

**THE NOMINATION OF THE HONORABLE
CHRISTINE E. WORMUTH TO BE
SECRETARY OF THE ARMY**

HEARING

BEFORE THE

**COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE**

ONE HUNDRED SEVENTEENTH CONGRESS

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CONTENTS

MAY 13, 2021

	Page
THE NOMINATION OF THE HONORABLE CHRISTINE E. WORMUTH TO BE SECRETARY OF THE ARMY	1
MEMBERS STATEMENTS	
Reed, Senator Jack	1
Inhofe, Senator James M.	3
WITNESS STATEMENTS	
Hagel, Charles “Chuck”, Former Secretary of Defense	3
Wormuth, The Honorable Christine, Nominee to be Secretary of The Army	5
Advance Policy Questions	37
Questions for the Record	72
Nomination Reference and Report	91
Biographical Sketch	92
Committee on Armed Services Questionnaire	95
Signature Page	103

**THE NOMINATION OF THE HONORABLE
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SECRETARY OF THE ARMY**

THURSDAY, MAY 13, 2021

UNITED STATES SENATE,
COMMITTEE ON ARMED SERVICES,
Washington, DC.

The Committee met, pursuant to notice, at 9:30 a.m. in room SD-G50, Dirksen Senate Office Building, Senator Jack Reed (Chairman of the Committee) presiding.

Committee Members present: Senators Reed, Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King, Warren, Peters, Manchin, Duckworth, Rosen, Kelly, Inhofe, Wicker, Fischer, Cotton, Rounds, Ernst, Tillis, Sullivan, Cramer, Scott, Blackburn, Hawley, and Tuberville.

OPENING STATEMENT OF SENATOR JACK REED

Chairman REED. Let me call the hearing to order.

Good morning. The Committee meets this morning to consider the nomination of Ms. Christine Wormuth to be Secretary of the Army.

On behalf of the Committee, I want to thank you for your willingness to return to public service. Thank you very much.

I also want to welcome your husband, Mr. Drew Kuepper and your mother, Mrs. Deanna Wormuth, who are with us this morning. I would like to acknowledge your daughters, Rachel and Madeleine, and other family members who I am sure would have liked to have been here in person, but because of pandemic restrictions, are proudly watching from home. We thank them for their continued support of your service to our Nation.

Finally, I want to recognize and thank former Secretary of Defense Chuck Hagel, who will be introducing Ms. Wormuth this morning. Thank you, again, Mr. Secretary, for your service and your presence.

As we consider Ms. Wormuth's nomination, I note that she has a wealth of experience in defense and national security policy spanning 25 years both, in and out of government. She has served in multiple senior leadership positions at the Department of Defense (DOD) as well as with the highly public policy research organizations, including her recent tenure at the RAND Corporation.

I also want to acknowledge the historic nature of this hearing. If confirmed, Ms. Wormuth would be the first woman to be the Sec-

retary of the Army and I am pleased that we have finally reached this moment.

Ms. Wormuth, as Secretary of the Army your primary responsibility will be the manning, training, and equipping of Army Forces to ensure that the service is capable, in conjunction with other branches for provides for the defense of the United States. In the process of providing forces to combatant commanders, you will need to navigate the perpetual tensions amongst mobilization, modernization, and readiness.

The Army is fundamentally about people. The Chief of Staff of the Army, General McConville, has committed the Army being a people-first organization, not just for soldiers, but their families, Army civilians, and veterans. To be a people-first organization, the Army must show commitment through its policies and practices.

However, a trip I took to Fort Hood with Senator Inhofe deepened my concern about the cohesion of the force. The military continues to show the strain of 2 decades of continuous deployments. The Fort Hood report showed that too many commanders do not know their troops and too many troops do not trust their commanders, and issues such as racism, extremism, sexual harassment, and sexual assault have, in too many instances, gone unchecked.

Ms. Wormuth, these are issues that will require your direct and immediate attention and I would ask that you share with the Committee this morning how you plan to address these issues.

Historically, the Army has struggled to effectively modernize. The establishment of Army's Futures Command and the associated reorganization of related commands inject a tremendous energy into modernization efforts and Congress has provided the service-wide latitude to make programmatic and structural changes and has supported the Army's efforts. However, creating such new authorities as created tensions between civilian and military acquisition officials. As Secretary of the Army, you will face difficult decisions on these modernization efforts. You will need to be clear-eyed in defining the Army's appropriate role within the Joint Force and multidomain operations and you will need to ensure that the spirit and intent of civilian control of the military is appropriately executed.

Lastly, the Army must continue to improve its readiness in the context of long-term strategic competition. I applaud the Army's ongoing focus on large training exercises, including the Defender series in Europe and in the Pacific and its leadership in the Project Convergence series. These large-scale events not only test system capabilities and exercise critical skill sets to include mobilization and deployment of the force, they also facilitate joint and coalition training, reflecting how we would fight in future operations.

The Army has also introduced ReARMM, Regionally Aligned Readiness and Modernization Model, to synchronize all Army components across regions and provide predictability to the formations under U.S. supervision, regular Army, National Guard, and the Army Reserves. This effort has great promise.

Ms. Wormuth, it is confirmed you entered an Army in transition and will face China as the pacing threat, revanchist, near-peer land threats in Europe, and counterterrorism requirements remaining in

the Middle East and Africa. These challenges will require a thoughtful resolute leadership.

Thank you, again, for your willingness to serve our Nation. I look forward to your testimony.

Now let me recognize the ranking member, Senator Inhofe.

STATEMENT OF SENATOR JAMES INHOFE

Senator INHOFE. Thank you, Mr. Chairman.

Ms. Wormuth, it is great to have you here today. We look forward to your confirmation, and it is nice to see Chuck Hagel back, too. So, we look forward to your introduction.

As I have often said, the world is the most dangerous place. We all understand that now. We face the threats we have not faced before. Our competitors have gone to school in the American way of war and they are rapidly modernizing their militaries to exploit our vulnerabilities.

We are all aware that China and Russia, combined, has spent more to modernize their militaries than we are. Now, you are the first Service Secretary nominee to come before us and we have a couple of Army guys up here, so we have a little bias in this, and I would tell each one of you, if you are given insufficient resources to meet the mission, we are here to help.

But we do not have time for that sort of question and drama when our adversaries, especially the Chinese, are outpacing us. Each of the services should be focused on providing the forces and combatant commanders in need to keep up the pace.

The Army has quite a lot to contribute in the 2018 NDS [National Defense Strategy]. You and I talked about that. Your commitment to this blueprint is very impressive and I do appreciate that. I have been pleased with the Army to drive and adapt a new operational challenges in the INDOPACOM from the developing in new land-based strike options to standing up multidomain task forces. We wrote the Pacific Deterrence Initiative last year, in part, because we are not present enough in the Western Pacific and the Army understands that.

So, we look forward to your testimony and look forward to serving with you.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Inhofe.

Now, it is my privilege and pleasure to introduce former Secretary of Defense Chuck Hagel to introduce Ms. Wormuth.

Mr. Secretary?

STATEMENT OF CHARLES "CHUCK" HAGEL, FORMER SECRETARY OF DEFENSE

Mr. HAGEL. Good morning, Chairman Reed, Ranking Member Inhofe, and Members of the Committee.

I appreciate the opportunity to introduce Christine Wormuth in support of the President's nomination of her to be Secretary of the Army. As Senator Inhofe just noted, a few of us have had some experience with the Army and as an old Army sergeant, it is truly a privilege to introduce the President's nominee for Secretary of the Army to the Armed Services Committee.

You all have Ms. Wormuth's bio and impressive work record over many years in varied national security positions, so I am not going to repeat what you already have; instead, I am going to tell you a little bit about how I know her, how I have worked with her, my experience with her, and my knowledge of Ms. Wormuth.

I have known and worked with Christine Wormuth since February 2013 during my time at the Pentagon as Secretary of Defense, but I have known who she was through my previous positions as a United States senator, co-chairman of the President's Intelligence Advisory Board, and chairman of the Atlantic Council.

When I became Secretary of Defense in February 2013, Ms. Wormuth became an important part of my team. She held the position of Deputy Under Secretary of Defense for Strategy Plans and Forces. She worked closely with Under Secretary of Defense Jim Miller and the Deputy Under Secretary, Kathleen Hicks, who this Committee has just recently confirmed to be the Deputy Secretary of Defense.

In early 2014, I recommended to President Obama that he nominate Ms. Wormuth to replace Under Secretary Miller, since he was leaving, as well as Deputy Under Secretary Hicks. The President nominated her and she was confirmed by this Committee in mid-2014.

Under Secretary Wormuth and I worked closely on many issues. Her experience, leadership, and good judgment were essential to fulfilling the serious responsibilities that DOD had during that time and continues to have. Ms. Wormuth led the 2014 Quadrennial Defense Review, working closely with the chairman and vice chairman of the joint chiefs of staff and the military services.

Her leadership was especially important during the Ebola crisis in 2014 and 2015. Where she worked closely with the Army, AFRICOM command. The White House, and all the intergovernmental agencies involved with the Ebola effort. Ms. Wormuth's leadership and long experience was critical to helping the Army to further develop and strengthen its capabilities, its vision, and also understand and lead its role, what the Army's role was during these developing times, during a period of great power competition. Particularly, its warfighting concepts, strategies, capabilities, and needs for the future.

While serving as the senior director for defense policy at the National Security Council before joining DOD, she worked closely with Secretaries Gates' and Panetta's teams on the 2012 defense strategic guidance. Which revised DOD's strategy and signaled to rebalance to the Asia Pacific.

Her extensive efforts working on suicide prevention, sexual assault, and harassment, and support to military families and veterans, and all "quality of life" issues for our military and their families were particularly impressive. When I told Ms. Wormuth that I intended to recommend her to President Obama to be Under Secretary of Defense for Policy, I also told her that I intended to recommend to the President that Bob Work be Deputy Secretary of Defense and Mike McCord be Under Secretary Controller. The point was, I wanted a team that would work closely together. She never wavered from that commitment and was an effective and respected leader as a strong member of a very impressive team.

