appropriate workforce to meet mission requirements while minimizing costs.

**78. Should the balance between civilian employees and contractor employees in performing Army functions should be determined by the best interests of the Army and not by artificial constraints on the number of civilian employees?**

Yes. All workforce mix decisions should reflect the Army’s priorities including readiness, modernization, and reform. Key to reform is ensuring that the most appropriate and cost-efficient mix of military, civilian, and contractor personnel comprise the Army’s workforce to ensure mission success. Artificial constraints on civilian employees prevent the Army from making the right decision, increase costs, and impact the Army’s ability to meet mission requirements.

**79. If confirmed, will you work to ensure that the Army will properly size its civilian workforce to ensure it can meet demand and accomplish the mission?**

If confirmed, I will work to ensure that all elements of our workforce – military, civilian, and contractor – are properly sized to meet demand, accomplish the mission, and minimize costs. I understand that Army priorities and mission requirements, along with cost, resource availability, and statutory guidance, drive all workforce mix decisions.

## **Senior Military and Civilian Accountability**

**While representative of a small number of individuals in DoD, reports of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently received. Whistleblowers and victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.**

### **80. What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department?**

I expect all Department of the Army personnel, military or civilian, to live by the Army values and demonstrate the professionalism the nation expects of its Army. With regard to the Army's senior leaders, I expect them to lead by example and set the highest personal standards for themselves in all that they say and do.

Any alleged failure to maintain established legal, moral, and ethical standards must be thoroughly investigated, while ensuring appropriate due process for all the individuals involved. If confirmed, I will seek to ensure that all military and civilian leaders face appropriate consequences if it is determined they failed to adhere to established standards, regardless of the grade or position of the individual.

### **81. If confirmed, what steps would you take to ensure that senior leaders of the Army are held accountable for their actions and performance?**

I have been advised that the Department of the Army, subject to the oversight of DoD, has established policies for investigating allegations made against senior Army and Civilian leaders. If confirmed, I will fully support these policies and current investigative processes to ensure all allegations receive a thorough, impartial investigation without violating the due process rights of any of individual. For all substantiated allegations, I will ensure the leader faces appropriate consequences for his or her conduct if the proposed action falls within my authority. If I determine the system, policy, or processes need adjustment to ensure we maintain the high standards expected and required of our senior leaders, I will highlight my concerns to the Secretary of the Army.

## Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

**82. Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?**

Yes.

**83. Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Assistant Secretary of the Army for Manpower and Reserve Affairs?**

Yes.

**84. Do you agree to ensure that testimony, briefings, and other communications of information are provided in a timely manner to this Committee and its staff and other appropriate Committees?**

Yes.

**85. Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?**

Yes.

**86. Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?**

Yes.

**87. If confirmed, do you agree to advise the Army to provide to this Committee relevant information within the jurisdictional oversight of the Committee when requested by the Committee, even in the absence of the formality of a letter from the Chairman?**

Yes.