

Senate Armed Services Committee
Advance Policy Questions for Ms. Gina Ortiz Jones
Nominee to be Under Secretary of the Air Force

Duties and Responsibilities - Ms. Jones

Q1. What is your understanding of the current duties and functions of the Under Secretary of the Air Force?

The Under Secretary of the Air Force position is established within the Office of the Secretary of the Air Force by Title 10 United States Code § 8015. The Under Secretary of the Air Force, subject to the direction and control of the Secretary of the Air Force, exercises the full authority of the Secretary (except as limited by law and regulation, or restrictions of Office of the Secretary of Defense or Secretary of the Air Force) in all affairs of the Department of the Air Force (DAF) and relationships and transactions with Congress and other governmental and non-governmental organizations and individuals. In addition to performing additional duties as assigned by the Secretary of the Air Force, the Under Secretary of the Air Force shall: co-chair the Air Force Council with the Vice Chief of Staff of the Air Force; serve as the advisor to the Secretary of the Air Force for senior personnel matters; serve as DAF Chief Management Officer with primary management responsibilities for DAF business operations; serve as the Senior Sustainability Official, responsible for overseeing the establishment of sustainability performance goals and objectives; approving the Department's sustainability plans; managing policy, strategy, international relations, and interagency relations that pertain to or impact on sustainability; and serving as the primary interface to the Office of the Secretary of Defense for sustainability matters; serve as the Secretary of the Air Force representative to Department of Defense's Senior Governance Councils (e.g., the Deputy's Management Action Group), as required; serve as a member of the Defense Human Resource Board; serve as a member of the Air Force Nuclear Oversight Board; serve as a member of the Special Access Program Oversight Committee; direct and oversee activities of the Office of the Administrative Assistant; direct and oversee activities of Deputy Under Secretary of the Air Force; direct and oversee activities of the Director, Air Force Small Business Programs; direct and oversee activities of the Deputy Under Secretary of the Air Force. When the position of the Secretary of the Air Force is vacant, the Under Secretary of the Air Force is the acting Secretary of the Air Force.

Q2. What background and experience do you possess that render you highly qualified to perform these duties and responsibilities?

I have been fortunate to serve in a number of positions, and at various levels, working to protect our economic and national security. I attended Boston University on a four-year Air Force ROTC Scholarship and earned a BA in East Asian Studies, and BA and MA in Economics. I also earned advanced degrees from the U.S. Army School of Advanced Military Studies and the University of Kansas Global & International Studies Program.

The latter program was designed by U.S. Army Special Operations Command for Army Special Operations officers and select Interagency students.

Following commissioning, I served as an intelligence officer assigned to Pope Air Force Base supporting close air support missions for the U.S. Army XVIII Airborne Corps. I deployed to Camp Victory Iraq with the 682nd Expeditionary Air Support Operations Center and worked closely with the Combined Air Operations Center at Al Udeid Air Base, Qatar as we executed close air support operations. This invaluable experience shaped my appreciation early on for jointness.

I served under “Don’t Ask, Don’t Tell,” and that experience—specifically, the fear I felt every day as a cadet and officer that I could lose my opportunity to serve if it became known that I was a lesbian—showed me the importance of ensuring people ready and willing to serve our country should have the opportunity to do so to their full potential, absent the threat of discrimination or harassment of any sort. If confirmed, that would be a guiding principle for my service as the Under Secretary of the Air Force.

My professional experiences include having worked for a major defense company as a counterterrorism and political-military intelligence analyst supporting U.S. Army operations in Central and South America, before joining the Defense Intelligence Agency (DIA) as a civil servant and inaugural member of U.S. Africa Command (USAFRICOM) assigned to Stuttgart, Germany. From supporting planning efforts related to the referendum for independence in southern Sudan, to serving in the Libya Crisis Intelligence Cell, to deploying to the continent for partner engagement and security cooperation activities, my time at USAFRICOM deepened my appreciation for Interagency contributions and intelligence, surveillance, and reconnaissance requirements at a combatant command, as well as the need to ensure military activities were clearly linked to well-defined U.S. diplomatic ends.

Within the DIA Strategic Planning Office and as the Special Advisor to the DIA Deputy Director, I supported the development and execution of strategic budgetary planning documents for the Defense Intelligence Enterprise. As the Special Advisor, I also led innovative efforts that utilized data management tools to improve transparency and support talent management and succession planning for DIA senior executives.

As the Intelligence Community’s Senior Advisor for Trade Enforcement and detailed to the Interagency Trade Enforcement Center, I crafted intelligence requirements and worked with the Office of the Director of National Intelligence and across the Intelligence Community to support interagency efforts to protect American intellectual property and identify risks to the defense critical supply chain. My time as a Director for Investment at the Office of the U.S. Trade Representative leading the Committee on Foreign Investment in the U.S. portfolio deepened my appreciation for emerging technologies, specifically those with potential dual-uses, and the challenges and opportunities associated with protecting such technologies.

I have been honored to lead a diverse set of regional and substantive portfolios at the

intersection of our economic and national security, many of which touched upon Department of the Air Force equities. If confirmed, I look forward to bringing my broad set of professional experiences in service to helping to lead the Department of the Air Force.

Q3. Do you believe there are any steps you need to take to enhance your ability to perform the duties and responsibilities of the Under Secretary of the Air Force?

No. There would be much to learn in office; however, I believe that, if confirmed, I am prepared to perform the duties of the Under Secretary of the Air Force.

Q4. In your view, what should be the role of the Under Secretary of the Air Force in bringing the United States Space Force to full operational capability?

If confirmed, I would work closely with the Secretary of the Air Force to evaluate the progress being made to stand up the U.S. Space Force and execute the direction from the Congress in that regard. If confirmed, I would be fully committed to making the U.S. Space Force a success starting with evaluating the plans and directions currently being implemented. Pending that review, and in accordance with the Secretary of the Air Force's guidance and priorities, I would work closely with the Vice Chief of Space Operations to bring the service to full operational capability.

Q5. If confirmed, specifically what would you do to ensure that your tenure as Under Secretary of the Air Force epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?

If confirmed, I would work closely with senior military leaders, especially the Vice Chief of Staff of the Air Force and the Vice Chief of Space Operations. If confirmed, I would view their inputs as invaluable, and accord them due weight when advising the Secretary of the Air Force who has sole statutory responsibility for the direction of the Department of the Air Force.

Q6. What additional duties and functions would you expect and/or recommend the Secretary of the Air Force to prescribe for you, if confirmed?

At this time, I do not have any specific recommendations for the Secretary of the Air Force regarding additional duties and functions to be prescribed to the Under Secretary of the Air Force.

Q7. If confirmed to be the Under Secretary of the Air Force, what role would you establish for yourself in the overall supervision of the Assistant Secretaries of the Air Force and the Air Force General Counsel?

If confirmed, I would work with the Secretary of the Air Force to evaluate the effectiveness of the current level of supervision employed by the Under Secretary of the Air Force over the Assistant Secretaries of the Air Force and the Air Force General Counsel. Based on that evaluation, if confirmed, I would work with the Secretary of the Air Force to determine appropriate modifications moving forward in the interest of making the Department more efficient and effective.

Q8. If confirmed, what innovative ideas would you consider providing to the Secretary of the Air Force regarding the organization and operations of the Department of the Air Force?

At this time, I do not have any specific recommendations for the Secretary of the Air Force regarding the organization and operations of the Department of the Air Force. If confirmed, I would work closely with the Secretary to evaluate the progress being made with respect to bringing the U.S. Space Force to full operational capability. Informed by that assessment, and if I am confirmed, I may have recommendations for the Secretary of the Air Force in this area.

Duties and Responsibilities as Air Force Chief Management Officer (CMO)

Q9. What is your understanding of the duties and responsibilities of the Under Secretary of the Air Force in the capacity of CMO of the Department of the Air Force?

As I understand it, the CMO of the DAF is responsible for the business capabilities and processes of the Department. If confirmed, I plan to work with the DAF leadership to understand current efforts while continuing to identify additional opportunities for business efficacy.

Q10. Please provide an example of a situation in which you took action to improve the effectiveness and efficiency of the business operations of a large organization and describe the outcomes of your actions.

DIA employs more than 16,500 personnel worldwide. As the Special Advisor to the DIA Deputy Director, I led the development and execution of the Deputy Director's deliberative body that convened the Agency's principals to increase awareness of and transparency surrounding strategic decisions affecting DIA and the larger Defense Intelligence Enterprise. Based on the body's success, I was asked to lead an initiative to support the principals' senior executive succession planning efforts. I developed an approach to identify critical positions and key developmental assignments, as well as a corresponding data management and visualization tool that enabled the DIA Director, Deputy Director, and the agency principals for the first time to effectively see their pipeline of talent among DIA senior executives. With the data management and visualization tool, senior leaders could now understand the depth of their bench across the agency and within directorates. The data-driven approach and visual display highlighted the over/under-representation of certain professional experiences and demographics within directorates and specialized assignments. This transparency enabled a broader conversation about the unintended messages these realities may have been sending to the workforce about what was valued for promotion within the agency. The data-driven approach and visualization tool also allowed the principals to quickly identify racial and gender disparities amongst the senior executives, while also serving as a useful management tool to help monitor and address those disparities moving forward.

Q11. What additional resources and authorities do you perceive would better enable the Under Secretary of the Air Force/CMO to organize successfully the business operations of the Department of the Air Force?

If confirmed, I intend to work with the DAF leadership to review the adequacy of current business operations, and use that review to determine what, if any, additional resources or authorities would be required to improve DAF business operations.

Q12. If confirmed, on which specific business operations would you focus your improvement efforts and why?

At this time, I do not have access to DAF-internal information that would allow me to determine the state of current business operations, nor those requiring the most immediate attention. If confirmed, I will work with DAF leadership to review current business operations and work with the DAF staff to identify opportunities to improve the efficiency and effectiveness of support to the warfighter.

Q13. What performance goals and measures would you establish for evaluating increases in the overall efficiency and effectiveness of each business operation you cite?

At this time, I do not have access to DAF-internal information regarding current goals and measures to assess their adequacy and how well the DAF is meeting those. If confirmed, I would work with DAF leaders to review those for adequacy and relevancy, specifically focused on understanding any underlying assumptions that may be informing the scope of those goals and measures. Moreover, I would work with DAF leaders to ensure our processes and timelines for reviewing progress toward any goals and measures were appropriately timed to inform key decision points for the DAF.

Q14. To the extent the Air Force performs functions—operational or institutional—that overlap with those of other Department of Defense (DOD) components, what would be your approach, if confirmed, to consolidating and reducing those redundancies?

If confirmed, I would work with the Secretary of the Air Force and the Under Secretaries of the Army and Navy to identify and to reduce unnecessary duplication, understanding there may be some operational benefits to overlapping capabilities given the importance of certain mission sets. In other instances, I would work to eliminate unnecessary duplication and redundancy and am open to initiatives that would help to accomplish that.

Q15. If confirmed as the Under Secretary of the Air Force, and given your role as the Air Force CMO, how would you interpret your relationship with the Deputy Secretary of Defense in his role as Chief Operating Officer of the Department of Defense under provisions of title 31, U.S. Code, section 1123?

If confirmed, I will work closely with the Deputy Secretary of Defense, as well as the Secretary of the Air Force, to assist with setting and achieving the management and performance goals set for the Department of Defense and Department of the Air Force. In the course of managing the DAF and conveying progress to goals, as part of my relationship with the Deputy Secretary of the Air Force I would prioritize clearly communicating the key assumptions underlying analytical assessments and measurements, given the impact those may have other portfolios within the Department of Defense.

Q16. If confirmed, how would you work to improve the quality and quantity of Air Force management personnel and expertise?

If confirmed, I will work with the DAF leadership to review the current levels of DAF management personnel and expertise to understand where improvements might help the DAF better compete for diverse talent and help to create an inclusive work environment.

Q17. How would you make use of advanced business practices and technologies, and leverage the capabilities of Air Force laboratories and research universities and business and public administration schools to improve Air Force management capabilities, if confirmed?