In February 2015, I awarded Christine Wormuth the Distinguished Public Service Award, which as you all know, is the highest award that can be given to political appointees. In this citation, I said, and quote, Ms. Wormuth played a vital role, leading the Department's efforts to degrade, destroy, the Islamic State of Iraq and the Lavan, regularly providing strategic advice to the Secretary of Defense, engaging with members of the interagency to formulate policy and briefing members of Congress of key developments amid a significant budget uncertainty that we were dealing with at the time.

Ms. Wormuth was a critical voice in the Department deliberations aimed at aligning the Department's strategy with its resources. After Ms. Wormuth left the Pentagon at the end of the Obama administration in 2017, she took on new senior director roles at the Atlantic Council and RAND. Where I, again, worked with her as a member of the Atlantic Council's international board of directors and RAND's board of trustees.

As I noted in my introduction of Mike McCord on Tuesday morning, the indispensable requisites of leadership are character, integrity, courage, and judgment. If any of these are missing, the journey will not end well. If the person does not possess a sense of humanity and decency, they are not fit for leadership.

Christine Wormuth possesses all of these essential requirements and the successful experience to warrant her confirmation. I am proud to introduce Christine Wormuth this morning.

Thank you, Mr. Chairman, Ranking Member Inhofe, for allowing me to present my introduction of Ms. Wormuth for your consideration of President Biden's nomination of her to be Secretary of the Army. Thank you.

Chairman REED. Well, thank you very much, Mr. Secretary. I particularly want to thank you for your service as a sergeant, probably the high point of your contribution to the United States of America. I say that as someone who cannot claim that distinction as being an NCO [non-commissioned officer] in combat. Thank you very much.

Ms. Wormuth, your statement, please.

**STATEMENT OF THE HONORABLE CHRISTINE WORMUTH,
NOMINEE TO BE SECRETARY OF THE ARMY**

Ms. WORMUTH. Good morning, Chairman Reed, Ranking Member Inhofe, and distinguished Members of the Committee. I am deeply honored to come before you today as President Biden's nominee for Secretary of the Army.

I am grateful for your consideration of my nomination and I am also very grateful to this Committee for its long and bipartisan commitment to our national security.

Thank you, Secretary Hagel, for being here in person today and giving me such a lovely introduction. It was a privilege to work with you when you were Secretary and it is a particular honor to be introduced today by the first and only old Army sergeant who was also Secretary of Defense. If confirmed, I hope to follow your example of leadership that never lost sight of the brave military members and their families who serve our Nation and who are at

the heart of everything we do in the Army and Department of Defense.

To my husband Drew, a retired Navy officer, don't hold it against him, Thank you for your love, optimism, and support, no matter what comes our way. My daughters, Rachel and Madeleine, are off in college now, but they are always in my heart. I have been blessed with a strong and wonderful family who has taught me to strive, lifted me up, and modeled service to others.

Thank you, Mom, for being here today and every day and thank you, Jennifer, for all that you do as a caring and capable surgeon.

My mother's father, Arthur Dean Wilkens, was a World War II Army veteran. My father-in-law, Bill Kuepper, served in the Army during the Korean War. My sister serves today in the U.S. Army Reserves and my step son-in-law serves in the National Guard.

While I have not served in uniform, I chose to serve in a different way: as a career civil servant in the Department of Defense and, later, I had the honor of serving as Under Secretary of Defense for Policy. It has been the privilege of my career to work alongside and see firsthand the sacrifices soldiers and their families make, as well as all they achieve when answering the Nation's call time and, again. I could not be more humbled and proud to have the opportunity to serve as Secretary of the Army and to ensure that we continue to provide the Army with what it needs to succeed.

Title 10 gives the Secretary of the Army many responsibilities. But fundamentally, the job of the Secretary is to lead the Army, to lead change in the Army, to be a strong advocate for the value of land power both, inside and outside the Department of Defense, and to build strong relationships with you, Congress, who ultimately provides the argumentative with the authorities and resources it needs to fulfill its mission.

If confirmed, I will focus each and every day on these solemn responsibilities, working closely with the Chief of Staff of the Army and other Army leaders. I will strive to always provide candid and considered advice to Secretary Austin and Deputy Secretary Hicks in matters affecting the Army.

More than any time in my professional life, the United States appears to be at a strategic inflection point. We have a window to make needed changes to ensure that the Army continues to be the best fighting force in the world, but that window will not be opened indefinitely.

If confirmed, my goal will be to help the Army continue to transform to be able to compete, deter, and if necessary, fight and win. Together with this Committee and others, we need to carefully examine our operational concepts, align them to meet the challenges posed by the adversaries we face, use them to drive what new advanced capabilities we acquire and then organize, train, and equip our soldiers to employ these capabilities successfully in competition and conflict, if necessary.

The Army has embarked on its most ambitious modernization program in 40 years to enable it to stay ahead of the challenges posed by the realities of high-intensity, technologically advanced warfighting. Seeing these modernization programs through successfully, while maintaining readiness to meet the demands of current operations, will be a top priority for me, if confirmed.

Fundamental to the Army's readiness is its people: Army soldiers, whether Active, Guard, or Reserve, their families, Army civilians, and our Army veterans.

General McConville and former Secretary McCarthy place the Army's people at the center of their efforts and if confirmed, I intend to prioritize the full range of people issues. To ensure our soldiers and civilians have the best quality of life possible, I will strive to continue improving our Army housing, healthcare, childcare, and spouse employment opportunities. I will focus on ensuring the Army can recruit, develop, and retain the diversity of talent it needs to remain the world's premier land force, and I will do everything in my power to ensure we have a healthy command climate at every Army installation that fosters Army values and ensures the well-being of our people.

There is no place in our Nation's Army for sexual harassment and assault, domestic violence, extremism, racial racism, or other harmful behaviors that inhibit readiness.

Members of the Committee, if confirmed, I will seek to lead as a hands-on Secretary that works closely with the Army's uniformed leadership at all levels, empowers our staff, models ethical and transparent leadership, and who demonstrates everyday care for the entire Army team. I will be the strongest possible advocate for the Army inside the Pentagon and out.

Finally, I would consult closely with this Committee, because without regular and constructive dialogue and partnership, we will not succeed in transforming the Army to meet future challenges.

I look forward to your questions and thank you again for opportunity to be with you today.

[The statement of Ms. Wormuth follows:]

PREPARED STATEMENT BY CHRISTINE WORMUTH

Good morning Chairman Reed, Ranking Member Inhofe, and distinguished Members of the Committee. I am deeply honored to come before you today as President Biden's nominee for Secretary of the Army. I am grateful for your consideration of my nomination. I am also grateful to the Committee for its long and bipartisan commitment to our national security. Your commitment to ensuring our Armed Forces have what they need to protect and defend our Nation is essential.

Thank you Secretary Hagel for being here in person today to introduce me so warmly to the Committee. It was a privilege to work with you when you were Secretary, and it is a particular honor to be introduced today by the first and only Secretary of Defense who also served our country during the Vietnam War as an Army sergeant. If confirmed I hope to follow your example of leadership that never lost sight of the brave military members and their families who serve our nation and are at the heart of everything we work for in the Army and the Defense Department.

To my husband Drew, a retired Navy officer, thank you for your love, optimism and support no matter what comes our way. My daughters Rachel and Madeleine are off in college now but they are my greatest joy and are always in my heart. I have been blessed with a strong and wonderful family who have taught me to strive, lifted me up, and modeled service to others. Thank you Mom for being here today and every day and thank you Jennifer for all that you do as a caring and capable surgeon.

My mother's father, Arthur Dean Wilkens, was a World War II Army veteran. My father-in-law, Bill Kuepper served in the Army during the Korean War. My sister serves today in the U.S. Army Reserves and my stepson-in-law serves in the National Guard. While I have not served in uniform, I chose to serve in a different way, as a career civil servant in the Department of Defense and later had the honor of serving as Under Secretary of Defense for Policy. It has been the privilege of my career to work alongside and see first-hand the sacrifices soldiers and their families

make, as well as everything they have achieved in answering the Nation's call, time and again. I could not be more humbled and proud to have the opportunity to serve as Secretary of the Army and ensure that we continue to provide the Army what it needs to succeed.

Title 10 gives the Secretary of the Army many responsibilities, but fundamentally the job of the Secretary is to lead the Army—to lead change in the Army—to be a strong advocate for the value of land power, both inside and outside the Department of Defense, and to build strong relationships with you, Congress, who ultimately provides the Army with the resources and authorities it needs to fulfill its mission. If confirmed, I will focus each and every day on these solemn responsibilities, working closely with the Chief of Staff of the Army and other Army leaders. I will strive to always provide candid and considered advice to Secretary Austin and Deputy Secretary Hicks on matters affecting the Army.

More than at any previous point in my professional life, the United States appears to be at a strategic inflection point. We have a window to make needed changes to ensure that the Army continues to be the best fighting force in the world. But that window will not be open indefinitely. If confirmed, my goal will be to help the Army continue to transform to be able to compete, deter, and if necessary fight and win. Together with this Committee and others, we need to carefully examine our operational concepts, align them to meet the challenges posed by the adversaries we face, use them to drive what new, advanced capabilities we acquire, and then organize, train and equip our soldiers to employ those capabilities successfully in competition and conflict, if necessary. The Army has embarked on its most ambitious modernization program in 40 years to enable it to stay ahead of the challenges posed by the realities of high-intensity, technologically advanced warfighting. Seeing these modernization programs through successfully, while also maintaining readiness to meet the demands of current operations will be a top priority for me, if confirmed.

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Members of the Committee, if confirmed, I will seek to lead as a hands-on Secretary that works closely with the Army's uniform leadership at all levels, empowers our staffs, models ethical and transparent leadership, and who demonstrates care day in and day out for the entire Army team. I will be the strongest possible advocate for the Army inside the Pentagon and out. Finally, I would consult closely with this Committee, because without regular and constructive dialogue and partnership, we will not succeed in transforming the Army to meet future challenges.

I look forward to your questions and thank you again for opportunity to be with you today.

Chairman REED. Thank you very much, Ms. Wormuth.

There are a series of standard questions that we must ask of the nominees. Would you appropriately respond?

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

Ms. WORMUTH. Yes.

Chairman REED. Have you assumed any duties or taken any action that would appear to presume the outcome of the confirmation process?

Ms. WORMUTH. No.

Chairman REED. Exercising our legislative and oversight responsibilities makes it important that this Committee, the subcommittees, and other appropriate committees of Congress receive testi-

mony, briefings, reports, records, or other information from the Executive Branch on a timely basis.

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

Ms. WORMUTH. Yes.

Chairman REED. Do you agree to provide records, documents, and electronic communications in a timely manner when requested by this Committee, its subcommittees, or other appropriate committees of Congress and to consult with the requestor regarding the basis for any good faith delay or denial in providing such records?

Ms. WORMUTH. Yes.

Chairman REED. Will you ensure that your staff complies with deadlines established by this Committee for the production of reports, records, and other information, including timely responding to hearing questions for the record?

Ms. WORMUTH. Yes.

Chairman REED. Will you cooperate in providing witnesses and briefers in response to congressional requests?

Ms. WORMUTH. Yes.

Chairman REED. Will those witnesses and briefers be protected from reprisal for their testimony or briefings?

Ms. WORMUTH. Yes.

Chairman REED. Thank you very much and, again, welcome, Ms. Wormuth.

You are on the verge of being responsible for the manning, training, equipping, and modernization of the Army and to support combatant commanders for their requirements.

How do you see your policy and strategy background contributing to your ability to serve this role.

Ms. WORMUTH. Well, Senator, I have had the opportunity over the course of my career on a number of occasions to think about what kind of a National Defense Strategy we need and then think about what that means in terms of the kinds of capability and forces that our Nation needs to have to fulfill that strategy and meet the needs of the strategy that we need at the time.

So, I have had the opportunity to work through Quadrennial Defense Reviews, probably more than I care to remember, and to work closely with all of the services. But certainly closely with the Army in particular to think about what kinds of capabilities we need and how best to organize those forces and how to train and equip them.

I have also had the opportunity to, again, work closely with the services as it has had to strike the difficult balance sometimes between meeting the demands of current operations while also preparing for the future and ensuring readiness, even in very difficult times during sequestration. So, I think all of those experiences would serve me well if I were confirmed as Secretary of the Army.

Chairman REED. Thank you. As you indicated in your statement, and as I indicated in my statement, sexual harassment and sexual assault remain very significant issues under the force. As I indicated, Senator Inhofe and I had the opportunity to travel to Fort Hood and what we discovered was the prevention program, the education program, the shock program, as designated by the Army,

was basically nonexistent, but below the brigade level. It was a check the box. It was, I think, a major, contributing factor.

One of the major issues that you have to deal with is prevention. Adjudication is important, but I would rather prevent the crime than bring the accused to justice. But what are your thoughts on how to increase the focus on prevention?

Ms. WORMUTH. Senator, I very much share your view that we need to do more in terms of preventing sexual harassment and sexual assault. I think that the Army has begun to focus on that more through creation of this is my squad framework, if you will. It is really more of a mindset, as I understand it, but it very much comes from a place of trying to do a much better job of educating our soldiers that we are all on the team and on the squad together. I think that initiative will be helpful in terms of restoring a much healthier command climate.

I think using the cohesion assessment teams that the Army has stood up to go out and survey other installations to try to get ahead of the kinds of problems that we saw at Fort Hood would be a good step.

But if confirmed, I would want to look at what more could be done. In my own experience, think there are types of training that could be helpful with prevention and I am not talking here about more PowerPoint slides that people just sort of go to mental screen saver on. I am talking about training that is much more hands on and gets people involved in scenarios and talks to people about bystander training. Because I think that is something else that we want our soldiers to, if they see something happening, be part of stopping it.

Chairman REED. Well, thank you very much.

If one of your advanced policy questions response, you referenced a potential risk if the authority and flexibility in modernization programs is too far removed from the actual production of the platform or item, there could be a situation where we are not wisely investing in such a program.

So, given the ambitious timeline for fielding new equipment, what steps would you take to manage the risks across this program?

Ms. WORMUTH. Senator, this is something, if confirmed, I very much want to be hands-on, as I said, in my statement. I think that the standup of Army Futures Command was very, as you said, put a lot of energy around the Army's modernization programs. But I think to try to make sure that we keep our programs on schedule and at the cost that we have been planning for. I will want to look carefully at the work of the cross-functional teams, and I would, in particular, like to see the Assistant Secretary of the Army for Logistics and Technology, that part of the staff work very, very closely with Army Futures Command. I think there has been some friction there and I would like to do everything possible to make sure the whole team is working together, given the challenges in the program.

Chairman REED. Thank you very much.

Senator Inhofe, please?

Senator INHOFE. Thank you, Mr. Chairman.

Thank you, I want to say to our witness for giving me the time, I had a chance to visit last week, and as we discussed during that time, I think we can all agree that the 2018 NDS with its emphasis on great power competition, as we discussed in my office, accurately assesses the current strategic environment and the Army will continue to play a major role in this environment.

Now, back in 2014, the defense review of that year, it recommended cutting the size of the Army based on the lack of threat from Russia. Now, the first mention of Russia in that document says the United States is willing to undertake security, cooperation with Russia.

Well, times have changed and the situation has changed, and I would ask a two-part question. One, as logistics become more contested, including cyber threats, do you think that those assumptions should be changed today and has the evolved threat from Russia changed your thinking on what kind of Army the Nation needs?

Ms. WORMUTH. Thank you, Senator Inhofe.

I will take the second question first, if I may. You are absolutely right, circumstances have changed with Russia. I think of Russia as being a rogue nation that is something of a risk taker with Vladimir Putin at the head and I think we need to be very mindful of the challenges that Russia poses. It is one of the few nations that poses an existential threat to the United States and I think as we have seen recently in its aggressive behavior right at Ukraine's border that this is something we need to watch very carefully.

I think there is very much a role for the Army in particular in Europe to provide a strong deterrent to make Russia think twice about any kind of aggressive action against NATO [North Atlantic Treaty Organization], for example. So, I support the forward headquarters of Fifth Corps, for example, in Poland. I would like to keep working through the European Deterrence Initiative to further strengthen our posture, vis-à-vis, Russia.

To your point on contested logistics, I think it is fair to say there is a much greater appreciation today than there was in 2014 for the possibility of the challenges associated with projecting power from what I would call a disrupted Homeland. So, logistics, and that is one of the reasons there is a joint concept underway for contested logistics. I think we would want to carefully examine assumptions around logistics in the ongoing strategy review.

Senator INHOFE. Great response. I appreciate that.

The other area, there have been a lot of changes. In 2018, the Army leadership identified six essential modernization priorities and since then, the Army has realigned over 35 billion to fund these modernization priorities. Now, there have been a lot of changes, but I would ask the question, now based on the 2018 NDS, do you agree that the Army's assessment that long-range, precision fires is still the top modernization priority?

Ms. WORMUTH. Senator, I am pretty comfortable with that assessment. I think the long-range, precision fires portfolio is a very important one in the Army's overall modernization program and it is particularly important in the Indo-Pacific, although, it is also relevant, vis-à-vis, Russia, as well.

Senator INHOFE. Very good. Thank you.

Thank you, Mr. Chairman.

Chairman REED. Thank you very much, Senator Inhofe.

Senator Shaheen, please.

Senator SHAHEEN. Congratulations, Ms. Wormuth on your historic nomination and thank you for your willingness to come back into public service.

You mentioned the fact that your stepson, you said is a member of National Guard and you also talked about the importance of the people of our military and our Army; they are the reason that we have been so successful. I am concerned that over this past year, we have witnessed the National Guard really deployed virtually nonstop to handle pandemic relief, civil disturbances, to administer vaccines, protect the U.S. Capitol, a whole myriad of activities.

In New Hampshire, we have had over 900 Guard members who have deployed to support our COVID relief efforts. We could not have gotten through this last year without them. They have been consistently on deployment for more than 400 days and we also just sent a battalion to, a unit from the 1st Battalion, 169th Aviation Regiment to Kosovo and of that unit, 10 had previously been deployed, and one was on a sixth deployment.

So, as we think about what we need and the important role of our National Guard, are you concerned with those prolonged, high-operational tempo of deployments and have you given any thought to what we might do to address the impact on those Guard members and their families?

Ms. WORMUTH. Thank you, Senator for that question.

First of all, I want to take the opportunity to just thank the National Guard for the tremendous work that it has done in the past year, in particular; as you said, they have really stepped up in a time period that has been difficult for all of us. So, thank you to all of our National Guard for everything they have done.

I am, of course, concerned about the possibility that there are unreasonable or unhelpful demands on the National Guard, as well as the Reserves. So if I were confirmed, I would want to look closely at, with General Hokanson, Chief of the National Guard Bureau, to look at exactly how that strain is manifesting and whether his assessment is that there is undue stress on the force.

I think we have to be, particularly with our citizen soldiers, we have to be mindful of the fact that they are balancing their service in our military with their civilian careers and their responsibilities with their families, and, frankly, from a recruiting and retention standpoint, if we are overly taxing the Guard or the Reserves, that can be damaging for recruiting and retention.

So, it is something that I would want to look into and I think there are tools to help manage places where there is undue strain, and that is something that also, the new ReARMM readiness model, I think will be helpful in trying to make the requirements more predictable for folks in the Guard and the Reserve.

Senator SHAHEEN. Well, thank you.

One aspect of that is the complexity of retirement, healthcare, and education benefits that the Guard receives, and as you know, there is a difference between when they are deployed on State orders under title 10, title 32, and the complex healthcare transitions

that are caused by going off and on different orders. So, do you think we should re-examine those benefits and would you commit to being part of an effort to take a look at those and see how we can better ensure that Guard members know not only what is expected of them, but what they can receive as a result of what they are doing.