If confirmed, I would work with DAF leaders to understand how the DAF currently leverages these critical resources and where there may be room to improve doing so. No organization ever has a monopoly on best practices, technologies, or capabilities, and I would prioritize regularly engaging with these entities understanding them to be critical mission enablers.

Major Challenges and Priorities – Ms. Jones

Q18. What do you consider to be the most significant challenges you would face if confirmed as Under Secretary of the Air Force?

If confirmed, I would consider the following to be the most significant challenges: modernizing DAF capabilities in the face of great power competition, namely with China, and to a lesser extent Russia; maintaining current mission capabilities while making necessary investments in future capabilities in the DAF's contributions to the nuclear triad; addressing personnel-related challenges that degrade readiness and affect recruiting and retention, specifically sexual harassment and assault, extremism, and suicide; and lastly, bringing the Space Force to full operational capability.

Q19. What plans do you have for addressing each of these challenges, if confirmed?

If confirmed, my initial step would be to work with the Secretary of the Air Force to assess the current state of these challenges as it relates to the overall posture of the DAF. In addition to understanding the current state of these programs, I would work with the Secretary to review how the programs are currently being measured for efficiency and effectiveness. A comprehensive review of these programs and the Secretary's guidance and priorities would inform how I address these challenges moving forward. Lastly, I understand there are several efforts examining the personnel-related challenges noted, specifically extremism and sexual assault and harassment, and, if confirmed, I would work with the Secretary of the Air Force to execute resulting directions and guidance.

2018 National Defense Strategy

The 2018 NDS prioritized “great power competition and conflict” with China and Russia as the primary challenge with which the United States must contend, while also recognizing the need to deter and counter rogue regimes like North Korea and Iran and move to a more resource sustainable approach to counterterrorism. In addition to

reviewing the NDS, Secretary of Defense Austin has announced that the Department will conduct a Global Posture Review to assess requirements for military capability.

Q20. If confirmed, what role would you expect to play in that review?

The Department of the Air Force will play a critical role in this review, and, if confirmed, I would prioritize my efforts to support the Secretary of the Air Force's ability to articulate how the evolving security environment impacts the organize, train, and equip function of the DAF. To that end, I would work with the Secretary to review the DAF's efforts toward implementing the strategy, specifically its development of new operational concepts and identification of new capabilities. Based on this review and evaluation, I will work with DAF leaders to conduct any necessary follow-on analyses to support the Secretary's ability to best inform the Secretary of Defense-led review of the strategy.

Q21. In your view, what, if any, changes should be considered in reshaping the 2018 NDS?

The 2018 NDS accurately assesses the strategic environment; however, it insufficiently addresses the criticality of our allies and partners in addressing the challenges and opportunities this environment presents. If confirmed, I would work with DAF leaders and Office of the Secretary of Defense counterparts to continually evaluate and modify the application of the NDS as circumstances evolve. Moreover, great power competition, specifically with China, demands an agility in our decision-making that could be aided by an NDS that involved deliberate prioritization to inform trade-offs and risk management.

Air Force Readiness

Q22. How would you assess the current readiness of the Air Force—across the domains of materiel and equipment, personnel, and training—to execute its required missions?

At this time, I do not have access to DAF-internal information to accurately assess the current readiness of the Air Force. I appreciate that the Department must continue to balance near-term readiness with the modernization required to deter and defeat competitors and potential peer adversaries. If confirmed, I commit to supporting the Secretary of the Air Force's efforts to ensure the Total Force is manned, trained, and equipped to provide the readiness needed to meet the growing global security challenges that face our Nation.

Q23. In your view, what are the priority missions for which current and future Air Force forces should be trained and ready in the context of day-to-day activities, as well as for contingencies?

Current operations and great power competition require the DAF be trained and ready to accomplish the following: execute two-thirds of the nuclear triad and essential elements of the nuclear command and control network; provide critical missile attack warning; provide command, control, and communications upon which the Joint Force relies across all domains; support geographic combatant commands with global strike and tactical airpower; provide essential supporting capabilities to our allies and across the Joint Force such as global air mobility and position, navigation, and timing (PNT) services that are

critical today and certainly will be in any contested environments.

Q24. Does the Air Force have the requisite analytic capabilities and tools to support you, if confirmed as the Under Secretary of the Air Force, in measuring its readiness to execute the broad range of potential Air Force missions envisioned by 2018 NDS and associated operational plans—from low-intensity, gray-zone conflicts to protracted high intensity fights? Please explain your answer.

I do not have an adequate basis to answer this question. If confirmed, I will work with the Secretary of the Air Force to assess the analytic capacity and capability within the DAF to conduct this type of analysis and support decision making necessary to deal with current and emerging threats. It is essential that the Department has the tools, expertise, and skills in place, to conduct the high-quality analysis necessary to support sound decision making in this rapidly advancing environment.

Q25. If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Air Force to ensure future readiness?

I would follow the guidance of the Secretary of the Air Force and the direction implicit or explicit in statutory requirements. Near-peer competitors continue to invest in capabilities that aim to diminish our military superiority, and the DAF must invest and plan with these considerations in mind.

Budget

In its 2018 report, the National Defense Strategy Commission recommended that Congress increase the base defense budget at an average rate of three to five percent above inflation through the Future Years Defense Program (FYDP). The President has released budget totals that indicate that the DOD budget for fiscal year (FY) 2022 will not increase from FY 2021, but will be essentially flat.

Q26. If confirmed, by what standards would you measure the adequacy of funding for the Air Force?

If confirmed, I would work to ensure the DAF is able to execute the missions it has been asked to accomplish, with acceptable risk to current and future operations. This requires balancing the need to fulfill current requirements with the need to invest in modernizations efforts that posture the DAF for success, particularly when faced with a near-peer competitor. If confirmed, I would also regularly review the adequacy of our investments in our personnel, their families, and their quality of life to ensure the Total Force is well cared for and ready to accomplish the mission.

Acquisition

Q27. As Under Secretary of the Air Force, what would be your role in the Air Force acquisition process—including in the processes of defining requirements, acquisition, and budgeting?

If confirmed, I will fulfill my role in the acquisition process as assigned to me by the Secretary of the Air Force and as prescribed by 10 U.S.C. § 9015. This will include

executing all aspects of acquisition and budgeting as requested by the Secretary and in accordance with department policy. Additionally, I will work the Secretary of the Air Force, the Service Chiefs for the Air Force and the Space Force, and their staffs, to ensure acquisition, requirements, and budgets align. Finally, I will continue to serve on the Space Force Acquisition Council as required by 10 U.S.C. § 9021.

Q28. If confirmed, what specific actions would you take to improve each of the three aspects of the Air Force acquisition process—requirements, acquisition, and budgeting?

If confirmed, one of my immediate actions will be to team with the Assistant Secretaries for Financial Management; Acquisition, Technology, and Logistics; and Space Acquisition and Integration to review current processes to understand where they may be opportunities to improve within the three aspects of the DAF acquisition process to ensure the budget is allocated to deliver effective programs that meet requirements.

Q29. What actions would you propose to take, if any, to ensure that Air Force requirements are realistic, technically achievable, and prioritized?

Appropriately scoped requirements are fundamental to delivering operational capabilities and making sound resource decisions. If confirmed, I would review the agile requirements process to determine potential modifications, if any, that may help ensure requirements are realistic, technically achievable, and prioritized.

Q30. What specific measures would you recommend to take to control “requirements creep” in the Air Force acquisition system?

If confirmed, I would ensure the Department continues to conduct configuration steering boards, required by statute, to prevent unnecessary changes to program requirements that could have an adverse impact on program cost or schedule. The Department cannot allow “requirements creep” to degrade its ability to deliver as much planned capability as possible, at the program baseline or better.

Q31. If confirmed, how would you utilize your authority as Under Secretary of the Air Force, to arrest the exponential escalation in cost that, in recent history, has marked the acquisition life-cycle of Military Service platforms and weapons systems?

If confirmed, I would work with the Secretary of the Air Force to review all options to address the exponential cost escalation seen across service platforms and weapons, to include potentially working to ensure the DAF can obtain and preserve government data rights to avoid vendor lock and provide opportunities for all contractors to compete for sustainment work in order to keep costs affordable.

Q32. In your view, in whom should accountability for large-scale acquisition failures and/or extraordinary cost overruns vest?

Accountability should rest with the leaders who made the key decisions that caused the failure and overruns, irrespective of when those failures are exposed and where those individuals are at that time. If confirmed, I would work with acquisition executives before the point at which requirements, schedule, and cost are approved to ensure we

have adequately accounted for potential risks that may need to be mitigated.

Q33. Are there other roles or responsibilities in the acquisition process that should be assigned to the Military Services rather than to OSD, in your view?

If confirmed, I will work with Air Force and Space Force acquisition executives to review current roles and responsibilities to understand where potential modifications, if any, may best serve the DAF and OSD.

Q34. In your view, what is the appropriate focus the Air Force should have on life cycle costs when executing acquisition programs?

The Department of the Air Force must focus on developing and delivering new capabilities with an eye toward affordability of all elements: development, production, and sustainment. If confirmed, I would be open to all approaches to reduce sustainment costs—the majority of a program’s life-cycle costs—in order to ensure the DAF is best postured to afford critical modernization efforts.

Q35. Were the Secretary of the Air Force to continue the assignment to the Chief of Staff of the Air Force of responsibility for those aspects of the function of research and development relating to test and evaluation for Air Force acquisition programs, how would you exercise oversight of the Chief’s execution of this responsibility, if confirmed?

If confirmed, I will work with the Secretary of the Air Force to understand their priorities, as well as engage with DAF research, development, and test communities in order to exercise the appropriate oversight.

Q36. Under what circumstances, if any, do you believe it appropriate to procure weapon systems and equipment that have not been demonstrated through test and evaluation to be operationally effective, and operationally suitable?

If confirmed, I would work with DAF acquisition professionals to determine when such a procurement was necessary to support an urgent and clear warfighter need.

Q37. What do you see as the role of the developmental and operational test and evaluation communities with respect to rapid acquisition, spiral acquisition, and other streamlined acquisition processes?

The test and evaluation enterprise is the critical link that enables rapid acquisition to support the joint warfighter. Test and evaluation, both developmental and operational, ensures rigor, credibility, and relevance in expediting warfighting capabilities to the operational user. If confirmed, I will review existing partnerships between DAF testing and evaluation centers to determine how to further strengthen them.

Q38. To what extent should the Air Force exploit non-developmental or commercial off-the-shelf solutions to meet Air Force requirements? Q39. Would this put capabilities into the hands of Airmen and Guardians more quickly, in your view?

Under the right circumstances, commercial off-the-shelf acquisitions can be an exceptional way to quickly and cost-efficiently bring solutions to the warfighter. If confirmed, I would work with acquisition executives to understand additional areas

where such solutions make operational and financial sense.

Space

Q40. In your view, does the 2018 NDS accurately assess the strategic environment as it pertains to the domain of space?

The 2018 NDS accurately assesses the current strategic environment, including as it applies to space, insofar as it identifies the emerging great power competition with China and Russia and highlights the criticality of our partners and allies.

Q41. In your view, what will “great power competition” look like in space and to what extent do you view China's and Russia’s activities related to the space domain as a threat or challenge to U.S. national security interests?

We can expect that China and Russia will continue to invest in capabilities critical to modern warfare, to include in the space domain. I believe it would be appropriate to assess that China and Russia’s activities in space are an extension of their overall efforts to neutralize our strategic military advantages and reduce our combat effectiveness.

Q42. Are there other nation-states or other actors operating in space that you perceive as a risk to the United States or as cause for concern? Q43. If so, why?

My general understanding is that Iran and North Korea are capable of holding U.S. space capabilities at some level of risk, albeit less advanced than that posed by China or Russia. The proliferation of commercial and private activity in space also highlights the importance of establishing space norms and standards so as to minimize the risk posed to U.S. space assets.

Q44. How would you assess the current readiness of the Space Force—across the domains of materiel and equipment, personnel, and training—to implement the NDS and U.S. strategic objectives as they relate to the space warfighting domain?

At this time, I do not have an adequate basis to assess the current and prospective readiness of the Space Force. I understand the Space Force has made great strides toward reaching full operational capability. If confirmed, I look forward to working with Department of Defense leaders and Congress to focus on improving readiness across all facets (e.g., personnel, equipment, and training) to ensure the Space Force stands ready to support U.S. strategic objectives and the National Defense Strategy.

Q45. Is there anything you would do, if confirmed, to change the framework of the United States Space Force, as presently envisioned? Please explain your answer.

At this point, I do not have any recommended changes to the framework of the U.S. Space Force. If confirmed, I will work with Secretary of the Air Force, Chief of Space Operations and others in the Department to bring this service to full operational capability.

If confirmed, what would be your relationship with:

Q46. The Commander, U.S. Space Command (USSPACECOM)

If confirmed, I will work to ensure the DAF is providing necessary institutional support and is adequately organizing, training, equipping and presenting forces to USSPACECOM to accomplish its assigned missions. If confirmed, I will work with the Secretary of the Air Force and the Chief of Space Operations to execute those responsibilities and ensure our forces are meeting the USSPACECOM commander's requirements.

Q47. The Commander, U.S. Space Force

If confirmed, I will work closely with the Chief of Space Operations and the Vice Chief of Space Operations to organize, train, equip and present Guardians and ensure Space Force equities are adequately accounted for when executing my duties as the DAF Chief Management Officer.

Q48. The Assistant to the Secretary of the Air Force for Space Acquisition and Integration (SAF/SAI)

If confirmed, I will work closely with all of the Assistant Secretaries and DAF staff elements to ensure the Department operates effectively and efficiently. Subject to the duties prescribed by the Secretary of the Air Force, part of my role will be to enable close coordination, collaboration, and consistency across the staff, so that the Secretary of the Air Force can arrive at the best decisions on behalf of the Department.

Q49. The Director, National Reconnaissance Office

If confirmed, both in my role as Under Secretary, and as a statutory member of the Space Force Acquisition Council, I will work with the Director of the National Reconnaissance Office to further strengthen the long-standing partnership between the DAF and the NRO.

Q50. If confirmed, specifically what would you do to cultivate a warfighting ethos in the U.S. Space Force?

If confirmed, I will ensure suitable policy, guidance and resources are in place to support our Guardians' ability to attain a high level of proficiency in the new tactics, techniques, and procedures required to fight and win in the warfighting domain of space.

Q51. If confirmed, how would you and the Department of the Air Force, writ large, support the Chief of Space Operations in recruiting and retaining space warfighters who will form the new Space Force?

Recruiting and retaining Guardians is a warfighting imperative and essential to bringing this service to full operational capability and ensuring its future success. If confirmed, I will ensure the Department's recruiting, retention, and training programs are casting a wide net for highly-qualified and diverse talent, highlighting the truly unique and exciting professional opportunities only afforded to Guardians, and are identifying innovative approaches to compete with private-sector opportunities.

Q52. What is your vision for the inclusion of the Reserve Components as a part of the U.S. Space Force and as contributors to Joint Force space operations and

activities?

I see significant value in integrating the reserve components into the Space Force. If confirmed, I will work with DAF leaders to review Space Force requirements and evaluate how best to integrate Reserve Component capabilities to satisfy Space Force and Joint Force needs.

Q53. Were there to be a conflict in a space or related domain, what are your views on the importance of unity of command as compared to unity of effort between DOD and Intelligence Community assets, both in space and on the ground?

Generally speaking, during any conflict, we should leverage all instruments of national power to reach resolution. Unity of command is critical to the success of military operations; however, unity of effort, especially between the DOD and Intelligence Community, ensures we can adequately assess the efficacy and effectiveness of our efforts in any conflict.

Q54. Do you support the creation of a Service Acquisition Executive for Space as required under section 957 of the Fiscal Year (FY) 2020 National Defense Authorization Act (NDAA)?

If confirmed, I will work with the Secretary of the Air Force to ensure this individual has the resources and support needed to be successful.

Q55. If confirmed, what would be your role, and that of the Department of the Air Force, in ensuring the direction and management of Space acquisition?

The Department must deliver space acquisitions both cheaper and faster to outpace our adversaries, and we must take advantage of the rapidly emerging and innovative commercial space capabilities, and collaborate closely with allies and other government partners. If confirmed, I will work across the Department and with the Office of the Secretary of Defense, Executive Branch, and Congress to optimize space acquisitions in all areas, including requirements, budget, and acquisition processes.

Q56. How would you ensure the full integration of acquisition programs across the national security space enterprise—to include the members of the Intelligence Community?

I have not had the opportunity to review the current level of integration among the acquisition programs across the national security space enterprise. If confirmed, I would prioritize this review to understand where greater integration may be achieved.

Q57. What specific actions would you take, if confirmed, to enhance existing Department of the Air Force acquisition policies and processes to move space operations projects to orbit faster and cheaper?

In general, I am committed to ensuring DAF acquisition policies and processes are more cost-effective and can more rapidly and efficiently field capabilities. If confirmed, I will ensure space programs are tailored to the most efficient acquisition strategy possible, and support the Secretary of the Air Force's efforts to ensure DAF space capabilities are able to operate to meet evolving and pacing threats.

Q58. Do you support the National Security Space Launch (NSSL) competition Phase II program as it is currently being executed?

I have not had the opportunity to review the NSSL Phase II acquisition program as it is currently being executed. In general, I support increased competition among domestic launch services and appreciate the importance of effectively transitioning from non-allied space capabilities. If confirmed, I will review the Phase II program and related efforts to ensure the DAF can execute its national requirements.

Q59. How do you see the “delivery on orbit as a service” in relation to NSSL?

I understand the criticality of assured access to space, and if confirmed, I would work to ensure the DAF has access to launch services necessary to meet our national requirements.

Air Force Programs

Q60. What is your understanding and assessment of the research, development, and acquisition programs supporting Air Force modernization?

I have not had the opportunity to review the full extent of the DAF’s research, development, and acquisition programs supporting Air Force modernization. If confirmed, I will prioritize this review to ensure each are adequately resourced to support DAF decision-making processes.

The Air Force is on record as stating a need to purchase a minimum of 72 fighter aircraft per year to maintain requisite force structure.

Q61. In your opinion, what is the optimum mix of 4th and 5th generation aircraft required to meet the threat outlined in the NDS?

I understand the Air Force is utilizing war games, as well as conducting analysis of our would-be competitors’ capabilities in order to identify the appropriate mix of 4th and 5th generation aircraft. If confirmed, I will review this analysis with the Secretary of the Air Force, to ensure the mix of 4th and 5th generation fighters reflects relevant budget constraints and acceptable levels of risk across the DAF.

Q62. Given the importance of extending the range of U.S. aircraft, what do you believe to be the overall tanker requirement for the Air Force and at what rate and on what schedule must the Air Force procure the new KC-46 to meet that requirement?

I do not have the basis to answer this question, as I have not had the opportunity to review operational plans and requirements for tanker support. If confirmed, I will review the overall fleet requirements, in light of DAF projected requirements and cognizant of the fact that the National Defense Authorization Act for Fiscal Year 2021 directs the Air Force to maintain 412 primary mission aircraft inventory tanker aircraft through 2025.

Large-scale exercises such as Red Flag have illustrated that 5th generation fighters such as the F-22 and F-35 need to fly against multiple adversary aircraft to conduct much of their required training. The Air Force has taken a number of steps to address shortages

in adversary air, including using contract air and requiring units in training to supply their own adversary air.

Q63. What are your views as to the appropriate balance of contract and organic adversary air capability?

I do not have the information needed to answer this question. If confirmed, I would review the Air Force's current adversary air programs to determine whether they are sufficiently meeting training needs and determine where improvements may be warranted to meet operational requirements.

Q64. If confirmed, how would you ensure that the Air Force properly addresses the challenges associated with the availability of adversary air to ensure that its 5th generation fighters are properly trained and ready for combat?

If confirmed, I would review the Air Force's current plans to ensure its 5th generation fighter force is mission ready and determine where modifications may be warranted to meet operational requirements.

Q65. Given that the F-35 is the least costly fighter aircraft currently available for purchase, as well as the most capable, what is your view on increasing the F-35 procurement rate in order to meet the stated 72 fighter aircraft per year requirement?

The F-35 is an extremely capable aircraft, and if confirmed, in consultation with the Secretary of the Air Force, I would need to review the findings of the on-going Tactical Air study, as well as related DAF-internal analyses, to order to provide the best-informed recommendation regarding procurement rates.

Q66. What is your assessment of the readiness of the Air Force heavy bomber fleet?

I do not have the information needed to make this assessment. The heavy bomber fleet provides vital conventional strike and nuclear deterrence capabilities, and, if confirmed, I would review the readiness of the collective force and work to ensure recapitalization and modernization efforts adequately supported future requirements.

As to each of the airframes listed below, what improvements would you direct, if confirmed, to increase the mission readiness of each airframe?

Q67/68/69.

I have not had the opportunity to be briefed on the current readiness of each airframe, so I am not in a position to identify necessary improvements that would enhance the readiness of the B-1, B-2, or B-52.

Munitions

Air Force munitions inventories—particularly for precision guided munitions and air-to-air missiles—have declined significantly due to high operational usage, insufficient procurement, poor program execution, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies.

Q70. If confirmed, what steps would you take to ensure the Air Force has sufficient inventories of munitions to meet the needs of combatant commanders?

If confirmed, I will work to ensure the DAF has sufficient munitions inventories to achieve our national security objectives. I will review the current requirements system to ensure our partners and allies maintain sufficient munitions inventories to adequately support combatant command regional objectives.

Q71. What changes in budgeting and acquisition processes would you recommend to facilitate faster Air Force munitions replenishment rates?

If confirmed, I would review the current budget for munitions and work with acquisition executives to understand business approaches that would help expedite replenish rates and potentially help realize cost savings.

Q72. How should the Air Force adapt to self-imposed DOD restrictions on area attack and denial munitions, consistent with the Ottawa Agreements?

I understand the administration has initiated a policy review in this area. If confirmed, I will ensure the DAF supports this review consistent with the direction of the Secretary of Defense, and if confirmed, I will ensure that the Air Force continues to follow the DoD policy.

Test and Evaluation

Q73. Are you satisfied with the Air Force's test and evaluation capabilities, including the test and evaluation workforce and infrastructure?

I have not had the opportunity to evaluate DAF test and evaluation capabilities. If confirmed I will review these capabilities and work with the Secretary of the Air Force to make any adjustments accordingly.

Q74. In which areas, if any, do you feel the Air Force should be developing new test and evaluation capabilities?

Space, cybersecurity, hypersonic, directed energy, and autonomous systems are all areas where the DAF has opportunities to develop test and evaluation capabilities.

Q75. If confirmed, how would you accelerate the development of these new capabilities?

If confirmed, I would work with DAF leaders, in conjunction with counterparts at OSD, to identify where partnerships with academia and research facilities, as well as balanced investments, might help to accelerate the development of these new capabilities.

Q76. What are your views on the appropriate roles of OSD developmental and operational testing organizations with respect to testing of Air Force systems?

OSD developmental and operational testing organizations fulfill a critical role in the testing of DAF systems. Through their support of test infrastructure and independent oversight, these organizations enable emerging technologies to ensure Airmen and Guardians receive the capabilities they need to meet national priorities. If confirmed, I

would work with our testing and evaluation community to further strengthen this partnership.

Air Force Military End Strength

Q77. Is the Air Force's current end strength sufficient to meet national defense objectives?

I have not had the opportunity to review current Air Force end strength. If confirmed, I will work with the Secretary of the Air Force to review Air Force and Space Force end-strength requirements to ensure the DAF is adequately balancing the trade-offs between meeting current operational requirements and future force requirements.

Q78. If not, what end strength do you believe is necessary to do so?

If confirmed, I will work with the Secretary of the Air Force in ensuring the Department has the right end strength to sustain a force structure able to adequately provide support the combatant commands. If confirmed, I will also work with the Secretary of the Air Force to review Air Force and Space Force end-strength requirements to ensure the DAF is adequately balancing the trade-offs between meeting current operational requirements and future force requirements.

Q79. How will the continued stand up of the Space Force, and the related transfer of Air Force personnel, impact Air Force and Space Force end strength requirements over the next 5 years, in your view?