Ms. WORMUTH. Senator, if I were confirmed, I would be happy to look into the status of the benefits and how they are provided and whether that makes sense. I know we have done a tremendous amount in recent years to try to shrink the number of different duty statuses just to sort of help us with that, and I would be happy to look into the issues that you have raised and come back and talk with you.

Senator SHAHEEN. Great. Thank you.

Thank you very much, Mr. Chairman.

Chairman REED. Thank you, Senator Shaheen.

Senator Cotton, please.

Senator COTTON. Thank you, Mr. Chairman.

Ms. Wormuth, congratulations on your nomination. Thanks for your, really lifetime of service in the Department in your many different roles and to your family for their many different family members who have served the country in uniform, as well.

As you prepare to take over the Army, I want to highlight something that was troubling recently to me in the news. The Army University Press has published guidance that they will no longer use the term Union Army in their publications when writing about the Civil War. I think this is political correctness run amok.

U.S. Grant, of course, in his memoirs, frequently wrote about the term Union Army and I think that we can all agree that Unconditional Surrender Grant knows a little bit more about Civil War history than do bureaucrats at the Army University Press.

So, could I get your commitment today that you are going to insist that the Army in all of its educational and academic roles is going to reflect our common understanding of our history and not write terms like Union Army out of academic papers or books?

Ms. WORMUTH. Senator Cotton, I certainly grew up learning about the Union forces, myself. If I am confirmed, I would be happy to look into this and make sure that we are not writing the term Union forces out of our history.

Senator COTTON. Thank you. I think most normal Americans who learn their Civil War history in ninth grade and are proud of what men like U.S. Grant and William Sherman did would be glad to hear that, as well.

Can I also get a commitment on professional military education, that we will make sure that it is focused on what our senior leaders need to know to perform their roles, to lead their troops, and especially face off our main adversaries, countries like China and Russia?

Ms. WORMUTH. Yes, absolutely. I am a firm believer that our professional military education is essentially. Frankly, particularly as we are moving into a period of great power competition where so many of our officers have spent the last 20 years focused on learning about issues in the Middle East. It is essential in my view that the PME [Professional Military Education] curricula be reoriented

to make sure that we are teaching our officers what they need to know about the challenges that they will face.

Senator COTTON. Thank you. Turning to programmatic matters, unfortunately, I think you are going to be presiding over the Army during a period of budgetary constraints. When you look at the Army's key modernization priorities, which one of those do you think are the most important to prioritize if you are facing a constrained budget?

Ms. WORMUTH. Well, Senator Cotton, as I said, I generally share the Army's current assessment that the long-range, precision fires priority is the top priority, but there is also a lot of interdependence among the six big categories. So, I will want to, if, in fact, there is a requirement to make hard choices, I will want to look very closely across the entire modernization program.

Senator COTTON. Why do you think it is the long-range, precision fires that is the most urgent or the highest priority?

Ms. WORMUTH. Well, I think, Senator, it is the highest priority in my view because of the need to address the anti-access area denial challenges that we face in both, uniform and Indo-Pacific. Given the quite sophisticated integrated air defenses that we will likely be facing, I think it behooves us to develop capabilities that allow us to strike targets from very long distances.

Senator COTTON. I agree, especially in the Western Pacific. That is one reason why I think it was so important that we finally leave the INF [Intermediate-Range Nuclear Forces] Treaty because China has built up thousands and thousands of missiles. Although many people of a potential conflict with China as primarily being driven by the air and naval battle. Obviously, you can carry a lot more rounds in the magazine, so to speak, from ground-based precision fires. That would be the Army's domain.

Another possible budgetary constraint you could see is if the Department of Defense, not the Department of the Army, overall top line is constrained and there are urgent priorities that can no longer being postponed in the Air Force and the Navy, then the Army may end up having money taken out of its hide. Maybe the easiest place to come down there is the reduction in in-strength number of troops.

What are your thoughts on the current in-strength and where it needs to be in the future?

Ms. WORMUTH. Well, Senator, first of all, I would say, I don't think anyone would be well served by looking at the Army as something of just a bill payer.

Senator COTTON. I don't either, but I am afraid that that might be the direction it is going if the budget comes in where it has been reported.

Ms. WORMUTH. Because that is my view and because I will be a very strong advocate for the Army, if confirmed, I think I would look very carefully and be quite skeptical of proposals to make major cuts to force structure. I would not want to see us return to the days of 15-month-long deployments and regular use of stop-loss. So, I will certainly be a strong advocate for the Army, in the event that we have to make hard choices.

Senator COTTON. Thank you. One final question, and I have raised this with your predecessor. I raised it with General Milley

when he was the chief and with General McConville. Their hearings will be your wingman.

The Army has all these great modernization priorities. Soldiers don't want to ride around in a next-generation combat vehicle. They want to ride in a Bradley or an Abrams. They don't want to shoot an extended, long-range cannon. They want to shoot a Paladin. They don't want to fly in Future Vertical Lift. They want to fly in an Apache or a Blackhawk.

Can you commit to me, as your predecessors did, General McConville and General Milley, that we are going to give these things good names that motivate our soldiers, as opposed to long bureaucratic names?

Ms. WORMUTH. Senator, absolutely.

Senator COTTON. There are a lot of great generals like Pershing and Eisenhower and Grant and Sherman. A lot of great young soldiers who have won the Medal of Honor over the years. Soldiers need to be motivated by the glorious history of their Army. They don't need to be riding around in vehicles with acronyms—

Ms. WORMUTH. Acronyms.

Senator COTTON.—that are unpronounceable.

Ms. WORMUTH. Yes, Senator.

Senator COTTON. Thank you.

Chairman REED. Thank you, Senator Cotton.

Let me recognize Senator Kaine, please.

Senator KAINE. Thank you, Mr. Chair.

Ms. Wormuth, great to visit with you. Congratulations on your nomination. I would like to ask you to start off and just talk about the Army's progress on dealing with the military housing challenge. You and I talked and I feel like the Army might have been suffering the most difficulty in this area, but I have been pretty pleased with how the Army has moved out on dealing with the challenge.

Please give me your assessment of where we are and what we need to do to continue to make progress.

Ms. WORMUTH. Thank you, Senator.

I think the Army did undertake a pretty large reorganization to get its arms around the very significant problems that it was having in housing by making the Army Materiel Command and underneath that, the Installation Management Command, responsible for keeping their eye on this issue every single day. So, our three-star at IMC meets with the heads of the privatized companies on a weekly basis to go over exactly which houses are being worked on at particular installations. We now have, I believe, quarterly town halls with soldiers and their families at major installations to give people the opportunity to talk about concerns they have in their housing.

I think these have been good steps forward and, if confirmed, I would want to continue to have that very regular focus and a lot of very close cooperation with the companies that are handling the privatized housing.

Senator KAINE. Thank you for that.

Last week, my colleague, Senator Sullivan and I had a hearing in the Readiness Subcommittee and one of our witnesses, Dr. Ray O'Toole is the acting director of operational tests and evaluation.

He told us something that shocked both of us. Basically, all of the weapons programs that they evaluated in fiscal year 2020, none of the weapons programs they evaluated in fiscal year 2020 were survivable against relevant cyber threats.

I have been on the Readiness Subcommittee for over 8 years and we get routine reports on service readiness, measured in terms of equipment, personnel, and training. However, we don't measure how ready our forces or weapons systems are to counter cyber threats.

If confirmed, will you work with the committee to make sure that the Army is prepared to meet cybersecurity threats and even examine the question of whether our readiness metric should start to include assessments of how capable we are to meet those threats?

Ms. WORMUTH. Senator, if confirmed, I would be pleased to work with you and the Committee on this issue. I am greatly concerned, frankly, by the threats that we face in the cyber domain. All you have to do is look at the long gas lines that are probably happening in your neighborhood right now as a result of the Colonial Pipeline situation. I think those kinds of threats are a serious issue both, to the integrity of the modernization programs that we have underway, as well as to the integrity of our secure communication networks. So, I would be very happy to work with you, and Cybersecurity is something, that if confirmed, I will take very seriously.

Senator KAINE. The last question—have is about Army's arsenals. I am pretty involved in shipyard optimization in my work with the Navy, given the heavy Navy presence in Virginia, but my sort of more top line understanding of our Army arsenals is that there is also significant need for investment and modernization in those arsenals.

What can you tell me about how you would prioritize that issue, should you be confirmed?

Ms. WORMUTH. Well, Senator, my understanding, based on a variety of war games that I have had the opportunity to participate in, for example, underscore to me that munitions are going to be incredibly important and having sufficient inventories of munitions. So, I would certainly be interested in looking at our arsenals and the Army and making sure that they are ready to do what we need them to do.

Senator KAINE. Thank you very much. I look forward to supporting your nomination.

I yield back, Mr. Chair.

Chairman REED. Thank you very much, Senator Kaine.

Let me recognize, via Webex, Senator Rounds.

Senator ROUNDS. Thank you, Mr. Chairman.

Ms. Wormuth, first of all, let me just say thank you for taking the time to visit with me last evening. I really did appreciate the discussion that we had.

I want to identify just two areas that I would like to get your thoughts on and I will allow you to share your concepts of how we move forward, and I think Senator Kaine start talking about the cybersecurity. I would like to follow-up specifically with regard to the direction from the NDAA [National Defense Authorization Act] that was passed in fiscal year 2020. It said that each Military Department secretary would appoint an independent principal cyber

advisor. This critical advisor may not assume any other position or responsibility in the Military Department, must be independent of the service chief's information officer, and must also advise the service's senior uniformed officer. This advisor must have a seat at the table during senior leader meetings and forums to ensure cybersecurity measures, actions, programs, and policies are synchronized and coordinated and basically brought into the framework and fabric throughout the Department.

I would like you to share with us your thoughts on that and I would really like your commitment that, if confirmed, you will get back to us within your first 60 days in office to review the Army's implementation of this mandated requirement.

Ms. WORMUTH. Thank you, Senator Rounds.