As the Space Force continues to mature, I understand their end strength will see modest growth in order to meet space requirements, with mission transfers from the other services largely supporting this growth. I also understand the Air Force will provide support services to Space Force personnel. This model appears to make operational and fiscal sense, and if confirmed, I would work to ensure the Space Force is adequately supported in these areas. If confirmed, I will work with the Secretary of the Air Force to review Air Force and Space Force end-strength requirements to ensure the DAF is adequately balancing the trade-offs between meeting current operational requirements and future force requirements.

Q80. What additional force shaping authorities and tools does the Air Force need, in your view?

At this point, I am not aware of any additional force shaping authorities the Air Force requires. If confirmed, I will review existing authorities and tools to ensure the DAF is best postured to manage force strength.

Air Force Recruiting and Retention

Currently, the Air Force is experiencing a 20-year high in personnel retention levels. This will challenge leaders to ensure that there is sufficient room for fresh talent to enlist or commission.

Q81. If confirmed, how would you ensure the Air Force can continue to bring in

new talent, while managing high retention?

If confirmed, I would work with DAF leaders to ensure we are focused on the equally important tasks of maintaining high standards and meeting authorized end strength. Much of this depends on the strength of our recruiting, retention, and training programs, and, if confirmed, I would work to ensure the Air Force and Space Force's respective programs were adequate to meet each service's needs.

Q82. How would an individual's job performance factor in to your decisions to grant enlistment extensions or officer continuation?

If confirmed, I would work with DAF leaders to ensure an individual's job performance is a critical factor in any such decisions. If confirmed, I will continue to emphasize exceptional performance when making retention decisions, while also balancing our need to fill critical skill areas.

Q83. If confirmed, how would you ensure that the Air Force maintains sufficiently high recruitment and retention standards?

The strength of the DAF relies on its ability to recruit and develop top talent. If confirmed, I will work to maintain high standards and strengthen our recruiting processes. As part of this, I would review the DAF's recruiting outreach into communities with lower than average active-duty and veteran populations, understanding a key determinant of whether someone will serve is if they know someone who has served. I will also be committed to reviewing our standards to ensure we can identify and remedy potential artificial barriers to service.

Q84. What impact do current medical and other qualifications for enlistment in the Air Force have on restricting the number of individuals eligible for military service?

Unfortunately, medical reasons, to include diet-related diseases, are a significant reason why most of those in the 17-24 age range are deemed ineligible for military service. These trends coupled with decreased birthrates strain the talent pool available for military service. If confirmed, I will work with the Department of Defense, other Services and with Congress on developing approaches to increase the number of young Americans qualified for military service, to include reviewing current medical standards to ensure continued applicability.

Q85. If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for Air Force service without degrading the quality of recruits?

If confirmed, I will work to ensure that the Department does not have artificial barriers to entrance while maintaining high standards for service. I will also work to assess both the propensity and qualifications for military service. I am committed to working with Congress to determine how the Department as a whole can increase interest and eligibility for service.

Q86. What factors do you consider to be key to the Air Force's future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Air Force?

Quality-of-life considerations, job satisfaction, and unit leadership are key to the DAF's ability to retain the best-qualified Airmen and Guardians. If confirmed, I will work with DAF leaders to improve upon each of these, and ensure we are taking adequate steps to address disproportionate retention challenges in certain specialties and/or demographics.

The Air Force reversed recently a decision to cancel Reserve Officers' Training Corps (ROTC) scholarships and eliminated necessary field training opportunities for hundreds of high-performing cadets. Included in this group of cadets were scholarship recipients pursuing technical majors at some of the nation's most elite universities.

Q87. How do you view the effectiveness and utility of the various officer commissioning sources?

The DAF's various officer-commissioning sources are important and necessary mechanisms to ensure our officer corps is diverse in terms of demographics, lived-experiences, and skillsets. These avenues strengthen the DAF's ability to attract and commission its next generation of leaders.

Q88. Do you believe the Air Force should prioritize available scholarship and training slots for cadets who pursue technical degrees or who attend selective universities?

Recruiting and retaining technically competent Airmen and Guardians is essential to the Department's continued success. I do see value in the DAF prioritizing scholarships and training slots based on the needs across the Air and Space Forces. If confirmed, I will work to ensure Airmen and Guardians have the right knowledge, skills, and abilities to effectively execute their duties regardless of academic background and career field.

Pilot Retention

The Air Force has reported a shortage of approximately 2,000 pilots last year, including a shortage of ~950 fighter pilots.

Q89. What impact, if any, has COVID-19 pandemic had on Air Force pilot retention?

I understand that COVID had a slight positive effect on Air Force pilot retention, likely due to a reduction in airline hiring. It seems unlikely that this situation will endure, and I understand the Air Force expects a return to pre-COVID retention as airline hiring increases in the near term. In my view, this situation needs to be closely monitored and managed going forward.

Q90. What are the Air Force's current efforts to address this critical problem?

I have not had the opportunity to review DAF efforts to address pilot retention and pilot training throughput. If confirmed, I will review the DAF's efforts on both fronts to ensure resulting approaches are sustainable for the force.

Q91. How would you assess their effectiveness?

I have not had the opportunity to review DAF efforts to address pilot retention and pilot training throughput. I understand that the Air Force has developed targeted retention programs; however, retention is still well short of required manning levels. If confirmed, I will review retention and production initiatives to determine additional opportunities to improve pilot manning health.

Q92. What monetary and non-monetary incentives and initiatives implemented by the Air Force have yielded the most positive impacts on pilot retention?

I have not had the opportunity to review data on this, but I understand that a combination of quality-of-life improvements, higher payment options, and up-front bonus payment options have garnered the most positive impacts. If confirmed, I would be open to reviewing additional approaches, to include non-monetary options, to address pilot retention.

Q93. What additional authorities does the Air Force need from Congress to address this shortfall definitively?

If confirmed, I will review whether and to what extent additional authorities may be required to address the pilot shortfall.

Q94. In your view, was it prudent to disestablish the Air Mobility Command (AMC) “flying-only” career track? Please explain your answer.

I do not have the information needed to answer this question. As I understand, there was little interest in the program, though it is unclear as to why that was the case. If confirmed, I will review how this program was structured to better understand if aspects of it may still be useful to addressing pilot retention challenges.

Q95. In your view, how will AMC’s Resource Driven Allocation Project contribute to pilot readiness?

I do not have an in-depth knowledge of this process beyond understanding that it assists Air Force units in predicting their operational pace. If confirmed, I will review this project to determine how it can best contribute to pilot readiness.

Q96. How has the Air Force increased pilot production capacity commensurate with the demands of the NDS?

I have not seen data on this. If confirmed, I will review efforts to increase retention and pilot training throughput to understand the efficacy of these approaches.

Q97. As the Air Force prepares for competition with a peer-adversary, what steps is it taking to increase quality standards within and screening rates for flight school, and the pipeline beyond?

I do not have information necessary to answer this question. I understand the Air Force continually looks for ways to train and develop its pilots, and if confirmed, I would review efforts to leverage technology and innovative procedures to enhance pilot training programs.

Q98. If confirmed, how would you implement the Air Force’s Remotely Piloted Aircraft (RPA) “Get Well” plan?

I have not had the opportunity to review this plan. I understand the “RPA Get-Well Plan” was created in 2015 to increase pipeline training capacity and operational unit manpower. I have been told that in 2016, those objectives were met by increasing MQ-9 instructors, growing the RPA pilot inventory, and achieving better crew-to-combat ratios. If confirmed, I will ensure instructor manning and necessary contractor support will exist to continue sustainable student throughput.

Military Compensation

Q99. What is your assessment of the adequacy of military compensation and benefits?

I have not had the opportunity to review the adequacy of military compensation and benefits in order to provide an assessment. If confirmed, I look forward to a detailed review to better understand which, if any, areas may need revision to allow for a more targeted approach to improvement in the overall compensation package.

Q100. If confirmed, what steps would you take to control the rising cost of military personnel?

I do not have information necessary to answer this question. If confirmed, I will review the current cost of DAF military personnel, what has led to growth across the board, as well as disproportionate growth in certain areas, and areas we may be able to achieve cost savings while maintaining our ability to attract and retain talent.

Air Force Reserve Components

Q101. In your view, what is the appropriate relationship between the Active Air Force and the Air Force Reserve and Air Force National Guard?

In my view, the Active, Reserve, and Guard components have a synergistic relationship, with each component being necessary for mission success. If confirmed, I would need to review DAF-internal information to determine what, if any modifications, may be needed to optimize relationships within the Total Force to enhance mission readiness.

Q102. What do you believe to be the appropriate roles and missions of the Air Force Reserve Components?

I have not been briefed in depth on the current roles and missions of the Air Force Reserve Components, so it would be premature to advise on their appropriateness. If confirmed, I will work with DAF and reserve component leaders to understand where we might be able to better capitalize on the expertise and skillsets resident in DAF reserve units.

Q103. If confirmed, what new objectives would you seek to achieve with respect to Air Force Reserve Component organization, force structure, and end strength?

It would be premature for me to provide an assessment of new objectives with respect to the Air Force Reserve Components’ organization, force structure, and end strength. If

confirmed, I will work with the Secretary of the Air Force to assess the situation and existing plans, and work with component leaders to ensure the Department is fully leveraging the strategic depth and operational capacity within the reserve components.

Military Health Care Reforms

Q104. Do you support the purpose and implementation of section 702 of the FY 2017 NDAA, as clarified by sections 711 and 712 of the FY 2019 NDAA?

Yes, and if confirmed, I will work with DAF and OSD leaders to ensure the Department is meeting these statutory requirements to effectively and efficiently transition the administration of military treatment facilities to the Defense Health Agency, ensuring there is no break in first-break in quality health care for our Airman, Guardians, and their families.

Q105. If confirmed, how would you ensure the rapid and efficient transfer of the administration and management of Air Force military treatment facilities to the Defense Health Agency?

If confirmed, I will work with DAF and OSD leaders to review these timelines and identify ways to support the expedient transfer while ensuring all Airmen, Guardians, and their families continue to receive safe and accessible medical care.

Non-Deployable Service members

Q106. In your view, should airmen and guardians who are non-deployable for more than 12 consecutive months be subject either to separation from the service or referral to the Disability Evaluation System, as is current Department policy?

I do not have sufficient data to provide a thorough assessment of the current policy or the efficacy of the Disability Evaluation System. If confirmed, I will support the Secretary of the Air Force in implementing the current policy, and evaluate how the policy impacts our members and their readiness.

Q107. Under what circumstances would the retention of a service member who has been non-deployable for more than 12 months be “in the best interest of the service”?

I do not have sufficient data to determine the efficacy of the current approach and whether modifications may be required. If confirmed, I will work with the Secretary of the Air Force to review the current approach, and ensure any changes in criteria meet the spirit and intent of the provision while satisfying operational readiness requirements.

Q108. In your view, how should this policy be applied to service members with HIV?

I do not have sufficient information to answer this question. If confirmed, I will support the Department of Defense review of HIV-related policies that I understand is underway and ensure DAF perspectives are considered as part of that process. If confirmed, I will work with DAF leaders to implement any related changes in policy as a result of that review.

Q109. In your view, should an airman's or guardian's readiness to perform the required specific missions, functions, and tasks in the context of a particular deployment also be considered in determining whether that service member is deployable?

Generally, yes, but there is not enough information to answer this hypothetical question. If confirmed, I would ensure Airmen and Guardians have the resources and training needed to deploy. I will also work with DAF leaders to develop non-deployment policies which are fairly and uniformly applied, and take into account that service member's individual circumstances as necessary.

Q110. What are your ideas for addressing the challenges of medical non-deployability in the reserve components?

I do not have access to the non-deployability rate for the Air Force reserve component, nor a strong appreciation for the factors contributing to that rate. If confirmed, I would work to understand both and to address systemic challenges that may exist.

Q111. Are there any specialties in the Air Force personnel system where airmen would never be expected to deploy?

At this point, I am not aware of specialties within the Air Force where an Airman would never be expected to deploy. If confirmed, I will work with DAF leaders to develop non-deployment policies which are fairly and uniformly applied, and take into account that service member's individual circumstances as necessary.

Q112. If so, should airmen in the specialties be separated if they can still perform their duties?

Decisions related to retention should generally take into account an Airman's ability to perform their duties and how loss of that Airman's skillsets may affect readiness. If confirmed, I will work with DAF leaders to ensure we have policies that prioritize readiness and deployability.

The new DOD transgender policy (DODI 1300.28) provided, "any determination that a transgender service member is non-deployable at any time will be consistent with established Military Department and Service standards, as applied to other service members whose deployability is similarly affected in comparable circumstances unrelated to gender transition." The same policy requires commanders to review and approve service member requests to transition gender in a manner that "maintains military readiness by minimizing impacts to the mission (including deployment, operational, training, and exercise schedules, and critical skills availability).

Q113. What Air Force standards and policies related to an airmen's or guardian's ability to deploy will be applied to transgender service members undergoing gender transition procedures or treatment?

I have not had the opportunity to review DAF-internal standards and policies that govern an Airman or Guardian's ability to deploy. Therefore, it is premature for me to determine

those which might apply to transgender service members undergoing transition procedures or treatment. If confirmed, I will work with DAF leaders and medical professionals to assess what current standards may be applicable and to assess the need for additional standards.

Q114. As the Air Force implements the DOD policy, what level of commander will be responsible for balancing service member requests to transition gender while maintaining military readiness?

I have not been briefed on DAF-internal deliberations that resulted in the current level of commander involvement in those decisions. If confirmed, I would work with DAF leaders to understand how well the current process is working and to what extent modifications may be needed. Additionally, I would review the resources afforded to any commander so that she/he can make an informed decision when presented with member requests to transition gender.

Q115. If confirmed, how would you ensure that commanders are permitted to deny or delay gender transition requests if it such a request would degrade unit readiness and deployability?

I am not able to answer this question, because I do not understand the potential medical and mental health consequences of delaying a service member's transition. If confirmed, I would work with DAF leaders and medical professionals to balance readiness and deployability with the medical needs of affected Airmen and Guardians.

Suicide Prevention

The number of suicides in each of the Services continues to concern the Committee. It is believed that, over the course of a single week at the end of March 2020, two U.S. Air Force Academy First-Class cadets committed suicide.

Q116. What is your assessment of the efficacy of suicide prevention programs at the U.S. Air Force Academy?

I currently serve on the Air Force Academy Board of Visitors and understand that the Air Force Academy, like the Department of the Air Force writ large, continues to focus on this critical issue, and work to improve its processes and programs. Even one suicide is a critical reminder to remain diligent in suicide prevention efforts and to continue to look to the latest research to inform the Department's efforts. If confirmed, I will review the latest USAFA-internal assessments of its suicide prevention programs and work with USAFA leaders to understand where improvements may be made.

Q117. Has the Air Force conducted a comprehensive review of the two recent suspected Academy suicides to determine whether there are any common causal factors? Q118. If so, what did the Air Force find and how will those findings be applied to suicide prevention efforts going forward?

I do not have any information regarding the two suspected suicides. If confirmed, I will ensure further review of these cases and apply any lessons-learned to the Department's suicide prevention efforts.

Q119. If confirmed, specifically what would you do to maintain a strong focus on preventing suicides in the Active Air Force and Space Force, in the Reserve Components, and in Air Force and Space Force families across all Components?

I am not able to answer this question, because I am not fully aware of all of the prevention resources available across the Total Force. If confirmed, I will work with DAF leaders to review the state of those programs and potential modifications for those Airman and Guardians in specialties and/or assigned to locations with higher rates of attempted and/or reported suicides. If confirmed, I will work with DAF leaders to ensure commanders and supervisors are aware of the mental health and behavioral health resources available to the Total Force.

Q120. If confirmed, specifically what would you do to enhance the reporting and tracking of suicide among family members and dependents of airmen and members of the Space Force across all Components?

If confirmed, I will remain fully committed to preventing suicides across the Total Force, to include among family members and dependents. I have not had the opportunity to review how the Department reports and tracks suicides amongst family members and amongst the components. If confirmed, I will work with DAF leadership to evaluate and implement research-based prevention methods to ensure the Total Force and their families receive the support and resources they need.

Sexual Assault Prevention and Response

Q121. In your view, how adequate and effective are the policies, programs, and training been that the Air Force has put in place to prevent and respond to sexual assault?

The lack of discernable impact on the incidents of sexual assault in the ranks suggests these efforts have not been adequate nor effective enough—to the detriment of Air Force and Space Force readiness. I will review the Independent Review Commission findings and recommendations once released, and, if confirmed, work with OSD and DAF leaders to implement directed and necessary changes to comply with any statutory changes.

Q122. If confirmed, specifically what would you do to increase focus on the *prevention* of sexual assaults?

If confirmed, I will work with DAF leaders to understand the full scope of prevention efforts, those currently in development, and those not pursued and the reasons for not doing so. Prevention and accountability measures go hand in hand, and I believe strong, consistently enforced accountability measures aid in deterring these egregious acts. As such, if confirmed, I would be equally focused on prevention and accountability. I will review the Independent Review Commission findings and recommendations once released, and, if confirmed, work with OSD and DAF leaders to implement directed and necessary changes to comply with any statutory changes.

Q123. What is your assessment of the potential impact, if any, of proposals to

remove from military commanders case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

I have not seen DAF-internal data that articulates the potential impacts, if any, of such proposals, so I am not prepared to offer an assessment at this time. However, I understand sexual assault to be a threat to military readiness and failing to adequately address it itself erodes good order and discipline within units. If confirmed, I will be open to an alternative criminal process, as it is clear the status quo is not working.

Q124. What is your assessment of the Air Force's implementation of protections against retaliation—most notably social ostracism and reputation damage—for reporting sexual assault?

I am not familiar with the Air Force's implementation of protections against retaliation for reporting sexual assault, so I am unable to provide an assessment of its effectiveness. If confirmed, I would review the measures to ensure leaders are prioritizing the victim's privacy and taking steps to not inadvertently re-victimize the victim.

Q125. In your view, do military and civilian leaders in the Department of the Air Force have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual assault and retaliation? Q126. If not, what additional training, authorities, or resources do you believe are needed, and why?

I have not been briefed in depth on the range of trainings, authorities, and resources available to military and civilian leaders to help them adequately hold subordinate commanders and supervisors accountable for the prevention of and response to sexual assault and retaliation. Therefore, it would be inappropriate for me to provide an opinion here. I will review the Independent Review Commission findings and recommendations once released, and, if confirmed, work with OSD and DAF leaders to implement directed and necessary changes to comply with any statutory changes, some of which may address training, resources, and authorities.

Sexual Harassment in the Air Force and Space Force

Q127. What is your assessment of the effectiveness of military sexual harassment programs of the Department of the Air Force?

Public reports indicate reported instances of and the assessed prevalence of sexual harassment within the DAF are not improving, and I am keenly aware of the threat sexual harassment poses to Air Force and Space Force readiness. I will review the Independent Review Commission findings and recommendations once released, and, if confirmed, work with OSD and DAF leaders to implement directed and necessary changes to comply with any statutory changes.

Q128. In your view, do methods for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide DOD and Air Force and Space Force leaders, supervisors, and managers an accurate picture of the systemic prevalence of these adverse behaviors in the force?

I have not had the opportunity to review the current process for tracking the submissions

and monitoring the resolutions of informal complaints, so I am not prepared to speak to its adequacy. However, beyond the process and tool, Airmen and Guardians must trust the process' outcomes, in the form of improved prevention and/or accountability measures. If confirmed, I will work with DAF leaders to identify ways to further strengthen Airmen and Guardians' confidence in the reporting process and help them see the value in reporting.

Q129. If confirmed, what actions will you take to improve the quality of investigations into allegations of sexual harassment in the force?

I do not have data to answer this question. If confirmed, I will review the current process and take appropriate steps to ensure all members within the DAF receive a thorough and fair investigation into allegations of sexual harassment.

Q130. Does the Air Force's method for recording the outcomes of informal complaints of harassment or discrimination provide DOD leaders, supervisors, and managers with a means of identifying repeat perpetrators in the military?

I do not have data to answer this question, as I am not aware of how DAF records nor shares these outcomes. If confirmed, I will work with DAF leaders to strengthen information sharing practices so the Department has the most complete picture of potential repeat offenders possible.

Extremism

Q131. What is your view of the prevalence and effect of extremism in the Air Force?

As a former Air Force officer, and having worked with Airmen and Air Force civilians throughout my career, I believe the vast majority of Airmen and Guardians do their duty exceptionally well and uphold their oath to support and defend the Constitution. While I firmly believe that a very small minority hold these extremist views, these behaviors are corrosive and threaten good order and discipline, unit morale, and unit cohesion. If confirmed, I will ensure that the Department of the Air Force continues to work with OSD leaders to ensure we have policies, processes and training in place to address extremist behaviors, while preserving the rights of our Airmen and Guardians.

Q132. In your view, what beliefs and actions should constitute "extremism?"

I understand that the Department of Defense continues to review and refine its definition of extremism and extremist behaviors in order to provide the force with clear and consistent guidance. This intersubjectivity is critical to identifying and addressing these extremist behaviors. If confirmed, I will support OSD efforts in this regard and work with DAF leaders to ensure our Airmen and Guardians can serve to their full potential, absent the threat of extremist behaviors.

Q133. In light of ongoing efforts to combat extremism, what are your views on the current DOD policy that states, "A Service member's right of expression should be preserved to the maximum extent possible?"

I agree with this statement; however, as a former Air Force officer, I recognize a leader's actions never stop setting the tone for an organization, regardless of whether those actions

are during the duty day or after. Therefore, I believe that Airmen and Guardians should be held accountable when their extremist actions threaten good order and discipline or our national security.

Q134. If confirmed, what actions would you take to eliminate extremism within the Air Force?

If confirmed, I will ensure that the Department of the Air Force continues to support the Secretary of Defense's comprehensive review of extremism within the Department of Defense. Pending the review's final recommendations, I will work closely with Air Force and Space Force leaders to ensure the Department has timely action plans in place to implement the necessary changes.

General Officer (GO) Reductions

The FY 2017 NDAA reduced the number of Air Force GO authorizations by about 12 percent.

Q135. What progress has the Air Force made in reducing the number of GOs and restructuring the GO grade pyramid?

I have not had an opportunity to review progress made by the DAF in meeting the required reductions and restructuring of GO grades. If confirmed, I will work with DAF leaders to ensure the Department meets the requirements laid out in law and work to ensure we have the right number of GOs, along with the appropriate grade pyramid within both the Air Force and Space Force, to lead and execute our missions around the globe.

Q136. What is the impact of the establishment of the Space Force on the authorized number of Air Force GO positions?

I have not had the opportunity to review this fully; however, I understand that many of the Space Force GO billets came from the Air Force and the Department of Defense will seek to meet remaining Space Force GO requirements within the directed GO reductions across DoD. If confirmed, I will work with Secretary of the Air Force to monitor this situation closely.

Q137. How have Air Force GOs been affected by the layering of post-government employment constraints, including the enactment of section 1045 of the NDAA for FY 2017—applicable only to DOD?

I do not have data to answer this question. However, if confirmed, I will certainly consider feedback from the affected population to determine any impacts on DAF readiness.

Q138. In your view, does the Air Force have in place sufficient training and resources to provide Air Force and Space Force GOs and equivalents with the training, advice, and assistance they need to avoid and address conflicts of interest, comply with travel regulations, and ensure that government resources—including employee time—are used only for official purposes? Please explain your answer.

It is important all senior leaders in the Department be above reproach when it comes to matters of ethical conduct. If confirmed, I will ensure our GOs and SESs have the training, advice, and assistance they need to uphold the highest of ethical standards.

Department of the Air Force Civilian Workforce

Q139. In your judgment, what is the biggest challenge facing the Air Force and Space Force in effectively and efficiently managing the civilian workforce?

As a former civil servant, I know recruiting and retaining talent with advanced and highly specialized skills is a perennial challenge, and even more so when with the economy is strong. These challenges are compounded by increased furloughs and government shutdowns that strain the DoD civilian workforce's ability to recruit and retain top talent. If confirmed, I will work with DAF leaders to develop appropriate incentives and professional growth opportunities to ensure we can continue to attract top talent into the civilian workforce, and work to ensure the civilian workforce is well-managed and resourced to meet mission needs.