I would be very pleased, if confirmed, to come back with you and talk in detail about Army's current cyber plans both, on the capability side and also on the security side.

If confirmed, I would intend to work very closely with my principal cyber advisor. I think creation of that position in each of the services was very beneficial. Frankly, the cyber domain, again, is an area in my experience where we really need to have some more specialized expertise. So, I think having someone advise me and be able to work closely with me would be very, very useful.

I also think it would be beneficial for the principal cyber advisors of all of the services to be able to work together and collaborate and share lessons learned and best practices.

Senator ROUNDS. Thank you. My time is going to expire shortly. With your background in defense policy at OSD [Office of the Secretary of Defense] and your time at RAND and Georgetown, I am curious to hear your perspective on how the Army basically will look at the competition with an aggressive China. Specifically, that part which is sometimes boring to talk about, but it has to do with the logistics about fighting in that AOR [area of responsibility].

Can you share a little bit about your thoughts about the seriousness of what we face, the distances, the timing involved, and so forth that the Army will have to face and come up with, with regard to how you are going to handle logistics in that AOR.

Ms. WORMUTH. Yes, Senator. Well, as you know, in the Indo-Pacific, the distances are extremely long and will present some very, you know, new challenges for us in terms of joint logistics. One thing that I think would be helpful would be to develop a more distributed forward presence in the region to try to help us manage the challenges of those contested logistics.

I also think, if confirmed as Secretary of the Army, I would want to work closely with my counterparts in the Air Force and the Navy. Because, frankly, as you know, many of you know, the Army does not self-deploy, unlike the Air Force and the Navy. So, getting ground forces to that theater will, to some degree, require, obviously, working with the Air Force and the Navy. I know, for example, there are some real issues, I think, on sealift, for example.

So, thinking about the Army's logistical challenges in the context of the broader joint force would be something that I would want to focus on, if confirmed.

Senator ROUNDS. Thank you.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Rounds.

Now, let me recognize, via Webex, Senator Gillibrand.

Senator GILLIBRAND. Thank you, Mr. Chairman.

Congratulations on being our first woman nominated to be Secretary of the Army. It is exciting and I am sure you are up to the task.

As you know, fighting sexual assault in the military is one of my most important issues and it requires a positive command climate where survivors feel safe disclosing their assault. Obviously, with the Fort Hood report, the Army has not been acquitting itself well in that regard.

What is your current assessment of command climate and how do you intend to improve it?

Ms. WORMUTH. Thank you, Senator Gillibrand, and thank you for your leadership on this issue over the years, as well as a number of others on this committee. I know this has been something that you have been passionate about, and as a woman, I particularly appreciate that passion and focus.

I read the report of the independent Fort Hood review commission back in February, cover to cover and when I was done, I was extremely angry and frustrated. I think the commission's report, you know, makes claim that the Army has real issues when it comes to this topic and I think there is quite a bit of work to be done.

I think it was very prudent of the previous secretary to fully accept all 70 recommendations of the independent review commission. If confirmed, I would be completely committed to fully implementing those, not just at Fort Hood, but across the entire Army, anywhere applicable.

I think, you know, the Army has started to take some steps that will improve the command climate, such as sending those cohesion assessment teams out to other installations, as I talked about, but I think there is more work to be done. Again, as I said in response to an earlier question, I think, you know, we need to put quite a bit of focus on prevention programs, but also really pushing a positive command climate down to the lowest possible level, so those junior enlisted soldiers, you know, between 17 and 24, feel safe, feel protected, and are looking out for each other.

Senator GILLIBRAND. Well, thank you. I am glad you share my concerns and I am glad that you are committed to implementing all the recommendations of the commission, including taking sexual assault out of the chain of command. I think that will be something that President Biden's 90-day review will also recommend taking those serious crimes out of the chain of command, and I hope that you will commit to implementing those recommendations as Secretary of the Army.

Ms. WORMUTH. Yes, Senator, and I look forward to getting the results of the independent commission that Secretary Austin directed. I will be very interested to see what recommendations they make.

Senator GILLIBRAND. Me, too.

As Chairwoman of the Personnel Subcommittee, I held a hearing two weeks ago on cyber personnel issues. Given the serious threats our nation is facing from Russia and China alone, having a strong

cyber force is more important than ever. In the hearing and in my conversations with cyber experts, there have been a number of recommendations to strengthen our cyber force, including as part of recruitment and retention efforts.

I am asking for your commitment to work with me on these important issues to help create a stronger, more adaptable cyber force.

Ms. WORMUTH. Senator, I would be happy to work with you on that issue. I think it is essential that we be able to recruit and retain qualified cyber experts into the Army and into the broader military. That can be challenging, as you can imagine, in terms of trying to compete with the private sector, so I think we need to think creatively about how we can bring that talent and keep it in the Army.

Senator GILLIBRAND. I agree and we are working on some ideas, so I look forward to getting your input on that, as well. I also want to mention in my last-minute the Army Combat Fitness Test. On the subject of retention, I remain very concerned about the retention issues posed by the Army Combat Fitness Test. Mainly, its effects on retaining women and those with specialty roles like our JAGs, medical personnel, cyber warriors, which is why I pushed for a provision in the last NDA to pause and have the test independently evaluated.

May I have your commitment that you will keep me and my staff apprised on the results of this independent study and can I also have your commitment that the Department of Army will be fully transparent in sharing any necessary data and information with me and my office regarding the ACFT?

Ms. WORMUTH. Yes, Senator. If confirmed, I would be happy to share that information with you. I know RAND is actually, I believe, undertaking that independent assessment and, again, I would want to look carefully at that myself.

I also have concerns, obviously, about the implications of the test for our ability to continue to retain women, which we obviously want to do. I do think it is important for the Army to have a physical fitness test that tests the kinds of combat skills soldiers will need to have. To have a test that prevents injuries, which I think the new test is designed to do much better than the old one. But we want to make sure that we are not indirectly penalizing anyone. I think the Army's decision to, for example, allow women to do a plank, rather than the leg tuck is a good example of adapting it in a way that I think is helpful.

Senator GILLIBRAND. I agree. Thank you so much. Good luck.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Gillibrand.

Let me now recognize Senator Ernst, please.

Senator ERNST. Thank you, Mr. Chair.

Ms. Wormuth, thank you, so very much for your willingness to step forward once again and serve our Nation in this capacity. You are certainly making history by charting course as our first female nominee for Secretary of the Army.

Thirty years ago, I was commissioned into United States Army Reserve, and at that time, the opportunities for women were very limited. Women could not participate in combat arms. They were

cut out of various leadership positions because they weren't able to be in combat arms. We had very few civilian female leaders within the scope of the Army.

Now, knowing my daughter and her peers will be commissioned next year in 2022 and she will go into the United States Army and I am so thankful that she will have a strong, intelligent, and well-qualified woman leading our United States Army. So, God bless you for breaking those barriers and being the right person at the right time, and I wish you well.

So, once confirmed, and I can assume your confirmation, you can't, but I can, you will have a very challenging road ahead. We do have a number of issue areas out there that do need attention and we all will need to ensure that our soldiers are prepared while we are able to modernize our Army and to defeat those threats globally, as have been discussed.

I do look forward to working with you in the years to come to ensure our Army and our wonderful soldiers have the critical resources necessary to win the modern war on the modern battlefield.

An area of interest that Senator Shaheen had brought up earlier was our National Guard Forces. I retired out of the National Guard just a few years ago and, certainly, they, through the last 20 years or so, have really been put to the test and you acknowledged that, and thank you for recognizing that, through COVID, through the natural disasters that we have throughout our states. We had a trade show in Iowa that our Guard soldiers responded to. They were here in our nation's capital, and we have soldiers in Kosovo as well, as Senator Shaheen has said, and we always have them in the Middle East from the great state of Iowa.

So, we know that there are training challenges with those members as they are rapidly deployed both, domestically and OCONUS [Outside Contiguous United States] and they also lack the same type of resources as their Active Duty counterparts.

What would you do to ensure that we are maintaining their readiness levels and making sure that their equipment is on par with their counterparts on Active Duty?

Ms. WORMUTH. Well, first, Senator, thank you very much for your very kind words. I really appreciate it, and if confirmed, I would certainly hope to live up to that example for your daughter.

In terms of the National Guard and their equipment and readiness, I am very much a believer in the Total Army and am committed to making sure that our soldiers in the National Guard have the training that they need to be ready to do what we ask of them and have the equipment that they need to be able to execute the missions that we ask them to do. So, that is something that I will work diligently on.

As you know, you know, there are times when there can be disagreements about where equipment needs to go and sometimes hard choices that are made, but I will be very attentive to the fact that the Guard has training and equipment needs.

Senator ERNST. Yeah, thank you so much for your commitment.

Another area of interest for me is our Army Special Operations Forces (SOF) and they have a program within Special Operations that is called Preservation of the Force and Families, and they are committed through this program for medical care of their forces,

they focus on brain and cognitive health. Those efforts are critical to SOF, but I would also like to see some of those measures extended out to our conventional forces, as well.

Would you be willing to collaborate with me on those efforts to make sure that we are paying attention to traumatic brain injury, to cognitive health with those conventional forces, as well?

Ms. WORMUTH. Senator, I would be happy to collaborate with you in that area, yes.

Senator ERNST. I think it is extremely important to do that.

Just because my time is expiring, we did, during our phone conversation, talk about the challenge that we are facing in Iowa. It is related to the large warhead manufacturing facility at the Iowa Army ammunition plant. It is critical that we get this issue resolved. There is a piece of equipment that we need to make sure remains in place, and, once again, I do appreciate your willingness to work with me on that issue, as well.

With that, Mr. Chair, I yield back. Thank you very much.

Chairman REED. Thank you very much, Senator Ernst.

Let me now recognize Senator Kelly.

Senator KELLY. Thank you, Mr. Chairman.

Ms. Wormuth, as chair of the Emerging Threats Subcommittee, I spend a lot of time considering the disrupt I have technologies and countermeasures being pursued by our most sophisticated adversaries and working to ensure that we can address and outmatch these efforts.