Q140. How will the Air Force and Space Force sustain requisite capacity and capability during the impending workforce “bath tub”—a descriptor used to illustrate graphically the impending loss of senior civilian workforce expertise due to the retirement of large numbers of baby boomers and the lack of experienced personnel to fill the resulting vacancies?

I do not have the data needed to answer this question. If confirmed, I will work with DAF leaders to quickly identify which fields and specialties are expected to be critically impacted and review the current talent pool in order to address potential gaps and mitigation options.

Q141. In your view, how can DOD and its Components better utilize telework, while maintaining supervisory and employee accountability for high quality performance and the appropriate use of official time?

Adjustments due to the COVID experience have highlighted the utility and viability of enhancing telework options. Moreover, I think it has reframed workers' expectations about work-life balance. In confirmed, I would work with DAF leaders to ensure we are fully utilizing telework, where it makes sense to meet mission needs, as an avenue to access the top talent while affording better work-life balance.

Q142. Has the Air Force's experience with the new Defense Performance Management and Appraisal Program (DPMAP) to date evidenced the increased supervisor-employee engagement and meaningful “face-to-face” counseling sessions at the core of the program's objectives?

I do not have data to answer this question. If confirmed, I look forward to working with DAF leaders to ensure the DPMAP is working as intended.

Q143. Has the Air Force's experience to date with DPMAP's 3-tiered rating structure resulted in the rationalization of employee ratings, such that a “3” rating of “fully successful” is now the mode? Please explain your answer.

I do not have data to answer this question. I believe honest and clear feedback is important and, if confirmed, I will remain committed to ensuring DPMAP is utilized as it is intended as a means for evaluating our civilian talent while providing necessary feedback.

Air Force Senior Executives

Q144. Given that competent and caring leadership is one of the most significant and relevant levers available to shape a high-performing Department of the Air Force civilian workforce, what factors and characteristics would be most important to you in selecting a candidate for appointment to the Senior Executive Service (SES) in the Department?

If confirmed, I will review the Senior Executive recruitment and selection processes to ensure the DAF is selecting Senior Executives best suited to lead teams and care for Airmen and Guardians. The Department's senior civilians must have the requisite technical expertise, demonstrate executive leadership qualities with a proven track record of success, be committed to serving, and demonstrate an ability to quickly adapt to a rapidly changing environment.

Q145. If confirmed, how would you go about ensuring that SES personnel under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

SES members should be held accountable for organization, subordinate, and personal performance according to clear performance objectives. If confirmed, I will review SES performance management policies to ensure DAF expectations and goals are clearly articulated.

Q146. What role should mobility requirements play in the Department of the Air Force SES program, in your view?

I do not have data to answer this question. If confirmed, I will review current mobility requirements in the DAF SES program to determine how such requirements may affect the overall SES corps. In general, I tend to believe mobility requirements could play an important role in provide SESs with meaningful professional development opportunities.

Q147. Are you satisfied with the subject matter and rigor of SES professional development programs currently available across DOD? Q148. If not, what changes would you make to these programs, if confirmed?

I have not reviewed the DAF's current professional development programs for Senior Executives, so I am unable to provide an assessment at this time. If confirmed, I will ensure these programs are focused on developing senior executives that can lead in a challenging and complex strategic environment.

Domestic Violence and Child Abuse in Military Families

Q149. Recent press reports indicate that the number of incidents of domestic and child abuse in military families has increased. What is your understanding of the

extent of this issue in the Air Force and Space Force, and if confirmed, what actions would you take to address it?

As an Air Force veteran, I know that family and intimate partner violence are counter to the Air Force and Space Force core values and cannot be tolerated. If confirmed, I would work with the Family Advocacy Program and DAF leaders to understand what may be causing the rise in the number of incidents, and how best to prevent, screen for, report, and address such abuses. If confirmed, I will be committed to eliminating abuse in military families.

Q150. In your view, how effective are Air Force and Space Force programs in responding to and reducing incidents of domestic violence and child abuse?

I do not have data to answer this question. If confirmed, I would work with DAF leaders to discern the efficacy of these programs in responding to and reducing the incidents of domestic violence and child abuse. I would also work to ensure our data collection and information sharing efforts were adequate to discern relevant trends.

Q151. Do you believe that the Department of the Air Force's Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse? Please explain your answer.

I do not have sufficient information to address this question. If confirmed, I will work with Department leaders, the Family Advocacy Program, and the Judge Advocate General to determine how we might better prevent these acts of abuse and protect service members and their families.

Military Quality of Life

Q152. If confirmed, what quality of life and morale, welfare, and recreation (MWR) programs would you consider to be a priority?

As an Air Force veteran and having been assigned overseas as a civil servant, I know MWR programs go a long way toward improving the quality of life for military members and their families. If confirmed, I would work with DAF leaders to understand which MWR programs are most in demand and where we may need to introduce new programs based on community needs and requests.

Q153. What metric would you apply in determining which MWR and quality of life programs should be sustained or enriched and which should be eliminated or reduced in scope as ineffective or outmoded?

At this point, I am not aware of the current methodology to determine which programs should be sustained or enriched. If confirmed, I would review that methodology for adequacy and ensure community members were aware of their ability to shape MWR programs. In general, I would prioritize the voices of Airmen, Guardians, and their families in determining whether or not a program is meeting the resilience and MWR needs for our families.

Military Family Readiness and Support

Q154. What do you consider to be the most important family readiness issues for service members and their families?

I do not have data to answer this question at this point. If confirmed, I will work with DAF leaders to understand the most important family readiness issues, the DAF's current ability to address those, and ways to improve doing so.

Q155. If confirmed, what specific actions would you take to ensure that military families are provided with accessible, high-quality childcare, at an appropriate cost?

I understand that accessible, high-quality, and affordable childcare is a critical enabler of the Department's mission. If confirmed, I will work with Department leaders and families to understand what efforts are underway to meet the demand and how we might improve doing so.

Support for Military Families with Special Needs

Q156. What is your view of the overall effectiveness of the exceptional family member program (EFMP)?

I do not have sufficient data to evaluate the EFMP. It is important military families receive the care they need or their exceptional family members, and if confirmed, I would be committed to ensure that is the case. If confirmed, I will prioritize this program and ensure commanders know the full suite of EFMP resources available to the Total Force.

Q157. If confirmed, how would you incentivize service member enrollment in EFMP?

I have not seen the internal DAF data regarding EFMP enrollment and why incentives may be necessary. If confirmed, I will work with DAF leaders to review enrollment, understand potential barriers to enrollment, and identify ways to ensure the EFMP is fully utilized by those who need it.

Q158. If confirmed, how would you eliminate or reduce the bureaucratic administrative burdens currently experienced by EFMP participants, and ensure that EFMP services are consistent across services?

I do not have data to answer this question. If confirmed, I will work with DAF leaders to review enrollment, understand potential barriers to enrollment, and identify ways to ensure the EFMP is fully utilized by those who need it.

Q159. If confirmed, what role would you establish for yourself in ensuring that Military Housing Privatization Initiative partners and military commanders consider the needs of service members with an exceptional family member in making assignments to privatized military housing?

I do not have data to answer this question. If confirmed, I would work with DAF leaders to understand the scope of the challenges and ensure such a critical consideration is appropriately factored into the process.

Nuclear Enterprise

Q160. Do you agree that modernizing each leg of the nuclear triad and the National Nuclear Security Administration weapons complex is a critical national security priority?

Yes. Maintaining a credible deterrent is a top US national security priority. If confirmed, I will work with the Secretary of the Air Force to assess the status of the Department's current nuclear weapon systems and modernization programs to evaluate how the Air Force can best maintain such a deterrent.

Q161. Do you believe the current Air Force program of record is sufficient to support the full modernization of the Air Force legs of the nuclear triad?

I have not had the opportunity to assess the current status of the programs of record. If confirmed, I would assess each of the Department of the Air Force's nuclear programs and work with the Secretary of the Air Force to ensure they are sufficiently resourced.

Q162. Do you support and intend to advocate for the funding, development, and fielding of the Ground Based Strategic Deterrent? Please explain your answer.

I have not had the opportunity to review the status of the GBSD program. Maintaining a secure, sustainable and effective nuclear deterrent is one of the Department of Defense's top priority missions. If confirmed, I will review the details and status of the GBSD acquisition program.

Q163. Do you support and intend to advocate for the funding, development, and fielding of the Long-Range Stand-Off Weapon? Please explain your answer.

I have not had the opportunity to review the status of the LRSO program. Maintaining a secure, sustainable and effective nuclear deterrent is one of the Department of Defense's top priority missions. If confirmed, I will review the details and status of the LRSO weapon acquisition program.

Q164. What are your ideas for working across the Military Departments to mitigate the risk that all three legs of the nuclear triad will be "aging out" simultaneously at the end of the 2020s?

If confirmed, I will assess each of the Department of the Air Force's current and planned nuclear modernization programs to ensure they are on schedule and resourced appropriately to meet the warfighter's needs and are aligned, where applicable, with the Department of the Navy.

Q165. In your view, is the Air Force continuing to maintain appropriate focus on implementing the corrective actions recommended by then-Secretary of Defense Hagel's Nuclear Enterprise Review?

I have not been fully briefed on the Air Force's progress with respect to implementing the recommended corrective actions identified in this review. If confirmed, I would review those efforts and work with the Secretary of the Air Force to determine an appropriate way forward.

Q166. Do you believe "Arming/Use of Force" protocols for Security Forces

adequately meets the spirit and intent of the Personnel Reliability Program?

I have not had an opportunity to assess these protocols. If confirmed, I will assess the “Arming/Use of Force” protocols for Security Forces to determine if they meet the spirit and intent of the Personnel Reliability Program.

Q167. If confirmed, how would you ensure that the Air Force continues its efforts to improve the training, readiness, morale, welfare, and quality of life of the airmen charged to execute and support the Air Force’s nuclear mission?

In my opinion, any negative impacts to the training, readiness, morale, welfare and/or quality of life of Airmen and their families directly affects the Air Force’s ability to provide a safe, secure and effective deterrent to our nation and our allies. If confirmed, I would review the existing efforts, make adjustments, if needed, and ensure sufficient resourcing and advocacy.

Unmanned Systems

Q168. What is your opinion on the manned and unmanned teaming envisioned by Skyborg and the Low-Cost Attritable Aircraft Technology (LCAAT) program?

I have not had the opportunity to review this program. In general, I support operational concepts that expand the reach and effects of our manned/unmanned capabilities. If confirmed, I look to reviewing this program and understanding its potential support to the Air Force future force design.

Q169. What program is responsible for developing and fielding a Skyborg-like capability?

I do not have data to answer this question. If confirmed, I will review the DAF portfolio to determine which program is responsible for developing and fielding such capabilities.

Q170. What is the timeline for fielding these aircraft?

I have not had the opportunity to review this program. If confirmed, I look to reviewing this program and understanding its potential support to the Air Force future force design.

Q171. Given the amount of intelligence, surveillance, and reconnaissance (ISR) required to meet combatant commander demands, do you believe it is appropriate to shut down the production lines for the current unmanned fleet of MQ-9s and divest almost 75 percent of the RQ-4s?

I have not seen internal DAF data regarding ISR production timelines. Having served at a combatant command, I understand how dynamic ISR requirements can be. If confirmed, I will work with DAF leaders to understand the production timelines and corresponding efforts to ensure we are sufficiently satisfying ISR requirements.

Q172. Do you see utility in encouraging the Military Services to conduct more joint development in the area of aircraft and unmanned systems?

I understand joint acquisition programs have the potential to offer benefits in limited instances. If confirmed, I will work with DAF leaders and service counterparts to determine the benefits to the DAF of additional joint development in the area of aircraft

and unmanned systems.

Cyber

Q173. In your view, how well postured are the Air Force and Space Force to meet the goals outlined in the 2018 DOD Cyber Strategy?

I do not have the data to answer this question. However, if confirmed, the DAF's contribution to joint- and service-retained cyber operations will be a priority, to include cybersecurity partnerships to safeguard defense industrial base and critical infrastructure platforms.

Q174. What actions would you take, if confirmed, to remediate any gaps between Air Force and Space Force capacity and capability and Cyber Strategy goals?

To achieve our Cyber Strategy goals, the Department must be able to effectively compete in an increasingly dynamic environment. If confirmed, I will work to identify capability gaps and equip our Airmen and Guardians with the partners, skills, and capabilities to create decisive advantage across all domains, including cyberspace.

Q175. In your view, should the composition of the Cyber Mission Force be adjusted across the National Mission Teams, Combat Mission Teams, Cyber Protection Teams, and Cyber Support Teams, to address in a better way the requirements identified in the NDS and the goals set forth in the 2018 Cyber Strategy?

I do not have the data to answer this question. If confirmed, I will work with DAF leaders to understand how our cyber forces should be best postured to meet standing cyber requirements and address emerging cyber challenges as identified in our strategic guidance documents.

Q176. Are the size and capabilities of the Air Force Component of the Cyber Mission Force and Air Force cybersecurity service providers sufficient to meet current and future cyber and information warfare requirements?

I do not have information to assess whether these capabilities are right-sized. If confirmed, I will work with DAF cyber leaders to ensure we are providing adequate capacity and capability to satisfy our cyber mission requirements.

Q177. In your view, should the Air Force expand acceptable professional qualifications for its cyber workforce to include non-traditional professional credentialing and schooling from so-called technology boot camps and massive online open courses (MOOCs) as an alternative to traditional education, provided candidates meet the necessary technical standards?

If confirmed, I would need to understand how pursuing such opportunities contributes to DAF operational capabilities, expertise, and readiness before committing to such a path. In general, I would support exploring options to incorporate industry and commercial training to supplement service-provided baseline technical training, if doing so enhances mission readiness.

Q178. If confirmed, what would you do to enhance Air Force and Space Force

information dominance capabilities?

Information dominance underpins the Air Force and Space Force's ability to execute its core missions. The Department of the Air Force must consider the interconnectedness of systems, the need for actionable information at decision points, and barriers to the effective sharing of information with joint, allied, and coalition partners. Information dominance will especially be critical against near-peer competitor and in contested environments. If confirmed, I will strive to leverage partnerships and shared objectives to ensure the DAF has high-priority information systems that meet our national security priorities.

Q179. If confirmed, what would you do to improve military cybersecurity career pathways to meet the present and future needs of the Air Force and U.S. Cyber Command?

As a starting point, I would engage with DAF cyber leaders to understand where they see opportunities to improve military cybersecurity pathways across the Total Force. If confirmed, I support identifying ways to broaden and deepen our cybersecurity expertise within the ranks, and partnerships with the private sector and academia may be opportunities to do so. Additionally, I would work to ensure we were better able to recruit and retain top cyber talent potentially through cybersecurity development opportunities, incentives, or some combination thereof.

Section 1657 of the FY 2020 NDAA directed the appointment of an independent Principal Cyber Advisor (PCA) for each Military Department, to act as the principal advisor to the Secretary concerned on all cyber matters affecting that Department.

Q180. What do you see as the role of this position in the Air Force?

If confirmed, I expect the PCA will provide the Secretary of the Air Force and DAF service leaders with independent advice on all cyber matters across the full spectrum of DAF portfolios.

Q181. If confirmed, how would you plan to utilize the Air Force PCA as part of your leadership structure?

If confirmed, I would follow the NDAA guidance which states the PCA will be an autonomous advisor to the SecAF, CSAF, and CSO on all cyber matters, as well as oversee and coordinate on the implementation of cyber policy and sustainment programs, and coordinate with OSD and other services' PCAs to reduce unnecessary duplication on cyber initiatives. The PCA will be responsible for the best utilization of our cyber operations workforce, capabilities, and enterprise IT framework.

Q182. What are Air Force's top three (3) Cyber Challenges, and how will you use the Principal Cyber Advisor to address them?

I do not have sufficient data to make an assessment of the Air Force's top three cyber challenges. However, I see value in the PCA assessing the DAF's overall cyber readiness, evaluating our ability to protect legacy weapons systems from cyber attacks, and helping to prioritize DAF efforts to support joint and combined cyber operations. With the PCA's help, if confirmed, I intend to strengthen the Department's efforts to defend the DAF

enterprise by ensuring the Total Force practices cyber vigilance to minimize vulnerabilities and assure mission success.

Q183. The Air Force merged the 24th and 25th Air Forces to better integrate cyber effects, ISR, electronic warfare operations, and information operations. In your view, has the merger yielded the expected benefits? Q184. What challenges has the Air Force experienced in the context of this merger and how would you address those challenges, if confirmed?

I do not have enough information to assess if the merger and creation of 16th Air Force has yielded the expected outcomes established at the onset. If confirmed, I will work with DAF leaders to understand the operational benefits and disadvantages, expected and unforeseen, based on this approach.

Electronic Warfare (EW)

Q185. What is your vision for the future of Air Force EW capabilities?

Electronic warfare is a critical warfighting capability and an area that warrants further investment to ensure military superiority over our competitors. If confirmed, I would work with DAF leaders to understand where enhanced electronic warfare capabilities may maximize our combat power.

Q186. What is your assessment of the adequacy and efficacy of EW training that Air Force personnel receive in an Air Force environment in specific airframes?

At this time, I do not have enough information to make this assessment. However, it is my understanding that advanced technology now makes a wider range of the Electromagnetic Spectrum usable for both the Air Force and its adversaries, so it is important for the Department to train for potential conflict in this environment. If confirmed, I would ensure that Air Force personnel receive appropriate and adequate training for electronic warfare.

Q187. In a joint environment with other Military Services?

I do not have sufficient information about current Air Force electronic warfare capabilities in these conditions. However, my impression from open source reporting is that there is likely room for improvement here, as well.

Spectrum

Q188. Electromagnetic spectrum plays a critical role in many DOD missions. In what ways do the Air Force and Space Force rely on spectrum to support warfighter requirements?

I have not been fully briefed on the ways the Air Force and Space Force rely on spectrum to support warfighter requirements, though I generally understand that reliance is extensive. If confirmed, I will advocate for the development, acquisition, and collaboration required to ensure that the Department's spectrum-dependent systems support strategic competition worldwide.

Q189. In your view, which warfighter spectrum requirements will be essential to competing with Russia and China on a future battlefield?

I do not have enough information to make this assessment. I will review current DAF spectrum requirements to assess their adequacy and make appropriate recommendations.

Q190. In testimony before the House Armed Services Committee in February 2020, Secretary of Defense Esper stated that DOD is willing to share spectrum with 5G networks in the “Mid-Band” (3 to 4.2 gigahertz). What Air Force systems might be affected by this “sharing” and how could “sharing” affect homeland defense, in your view?

I do not have enough information to answer this question; however, if confirmed, I will work with DAF leaders to understand how such sharing could affect the efficacy and readiness of Air Force systems and homeland defense.

Q191. Were DOD required to “vacate” or leave the “Mid-Band” spectrum instead of sharing, what are the potential operational and dollar costs to the Air Force and Space Force, in your view?

I do not have enough information to answer this question; however, if confirmed, I will work with DAF leaders to understand how vacating this spectrum would impose operational and monetary costs on the DAF and affect our ability to execute critical missions.

Q192. How long would a move to a different area of the spectrum take, in your view?

I do not have the data to determine how long a move to a different area of the spectrum would take or any resultant operational capability gaps during and as a result of that transition. If confirmed, I will work with relevant stakeholders to ensure Department equities are protected, and any costs associated with spectrum sharing are accurately identified to decision makers.

Science, Technology, and Innovation

Q193. How have the Air Force and Space Force prioritized limited research and development funding across its technology focus areas? Q194. Specifically, where are the Air Force and Space Force either increasing or decreasing focus and funding?

I have not had an opportunity to review how the Air Force and Space Force prioritize their research and development funding across technology focus areas. However, as a nation, we should invest in capabilities with the highest chance of success against future adversary technologies. If confirmed, I will review the current investment strategy in technology focus areas to ensure we are adequately focused on key technologies for the future fight.

Q195. How would you improve efforts the Air Force and Space Force are making to identify new technologies developed commercially by the private sector and apply them to military and national security purposes?

If confirmed, I would review the Air Force and Space Force's current efforts in this regard to better understand their respective challenges and opportunities with doing so. In general, I am supportive of streamlining the process to identify and incorporate commercially developed technologies based on potential cost savings and getting much needed capabilities into the hands of the warfighters.

Q196. How would you work to increase investments in research infrastructure through Air Force MILCON investments to match growing investments in China in research infrastructure in domains such as quantum science, hypersonics, and advanced materials?

If confirmed, I would review Air Force MILCON investments to understand the current priority of projects and the status of research infrastructure projects therein. As the DAF invests in advanced technologies, it is important that we have adequate research infrastructures to support the timely development of sensitive capabilities. If confirmed, I would consider this a priority effort.

A Government Accountability Office (GAO) report (Actions Needed to Enhance Use of Laboratory Initiated Research Authority - GAO-19-64) has noted that the Air Force Research Laboratory is not fully using authorities provided to it by Congress to support research innovation.

Q197. If confirmed, how would you lead the Air Force in responding to GAO's recommendation in this report?

I do not have enough information to answer this question. If confirmed, I would work with DAF leaders to understand which authorities are and are not being fully utilized by the Air Force Research Laboratory to support research innovation, and why that is the case. Based on that review, I would be better positioned to recommend a way forward.

Q198. If confirmed, how would you ensure that the limited Air Force science and technology budget is used for genuine science and technology technical challenges, and not to support more mature prototyping and development activities more appropriately addressed with other Air Force RDTE resources?

If confirmed, I will work with DAF leaders to review how the Air Force science and technology budget funds science and technology technical challenges, to ensure activities meet the requirements for why the monies were initially appropriated.

Q199. In your view, would the Air Force benefit from authorities that enable it to make use of expert foreign national talent in appropriate capacities and in appropriate settings to support modernization priorities and better compete with peer adversaries?

I understand that the Department of the Air Force Science and Technology Strategy calls for enhanced recruitment of national and global talent to deepen and expand the scientific and technical enterprise. If confirmed, I will work with Department leaders to understand the challenges of recruiting foreign nationals, namely university students, and devise strategies to ensure that the Department of Air Force has access to the best talent, while protecting sensitive and classified information and technologies from competitors and

potential adversaries who attempt to exploit such recruits.

Q200. What incentives should the Air Force provide to universities and researchers to develop domestic technical talent and counter opportunities for researchers in critical fields being offered by peer adversaries, including China?

Developing and fostering partnerships with universities, both domestic and with allied partners, is critical to ensuring the Department creates and maintains technical talent and leading research programs for U.S. national security and economic advantage. If confirmed, I will work with DAF leaders to identify appropriate incentives that help foster domestic programs and ensure we have a robust pipeline for technical talent.

Indo-Pacific Region

Q201. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to deter Chinese aggression and, if necessary, prevail in a potential conflict with China?

I believe the key areas include connecting the Joint Force with joint all domain command and control, achieving space superiority, the ability to generate combat power and conduct logistics in contested environments.

Q202. How would you assess the threat to Air Force forces and facilities from Chinese missile forces?

I do not presently have enough information to assess the threat, but my sense is that the threat is growing.

Q203. In your assessment, have Air Force investments, posture shifts and/or new operational concepts sufficiently addressed this threat?

I do not have enough information to answer this question at this point. If confirmed, I will assess the adequacy of the efforts currently underway and work with the military leadership of the Air and Space Forces to make any necessary adjustments.

Q204. In your assessment, what are the priority investments the Air Force could make that would help implement the NDS and improve the military balance in the Indo-Pacific?

I believe priority investments for the Air Force in the Indo-Pacific include those that enable the Air Force to perform its key missions in a complex anti-access area denial threat environment.

Q205. What is your current assessment of the risk of operational failure in a conflict with China as a result of a critical logistics failure?

I do not presently have enough information to assess the current risk. My sense is that the risk is significant. China is fielding capabilities to disrupt and attack logistics, and the geography and distances associated with operating in the Indo-Pacific pose significant logistical challenges. If confirmed, I look forward to more fully understanding the Department's current assessment of the risk posed by a critical logistics failure.