As I traveled around Arizona, visiting our installations, it is clear that our ranges play a key role in this work. These testing environments provide significant value to our military as we focus on increasingly sophisticated near-peer challenges and strengthen our ability to leverage and integrate capabilities in AI [artificial intelligence], electronic warfare, and more.

If confirmed, how will you ensure that ranges like the Yuma Proving Ground and Fort Huachuca's proving ground are a priority for the Army, and do I have your commitment to work with me to ensure that robust resourcing that can support state-of-the-art infrastructure in a robust workforce to meet the growing demand?

Ms. WORMUTH. Thank you, Senator Kelly.

First of all, I completely agree with you that the Army needs to be very attentive to challenges like counter UAS, for example. Clearly, we are going to see artificial intelligence on the future battlefield, so those are absolutely areas that we need to be working on in terms of developing our capabilities and obviously being able to test our capabilities. So, I would be pleased to work with you on making sure that we are using our testing ranges to the fullest degree possible and are making sure that we are resourcing them so that we are able to use them in the ways that we need.

Senator KELLY. Well, thank you.

Fort Huachuca is also the home for a significant portion of the training for UABs. One of the benefits of training, as a former pilot myself in the United States Navy, training in Arizona is unmatched anywhere else. In Southern Arizona, we have 350-something days of sunshine every single year and it benefits the Army to do this training in Arizona. So, I would love, at some point, if you had the opportunity, to come out to Arizona and visit Fort

Huachuca, Yuma Proving Ground, and just see the facilities that we have there and the capability that we have.

You know, often, there are challenges that we face with, you know, moving systems and training around, so I wanted to invite you out to the state of Arizona to visit some of our incredible Army installations, and I hope you take me up on that.

Ms. WORMUTH. I would be happy to take you up on that. I would love to go visit Fort Huachuca, see Yuma Proving Ground, and see our terrific military intelligence schools there.

Senator KELLY. Thank you. I yield back.

Chairman REED. Thank you very much, Senator Kelly.

Now, let me recognize Senator Cramer, please.

Senator CRAMER. Thank you, Mr. Chairman.

Thank you, Ms. Wormuth, for your incredible service and for your willingness to step in this gap and congratulations. I hope that your staff has prepared you for my question, because the details are quite complicated.

But I was heartened by your statement, and I am just going to quote a couple of things you said, "Fundamental to the Army's readiness is its people, Army soldiers, whether Active, Guard, or Reserve, their families, I appreciate all of that, and civilians and Army veterans." Then you state that General McConville and former Secretary McCarthy placed the Army's people at the center of their efforts.

Later on you said you want to be a hands-on secretary, work closely with uniformed leadership and empower staff. I love empowering staff, unless they do a really lousy job, okay. So, I like the hands-on part, too.

So, there is really nothing that you are going to do in your job or that we do here that, is more important than taking care of our soldiers. The problem is, when a problem has to be solved by a congressional inquiry that has to go all the way to the senators themselves, threatening to hold a nominee's confirmation up, that is bad from top to bottom. So, I am trying to help a major whose pay has been incorrect for over 10 months now.

I will spare the details. It is a soldier in a family of four who has been underpaid over \$50,000. It came to my attention 2 months ago when it was only an 8-month problem 2 months ago. Now, it is a 10-month problem and this issue still isn't completely fixed, certainly not to my satisfaction.

In fact, I am worried that my inquiry may have slowed the process down, if you can consider slowing an 8-month delay down. I say that because in one of the emails we received a couple of days ago, maybe even yesterday, just the last couple of days, it is the unit that is trying to fix the issue wrote this. They said they are prohibited from any additional action, now that a congressional inquiry is in place. Another email said that AFRICOM couldn't fix the soldier's problem until he closed out his inquiry.

Now, I shouldn't have to tell you how that sounds. It certainly doesn't sound like the soldiers are the most important thing or the people are the most important thing. It also troubles me that the Army might fix the problem and provide the backpay, again, it exceeds well over \$50,000. But because it took over 10 months, obviously there are other problems, like the benefits lost to the TSP

[Thrift Savings Plan] contributions or lost opportunities based on the time value of money and of course the complications of tax fixes that are upcoming.

So, I hope you took the time to prepare for the question, because I want to make sure that your comments in our opening statement become action and that you really do care about our soldiers. I have no reason to believe you don't, unless on June 1, the soldier still doesn't have his backpay, then I am going to be concerned, and that the organization is going to ensure for the care of our soldiers.

Did the Army give you any excuse about why a soldier's pay issue wasn't fixed for 10 months and needed a United States senator's personal attention before it got fixed?

Ms. WORMUTH. Well, Senator, first of all, as my mother taught me, my mom didn't really like it when I screwed up and gave excuses. So, this situation, frankly, is totally unacceptable. We can't have situations where we are not paying our soldiers the money that they earned for 10 months. The good news is my understanding is the Army is going to have this problem solved by June 1, but from my understanding, which is not in great depth, there isn't a good reason why this happened. There is not a particularly good explanation for why this happened, other than the fact that we have a very large complex bureaucracy.

But I can assure you, if confirmed, that I will examine the particulars to make sure that we do learn lessons from this particular case so that this kind of thing doesn't happen again.

Senator CRAMER. Well, I appreciate that. That is the answer that I am looking for. I trust you with it, but I don't yet trust the Army. I might have 8 months ago.

So, we are going to see how it plays out. See if I can learn some more about why this happened. In reading the email there is some reference to the fact that we don't have people in the office anymore taking care of these things. I am paraphrasing slightly, but that is a really unacceptable answer.

Ms. WORMUTH. I agree with you.

Senator CRAMER. In North Dakota, everyone goes to work, by the way. We all go to work. We have a pandemic, but we still go to work. We do our jobs. If we have to do our jobs from home, we still do them. We don't say we can't do them. We don't get paid if we don't do them. We do our work and so, we expect no less, certainly, from the leadership of the United States Army.

So, thank you, again, for your service. I share Senator Ernst's confidence in your confirmation, but I would sure like to see some work put into action by our leadership.

I yield. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Cramer.

Let me recognize via Webex, Senator Rosen.

Senator ROSEN. Well, thank you, Chairman Reed, I appreciate it, Ranking Member Inhofe, for holding this nomination hearing. I would also like to thank Ms. Wormuth for testify today, for your willingness to serve. That is a very important position.

So to it, I would just like to talk about Army cybersecurity personnel and a few other things that we talked about when we were able to meet earlier this week. We have to really address those challenges of establishing our deterrence in cyberspace. DOD's

2018 Cyber Strategy outlined the defend forward approach, meaning, identifying our adversaries cyber campaigns early on, engaging in defensive operations to disrupt the attacker's infrastructure and aggressively preventing attacks before they happen.

Nonetheless, in December, it was reported that Russian intelligence successfully breached networks of multiple government agencies and private companies by exploiting the vulnerability in the solar winds system. So this recent attack, of course, on the United States, it demonstrates that we need to continue to increase our investments in cybersecurity, including cultivating the personnel to do these jobs, personnel who can rise to these challenges that are presented by Russia or China or whomever else in mind. So, with this in mind, the DOD Cyber Strategy calls for enhancing our current cyber workforce, finding talented new people to recruit.

So, I would like to just build upon what Senator Gillibrand already asked you about, if confirmed, what policies would you enact to cultivate a qualified or develop a qualified cyber-capable workforce to support the Army's mission, including that of Army Cyber Command, and then in order to meet surge capacity, what do you think about creating a cyber Reserve program?

Ms. WORMUTH. Thank you, Senator, for the question.

I think there are a few things we could do in terms of trying to recruit cyber expertise into the Army. First, I think just in our general recruiting for Army soldiers, we could probably do more to explain to young people about the opportunities for folks who are technologically inclined to be able to perform missions that draw on those types of skills.

I think that, you know, many young people may not be aware of how much more emphasis that we are placing on cyber capabilities in the U.S. Army. It is not all about driving tanks and flying helicopters.

I also think, again, as I said to Senator Gillibrand, I think we need to do more to think creatively about how to bring people in potentially laterally with those kinds of skills. You know, there are some special authorities, I believe that, have been given to the Department to try to bring in specialized expertise, but I would like to explore, if confirmed, whether we could do more on that.

Then to your point—

Senator ROSEN. Oh, I'm sorry, I wasn't sure you were through. Go ahead.

Ms. WORMUTH. Then to your point about the cyber Reserve, I would be very interested, if confirmed, to explore that with you. Certainly, you know, we leverage cyber expertise through the National Guard, for example. I know there are some specialized units that are comprised of people who work in Silicon Valley and so on, but there may be a possibility to have, you know, a more strategic reserve, if you will, of people who have cyber skills that could be called into service if we needed a surge.

Senator ROSEN. Well, thank you. I was going to say I have the bill for junior ROTC [Reserve Officer Training Corps] to allow them to have a STEM [science, technology, engineering and mathematics] track now, and so we are going to try to recruit those young folks, just like you mentioned, into the junior ROTC, allowing for that.

I guess, finally, what I would really like to talk about, we do have a quite robust military right now, but we may need to retrain them or upskill them with folks that are there. How do you envision retraining or reskilling some of the enlisted servicemen and women in the Army so that they can branch themselves out to other things and be there, even maybe for an additional surge capacity when we need it?

Ms. WORMUTH. Well, Senator, on that issue, I think I would probably try to take two approaches if I were confirmed. First, obviously, the professional military education system provides an opportunity to educate our officers and such about new skills and new areas, so that is something. Then in terms of our enlisted folks, I think I would want to look into in more detail, if confirmed, what kinds of opportunities are there right now and see whether they need to be expanded in light of the new challenges and particularly the emphasis on technology that we are going to need in the future.

Senator ROSEN. Well, thank you. I see my time is up, but I would say for everyone in the military, having a basic STEM education, you talk about flying helicopters and driving tanks, there are computers on all of them, so we need those skills. So, I appreciate that.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Rosen, and to my colleagues, I will have to step out briefly to participate in a Webex for the Appropriations Committee. In my absence, Senator Kelly will be presiding.