Europe

Q206. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to deter Russian aggression and, if necessary, prevail in a potential conflict with Russia?

I have not had the opportunity to assess the adequacy of Air and Space Force capabilities to support European combatant command and NATO operational needs. If confirmed, I will work with DAF leaders to assess the adequacy of existing and planned forces to support requirements in the region.

Q207. In your view, are there investments the Air Force should prioritize for the competition with Russia below the level of direct military conflict in order to counter Russian malign influence and hybrid warfare operations?

In my view, countering Russia's hybrid tactics will require a comprehensive approach involving our allies and partners and interagency partners from across the U.S. government. The Department of the Air Force has a key role to play in this effort. If confirmed, I will work with DAF leaders to assess how our efforts are supporting a unity of effort among our interagency, our allies and partners, and the private sector in order to support a comprehensive approach.

Operational Energy and Energy Resilience

DOD defines operational energy as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. Today, DOD energy requirements are expected to increase geometrically due to technological advances in weapons systems and distributed operations over longer operating distances.

Q208. If confirmed, how would you lead the Air Force in harnessing innovations in operational energy and linking them with emerging joint operational concepts in order to reduce contested logistics vulnerabilities for warfighters?

If confirmed, advancing operational energy capability and resilience will be a high priority. The DoD fights as a Joint Force and, the Air Force, as the largest consumer of energy, must look seriously at ways to mitigate its logistical vulnerabilities to ensure that it can continue to project power. If confirmed, I would work with DAF leaders to review new and emerging concepts in aircraft and engine design as well as conventional and novel ways to power its forces.

Q209. In what specific areas, if any, do you believe the Air Force needs to improve the incorporation of energy considerations and alternative energy resources into the strategic planning processes?

Having assured access to energy and water is critical to successful missions. If confirmed, I will work to enhance the energy resilience of the Department's installations and specifically to ensure they are incorporated in installation resilience plans.

I will also advocate for increased analysis of aircraft and installation energy consumption data to shape the strategic planning process and to inform future investment decisions.

Q210. How can Air Force acquisition systems better address requirements related to the use of energy in military platforms to decrease risks to warfighters?

The Department's acquisition process must look at energy requirements for military platforms from the very beginning, and if confirmed, I will support the incorporation of energy considerations throughout the requirements development process and the acquisition life cycle.

Q211. In your view, what steps can be taken to render energy supportability that reduces contested logistics vulnerabilities a key performance parameter in the requirements process, as compared to the "check the box" consideration it is today?

If confirmed, I will ensure that strategic energy considerations are closely analyzed for the potential operational risks they may pose, especially in a contested environment. I will work to ensure proper emphasis is placed upon energy considerations across the DAF and informed by operational data and war games to ensure energy risks are adequately captured and addressed.

Q212. If confirmed, specifically how would you prioritize energy resilience and mission assurance for the Air Force, including acquiring and deploying sustainable and renewable energy assets to support mission critical functions and address known vulnerabilities?

Having assured access to energy and water is critical to successful missions. If confirmed, I will work to enhance the energy resilience of the Department's installations and specifically to ensure sustainable and renewable assets are incorporated in installation resilience plans. I will also ensure appropriate emphasis is placed on the strategic implications of energy decisions through the use of campaign-level analysis of energy consumption, informed by realistic risk to supply chains to address current and future energy vulnerabilities.

Environment

Q213. If confirmed, how would you ensure that the Air Force complies with environmental protection laws, regulations, and guidance from the Environmental Protection Agency?

If confirmed, I will ensure the Department of the Air Force has the policies and resources necessary to comply with all applicable U.S. Environmental Protection Agency laws, regulations, and guidance. This will be a top priority.

Q214. What are your ideas for improving collaboration with the Department of the Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness while protecting the environment on and around installations?

If confirmed, I will work to ensure the DAF continues to collaborate with the Department of Interior and the U.S. Fish and Wildlife Service. I would encourage the identification of mutually beneficial programs and projects that support the Department of the Air Force

readiness mission and while also helping to achieve the U.S. Fish and Wildlife Service goal of species recovery on and around installations and ranges.

Q215. If confirmed, how would you further efforts to identify and remediate PFOS/PFOA contamination on Air Force installations, including reserve component locations?

If confirmed, I would ensure the Department of the Air Force Environmental Cleanup Program is appropriately resourced to complete all necessary investigations in a timely fashion of potential PFAS releases at active installations, to include Reserve Component locations, through the Comprehensive Environmental Response, Compensation, and Liability Act.

Q216. If confirmed, what would be your approach to addressing the health concerns of service members and their families regarding alleged exposures to potentially harmful contaminants on Air Force installations and in the context of performing military duties?

If confirmed, the health and welfare of the Department's members and their families will consistently be a top priority, and I will ensure that reported health concerns are investigated and addressed as quickly as possible.

Readiness and Resource Impacts from Extreme Weather

In 2017, three hurricanes resulted in over \$1.3 billion in damage to military installations across the U.S. In 2018, extreme weather events caused roughly \$9 billion in damage at Tyndall Air Force Base, Camp Lejeune, and Offutt Air Force Base.

Q217. How would you assess the readiness and resource impacts on the Air Force from past years' extreme weather events?

Extreme weather events and effects pose continuing concerns to US national security. These can create instability and lead to conflict and unrest abroad while potentially endangering installations, stressing equipment and personnel, and negatively impacting readiness. The number and severity of extreme events in recent years is significant for both the Department of the Air Force and many communities across the nation. If confirmed I will work to ensure the Department maintains a focus on resiliency.

Q218. Based on these readiness and resource impacts, would you believe it useful to incorporate more resilient designs in Air Force infrastructure?

Yes, if confirmed I will ensure the Department pursues initiatives that integrate common sense resilience practices into the infrastructure design, planning and execution processes.

Q219. How can the Air Force better use existing authorities on extreme weather mitigation granted by Congress in the last few NDAsAs?

I understand that severe weather and other climate change-related impacts can and will degrade the Department of the Air Force's ability to operate and train. If confirmed, I will work to develop a full understanding of the national security implications of extreme weather, utilizing an approach that includes use of authorities, impacts on operations,

installations, infrastructure, and force development.

Infrastructure Challenges

Non-DOD funding mechanisms such as energy savings performance contracts, utility energy savings contracts, and power purchase agreements are excellent means by which the Air Force can improve infrastructure, increase resilience, reduced deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without upfront appropriated funds.

Q220. If confirmed, what steps would you take to streamline this process and how long would it take you to resume entering into contracts of this sort for the benefit of Air Force installations?

If confirmed, I will ensure the Department utilizes all available authorities to both save money and strengthen energy resilience. I also will look for immediate opportunities to streamline the processes and expedite solutions working with the Department of the Army, Department of the Navy, OSD, and the Department of Energy.

Audit

Q221. What is the benefit to Air Force missions in achieving a clean audit opinion?

It is my understanding that the appropriated funding Congress has provided to the DAF has not only improved DAF financial statements, it has enabled the DAF to improve cybersecurity in multiple systems, enhance business analytics capability by having more reliable, transparent data, and supported the use of robotics to allow teams to do more without increasing headcount. The audit also allows for improvements to equipment and inventory management driving business reform within the DAF.

Q222. If confirmed, what specific actions will you take or direct to help the Air Force achieve a clean audit opinion in the most efficient manner?

If confirmed, I would support the ongoing effort to assess enterprise-wide solutions that will leverage modern technology and reduce manual processes. System modernization will improve automated integration, increase compliance, and enable implementation of more effective enterprise cybersecurity. If confirmed, I will prioritize having DAF functional communities better account for mission critical assets by performing timely inventories to support mission readiness. A clean set of books supports improved reliability and timeliness in providing critical financial information to decision makers and ensures the DAF is doing everything in its power to track and spend financial resources effectively and efficiently.

Q223. Do you support the Air Force investing significant resources including personnel, investments in IT modernization, and funding for audit activities and audit remediation activities in order to support the Air Force achieving a clean audit opinion in a timely fashion?

Yes. It is critical that the Department of the Air Force utilize every dollar as efficiently and effectively as possible and make informed business decisions.

Q224. If confirmed, how would you hold Air Force leaders accountable and responsible to prioritize, support, and manage Air Force audit activities?

It is my understanding that the Department's financial improvement and audit remediation goals are built into 100% of senior leaders' performance assessments, setting leadership's tone from the top regarding the importance and priority of obtaining clean, reliable financial records. If confirmed, I will assess how well the Department is meeting the milestones outlined in these assessments and provide feedback.

Air Force-related Defense Industrial Base

Q225. How would you describe the state of the industrial base that supports Air Force programs? Q226. If confirmed, what actions would you take related to the industrial base?

The Department of the Air Force relies on a dynamic, multi-layered, and complex global industrial base to reliably acquire and support weapon systems. If confirmed, I will work with the Secretary of the Air Force and DAF leaders to continue to foster interactions with the industrial base with concepts such as digital design and engineering approaches.

Q227. How should Air Force acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions?

As I understand, Air Force program managers are required to consider the industrial base's ability to support a weapons system's lifecycle. If confirmed, I would work with DAF acquisition leaders to identify efforts, such as digital design and engineering approaches, that may yield chances to broaden the vendor base, shed antiquated designs, and provide new entrants an opportunity to deliver innovation and war winning capability.

Q228. How should the Air Force use its procurement investments to support the maintenance and growth of the domestic industrial base in sectors critical for Air Force readiness and modernization plans?

I believe the Air Force should work to identify opportunities where acquisition programs can maintain and strengthen a nimble, responsive domestic industrial base. If confirmed, I will work with the Department of the Air Force acquisition leaders to consider impacts to the industrial base and its ability to meet the needs of the Air Force and Space Force.

Q229. How should the Air Force use its research and manufacturing investment activities to support the maintenance and growth of the domestic industrial base in sectors critical for Air Force readiness and modernization activities?

I understand the Department of the Air Force is leveraging the Manufacturing Innovation Institutes as an effective way to support the maintenance and growth of the domestic industrial base by pulling in a large number of suppliers through public-private partnerships. If confirmed, I will work DAF leaders to review this effort and identify ways to best leverage partnership such as this one.

Sexual Harassment in the Civilian Workforce

In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, 17.7 percent of female and 5.8 percent of male DOD employees indicated that they had experienced sexual harassment and/or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

Q230. What is your assessment of the current climate regarding sexual harassment, gender discrimination, and other harassment in civilian workforce of the Department of the Air Force?

I have not seen current DAF-internal survey responses. However, if confirmed, I will commit to working with the Secretary of the Air Force in preventing such harassment and gender discrimination from occurring and holding individuals accountable when they engage in such behavior will be a top priority. This is a leadership issue, and Department leaders must aggressively tackle these issues that threaten readiness and degrade the Department’s ability to retain top civilian talent.

Q231. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment, discrimination, or other harassment from a civilian employee of the Department of the Air Force?

If confirmed, I would work with the appropriate offices and officials to understand the nature of the incident(s) and the full scope of the alleged activities to ensure a fair and just review and adjudication process for the accused and accuser.

Q232. Does the method for responding to complaints of harassment or discrimination in the civilian workforce of the Department of the Air Force provide appropriate care and services for victims?

I do not have information about the current methods to respond to such complaints, nor how victims receive care and services. If confirmed, I will work to make sure victims, military or civilian, are fully aware of their legal rights, avenues for reporting, and services and care to which they are entitled. I will also partner with DAF leaders to make certain that those actions are appropriate and professional.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of Congress are able to receive testimony, briefings, reports, records (including documents and electronic communications) and other information from the Department.

Q 233. Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer with a simple yes or no.

Yes.

Q234. Do you agree, without qualification, if confirmed, to provide this committee,

its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records (including documents and electronic communications), and other information as may be requested of you, and to do so in a timely manner? Please answer with a simple yes or no.

Yes.

Q235. Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer with a simple yes or no.

Yes.

Q236. Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer with a simple yes or no.

Yes.

Q237. Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer with a simple yes or no.

Yes.

Q238. Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer with a simple yes or no.

Yes.

Q239. Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer with a simple yes or no.

Yes.