With that, let me recognize via Webex, Senator Blackburn.

Senator BLACKBURN. Thank you, Mr. Chairman.

Ms. Wormuth, thank you so much for your time this week for the conversation that we had, and I am going to come right along with what Senator Rosen was talking about with having people there in the Army with these skill sets that are specific to technology STEM, and cyber. She and I are working on different components of legislation with ROTC on STEM, looking at a cyber civilian Reserve corps.

The National Guard as a ready response unit that can work remotely when we have cyber attacks. So, you can feel assured we are going to come to you with some of those conversations.

I want to go back to something that we discussed and that is Afghanistan and our conversation around Afghanistan. We had talked about a quote that you had given in March when you were reflecting on your time with the Obama administration and I am quoting you now and I want your response to this. "We persuaded the President to keep troop levels steady in Afghanistan, something that we felt was required from a national security perspective. Successfully persuading him to change his mind was a really big deal."

So, I understand from our conversation that you are comfortable with the current President's decision to withdraw troops this September, because we have achieved what we set out to do. Your comment.

So, elaborate on that view that you have and then as the voice of the Army within the Biden administration, would you speak truth to power when it comes to really assessing this situation as it has evolved on the ground and making certain that we do not

lose the ability to support the Afghani Army and the Afghan people in protecting themselves against these terrorist groups.

Ms. WORMUTH. Thank you, Senator Blackburn, and thank you for the conversation that we had earlier.

I am comfortable with the Administration's decision to withdraw our troops, our military troops from Afghanistan this coming September. I believe we achieved our objective of halting Afghanistan from being used as a launch pad to attack the United States. I think the members of our military and certainly our Army soldiers, in particular, can be very proud of what they have done in Afghanistan. But I think at this time, we owe it to those soldiers and their families to conclude that it is time now to move to other future challenges.

In terms of looking to speaking truth to power, if confirmed, I absolutely would provide my candid advice to Secretary Austin and Deputy Secretary Hicks. As Secretary of the Army, I don't think I will be weighing in on the policy discussions, but I certainly know from previous experience that U.S. Central Command will be looking very carefully at how we can best monitor the situation in Afghanistan in terms of future terrorist threats, and, certainly, we will be continuing to provide assistance to the Afghan security forces from a financial perspective, so that they can continue to work to defend themselves.

Senator BLACKBURN. When it comes to our departure from Afghanistan, we are going to leave a void and China is going to try to step into that void. So, how do you assess China's impact on Afghanistan, via, and looking at it through the lens of our departure?

Ms. WORMUTH. Well, Senator Blackburn, my own sense is that to a certain degree, well, first, I should say, China, I think, at various points, has tried to be helpful over the years in terms of working on the challenges in Afghanistan. But they also have been, you know, something of a free rider in the sense that they have been happy to have the United States of America and our military providing stability there. I think with the decision to withdraw our troops, to the extent that there is, perhaps less stability going forward, that will be something that China will actually have to grapple with, along with countries like Pakistan and Iran and others in the region, in a way that they haven't had to do so in the past 20 years.

Senator BLACKBURN. Okay. My time is expiring. I have a couple of other things I am going to submit to you for the record but thank you so much.

Ms. WORMUTH. Thank you.

Senator KELLY. [Presiding.] I now recognize Senator Warren via Webex for 5 minutes.

Senator WARREN. Thank you, Mr. Chairman.

So, thank you, Ms. Wormuth, for being here and congratulations, again, on your nomination. I just want to spend some time talking about military housing this morning, but before I get to that, I want to ask about two other issues. First, Fort Hood independent review made clear that the Army has not made any progress on addressing sexual assaults.

Will you commit to making significant improvements in this area a top priority?

Ms. WORMUTH. Yes, Senator, I will absolutely make it a top priority. As I indicated, I would like to see us put more emphasis, in particular, on trying to prevent incidents of sexual harassment and sexual assault.

Senator WARREN. Good, and then, second, there is no way to address the climate crisis without confronting the Department of Defense's role as the largest consumer of fossil fuel on the planet.

Will you commit to using all of the tools and authorities at your disposal to make the Army more climate resilient and to reduce its carbon footprint whenever possible?

Ms. WORMUTH. Senator, yes. I would certainly like to look into how the Army can do more to make itself more resilient in the face of climate change, for example, more fuel efficient. We are undertaking some efforts already, but given the scale, for example, of our vehicle fleet, I think looking at the extent to which we can pursue electrification of our vehicle fleet would be a place where we could make a contribution and it would also help us on the battlefield by reducing our dependence on things like fuel convoys.

Senator WARREN. Good. So, I look forward to following up with you on both of these issues.

Now, as Secretary of the Army, you will oversee the largest military service and be responsible for the well-being of hundreds of thousands of servicemembers across the globe and their families. In the last few years, we have heard countless stories from military families about the deplorable conditions of on-base privatized housing. Reports about substandard, rotting houses filled with lead paint and black mold and rodents, and these stories are widespread.

Children and families are getting sick as a result. Despite multiple hearings and changes in the law that we passed, my office is still hearing from military spouses that the problem isn't getting any better and that landlords are not following the rules that are supposed to protect tenants.

Ms. Wormuth, do you agree that substandard military housing presents a serious challenge to military readiness?

Ms. WORMUTH. Yes, I do, Senator. I think it poses challenges for readiness, but also for retention.

Senator WARREN. Yes, and if confirmed, will you commit to using all the tools available to hold these landlords and private companies accountable to make sure that they build and they maintain quality housing for servicemembers and ensure that these outfits can no longer profit from substandard housing?

Ms. WORMUTH. Yes, Senator, you have my commitment.

Senator WARREN. Good. I appreciate it.

You know, unfortunately, these conditions and their consequences are the result of bad behavior from companies that DOD hired to manage these properties. For years, they have failed to properly maintain military families' homes and they have escaped accountability by doctoring their numbers and sweeping complaints under the rug and raked in millions of dollars, taxpayer dollars in the process.

So, there it is: sexual assault, climate change, military housing. All of these affect military readiness, but for too long, the military services have only paid lip service to this reality. It is time for that

to change and I look forward to working with you to make that happen.

So, thank you, Mr. Chairman. I yield back my time.

Chairman REED. [Presiding.] Thank you very much, Senator Warren.

Let me now recognize Senator Tuberville, please.

Senator TUBERVILLE. Thank you, Mr. Chairman.

Ms. Wormuth, welcome. Congratulations on your historic nomination. I am looking forward to working with you. We had a great conversation the other day.

Just listening to the questions, I can't imagine the enormity of dealing with all the problems you are getting ready to face, but it will be fun. It will be challenging, and just talking to you, you are well prepared, looking forward to it, I am sure, and it will be a huge challenge.

But working through all this, at the end of the day, we have got to have somebody who can protect this country. I know you are up to the challenge. You are going to be dealing with egos. I hope you will keep as much politics out of it as possible.

In just a small realm, of coaching, I dealt with egos and, of course, thousands of fans and all of that and you try to please everybody, but you can't do it. At the end of the day, you have got to get your job done and understand your final goal.

The National Defense Strategy recommends a 3 to 5 percent Department of Defense budget increase per year, but this year, it looks like we are going to receive less than half of that. How do we absorb this hit in the Army? How do you foresee that for the future?

You just heard barracks, housing going down, all the things, the problems that we are having, climate change. How do you work those battles yourself?

Ms. WORMUTH. Well, thank you, Senator, for the question. I think, first of all, we have to make sure that we have a strategy that aligns to its resources. If I am confirmed, I am going to look very carefully at the resources that are given to the Army to do its job and I am going to be the strongest possible advocate I can be to making sure that it has the resources it needs, precisely, as you said, to deal with all of these different challenges.

I think, if there are in the future, places where difficult choices need to be made, I would be guided by a couple of things. First of all, trying to strike a balance between current operational needs and preparing for the future, which I think is very, very important, given the kinds of challenges that we face from China and Russia.

Then also trying to strike a balance between the size of the Army and its force structure, the readiness of those forces and then the modernization program that I think is very, very important. My own view is that having a larger Army that is equipped with old equipment is not going to serve us well in the future, so those are some of the things that I would be looking at.

Senator TUBERVILLE. Thank you, and you strike me as somebody that would get in your car and go to the White House and say, we need more money, because we want to help you. You know, the defense of our country is the most important thing for the people who live here. You can strike everything else out. If we don't have a se-

cure country, then we have got huge problems and you are going to be a big factor of that.

Thirty-five million young men and women have the capabilities of being selected into the armed services every year, 35 million that we have to choose from. Only 450,000 of those are really eligible and can pass all the qualifications to be selected in any form. You know, 450,000 out of 35 million, that is not a lot.

How do you foresee recruiting for the Army in the near future out of such a small pool with a lot of these kids that would normally get in the military, but, hey, they are going to go to big tech, make the big bucks, and bypass a possible future in defending our country?

Ms. WORMUTH. Senator, it is absolutely true that we face a lot of competition when it comes to recruiting for the Army. You know, a smaller and smaller number of young Americans show the propensity to serve in the first place, but as I understand it, at this point in time, the Army believes that it is going to meet its recruiting targets for this year.

I think the Army has, particularly during the pandemic, been very creative in pivoting pretty quickly to virtual recruiting. We have expanded from really focusing on 22 cities to more than 40 cities around the country. We have a program called Urban Access where we are actually really focusing on Los Angeles and Houston to try to reach out to communities that may not have previously thought about joining the military and joining the Army.

But I think that is something that we are going to have to continue to work hard on. Particularly as the economy rebounds, we will face competition with the private sector.

Senator TUBERVILLE. Thank you. With all the Army personnel we have in the state of Alabama, I want to invite you to Redstone Arsenal in Fort Rucker that does all the vertical lift for our country in terms of helicopters and training. So, you are welcome and I look forward to working with you. Thank you very much.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Tuberville.

Now let me recognize Senator Peters, please.

Senator PETERS. Thank you, Mr. Chairman.

Ms. Wormuth, congratulations on your nomination and we certainly appreciate your willingness to serve our country.

Ma'am, the 46 Military Police Command of the Michigan National Guard serves as one of two command and control elements in the national chemical response enterprise. It has experienced a cumulative 25 percent decrease in funding from the Army over the past 3 years and I believe it is unwise to shortchange some of those critical elements of emergency preparedness. We talked earlier about these kinds of efforts and my focus on these efforts as the Chairman of the Homeland Security Committee here in the Senate.

So, if you could respond to kind of your thoughts on these units and how important they are and would you be in a position and willing to look at addressing the shortfall that we are seeing with these critical units.

Ms. WORMUTH. Thank you, Senator. I would be happy to look into that specific issue with you.

As you and I talked about a little bit when we met, you know, I am very much of the view that we need to have a capability here in the United States to deal with chemical, biological, radiological types of incidents. That is, you know, an important part of our homeland defense capability which remains relevant, and so I would be happy to look into that and gain a better understanding of what the resourcing issues are there.

Senator PETERS. As the Army embraces multidomain operations by standing up five multidomain task forces, I certainly believe that the National Guard should be home to one of these. In my mind, it is critical that Reserve components, which obviously compose a big part of the Army's overall force structure, has the capabilities and the experience to operate in this space.

So, my question to you, if confirmed as Secretary of the Army, how will you approach allocating the remaining multidomain task forces?

Ms. WORMUTH. Thank you, Senator. Well, first of all, as you likely know, the Army is experimenting right now with its multidomain task force in Fort Lewis and we are still working through developing exactly what kinds of capabilities that particular formation will have and how it will operate.

I think, I will want to look carefully, if confirmed, at where we are going to position those units, both in terms of whether it is here in the United States or perhaps overseas and also whether those task forces should be in the Active component or potentially in the Reserve component. I would want to look at what makes most sense, but I think it is useful to reflect on the fact that another one of the Army's sort of more specialized formations, the Security Force Assistance Brigades, the Army did make a decision to put one of those in the National Guard.

So, I think there is a track record there of making smart decisions about allocating those forces.

Senator PETERS. Madam, given the President's executive order from January 27 of 2021 and the rapid advancements, as well as significant investment in battery technology development from our commercial auto makers, what steps would you take, if confirmed, as the Secretary of the Army, to focus efforts on the electrification of the Army's both, tactical and combat vehicle fleets?

Ms. WORMUTH. Well, Senator, from the perspective of resilience and making the Army more fuel efficient, I think it is very much something to look into, as the degree to which we could potentially pursue electrification in our vehicle fleet. So, that is something that, if I were confirmed, I would certainly want to look into, to understand how deeply we can pursue that.

I think the infrastructure associated with charging vehicles and making sure that we could have batteries that have sufficient staying power would be things we will look at, but it is certainly an area that I would like to pursue.

Senator PETERS. One component of the Next-Generation Combat Vehicle Program, which I am proud to say is being run out of the Detroit arsenal in Warren, Michigan, is the Armored Multi-Purpose Vehicle, the AMPV. This program currently is in production. It begins fielding to soldiers later this year.

If AMPV resolves significant capability gaps associated with some of the legacy systems that we have and will provide the Army with a more survivable and more mobile vehicle, as well, could you speak to the importance of this program and your commitment of providing soldiers the modernized equipment that they need, if confirmed as Secretary of the Army.

Ms. WORMUTH. Certainly, Senator. You know, again, I think it is worth reflecting on the fact that the Army has not comprehensively modernized itself in over 40 years, really, since we had the big 5. So it is very important going forward that a big part of our modernization portfolio is next-generation vehicles and that is something that I will be focused on and paying attention to. It is absolutely a capability set that we have to have, and that we have to modernize. Just as we will modernize helicopters, for example, or, you know, actual equipment for soldiers, in terms of their own lethality.

Senator PETERS. My time has expired.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Peters.

Let me recognize Senator Sullivan, please.

Senator SULLIVAN. Thank you, Mr. Chairman.

Ms. Wormuth, it is good to see you again. I really enjoyed our meetings and discussions. Thanks for your patience on that.

Let me kind of follow-up on what we talked about. I would like to get your commitment here to visit Alaska soon. You know, there is a lot going on in terms of good things. There are a couple of troubling things I want to talk about, too, but I want to get you up there with some of our top military leadership.

Can I get that commitment soon in your tenure?

Ms. WORMUTH. Yes, Senator, I would be happy to visit.

Senator SULLIVAN. Then we talked about the Army's Arctic Strategy. I think it is a really good document. As you and I talked about, there has been a lot of work, kind of implementation work at the highest levels of the Army and the Secretary of Defense, actually, and the deputy secretary were in front of this Committee saying, they were committed to fully resourcing arctic strategies by the different services, of course, including the Army.

So, as you and I talked about, can I get your commitment to get back to me with General McConville, if confirmed, within 30 days, on looking at the implementation of the Arctic Strategy. What I worry about is, as you and I talked about, sometimes these issues can fall back into the bureaucracy, lose the senses of urgency that we clearly have right now, and I don't want to lose that.

So, can I get your commitment on that, as well, like we talked about?

Ms. WORMUTH. Yes, Senator. Thank you, first, if your leadership on issues relating to the Arctic and for recognizing its strategic importance. I would be pleased, if confirmed, to come and talk with you with the Chief of Staff of the Army about the implementation plan.

Senator SULLIVAN. Great. Thank you very much.

So, I always give this book to pretty much every new nominee. Have you read T.R. Fehrenbach's, *This Kind of War*; it is about the Korean War.

Ms. WORMUTH. I actually have that book, Senator, yes, I do.

Senator SULLIVAN. Good.

Ms. WORMUTH. I haven't read it in a while. It has been awhile.

Senator SULLIVAN. All right. Well, then, I guess I don't have to give it to you.

Good, I am glad you have read it because it is called a study, essentially, in lack of readiness. The United States in 1945 probably had the most fearsome military in the history of the world and by 1950, because of civilian and military leadership decisions and cuts, the lack of readiness was horrendous and thousands of Americans died senseless deaths in the summer of 1950 because of the Korean War-era's military lack of readiness.

We never want to go back there. The Army has a saying, "No More Task Force Smiths," that I am sure you are familiar with, all your leadership in the Army is familiar with.

So, can I get your commitment to make sure we don't fall in this hole of readiness plummeting. The last term of the Obama-Biden administration saw defense spending cut by 25 percent, and as you know, the readiness of our forces plummeted.

Ms. WORMUTH. Senator, certainly. The Army has worked very hard in the last few years to rebuild its readiness, as you know, and I think has done quite a good job on that. If confirmed, I would certainly want to ensure that we maintain our readiness.

Senator SULLIVAN. Great. It is a high priority.

There will be battles, right. The Biden administration is floating their defense budget, which will be cuts, which I think is ridiculous. If we are going to fight, if we are going to have the ability to compete against China, we have to do a lot of things, but cutting our military is a cause for celebration in Beijing.

I hope you get in there and fight for a strong budget. Can I get your commitment in that regard, as well?

I know you have to support what the President ultimately does, but as you are battling, we need people in there who are fighters for a strong military and a strong budget.

Ms. WORMUTH. Yes, Senator. As I said, if confirmed, I intend to be the strongest possible advocate for the Army, inside the building and outside the building. I believe in a strong defense and you have my commitment that I will make my views heard on that matter.

Senator SULLIVAN. Great. Speaking of a strong Army, I am going to raise a really troubling topic. Over the past 5 years, U.S. Army Alaska has experienced 32 suicides. In that same period from 2016 through 2021, soldiers deployed under Operation Freedom Sentinel in Afghanistan experienced 41 combat deaths, due to hostile action.

Any death is horrible but think about that juxtaposition; 32 soldiers in my state in Garrison, compared with 41 total in Afghanistan. That is just a difference of nine. This year alone, USAREC [United States Army Recruiting Command] has experienced six suicides, an average of one soldier per month. Of course, we all believe this is unacceptable.

Can I get your commitment, and by the way, I do think the command, Major General Andrysiak and others have put their heart and soul into this issue. General McConville has, even General Milley, as chairman, has. But we have challenges. Some of it relates to training. Some of it relates to remote locations.

Can I get your commitment to fully resource the initiatives that USAREC and the Army have put forward on "quality of life" initiatives and infrastructure aimed at reducing this, really, let's call it a horrendous trend level that we can get beyond. There is a lot of tension to it, but I need your commitment to provide the utmost attention to this issue, which is really a horrible issue. Not just for Alaska, not just for the Army, but for America; these are some of the best young men and women our nation has and they are taking their lives.

Ms. WORMUTH. Senator, I share your deep concern for the suicide rate in the Army, which right now is high; higher than it has been in some time. I am particularly concerned about the concentration and number in Alaska.

So, if confirmed, you certainly have my commitment to do everything possible to try to make sure there are programs in place and quality of life in place to do our best to prevent further suicides.

Senator SULLIVAN. Thank you. Thank you very much.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Sullivan.

Let me now recognize, via Webex, Senator Duckworth.

Senator DUCKWORTH. Thank you, Mr. Chairman.

Ms. Wormuth, I was very pleased to see you nominated to be the first woman to serve as Secretary of the Army, especially given your considerable experience as a civilian national security leader and your previous tenure in the DOD.

After speaking with you the other day, I am confident that you are the right person to lead the Army. I would like, however, to follow-up on our discussion on the Army's major modernization programs. As a former soldier and as the chair of the Airland Subcommittee, I understand deeply how important it is that our Army have modern weapon systems to compete with our near-peer challengers.

However, resources are not unlimited and I take my duty to safeguard taxpayer dollars very seriously. It is absolutely critical that the Army leverage best practices to run its major programs efficiently and to deliver high-quality systems to soldiers on time, on budget, and in alignment with Army modernization priorities. That is why I am encouraged by programs like Future Vertical Lift, which so far as delivered impressive results.

If confirmed, how would you work with the Army's cross-functional teams to discover lessons learned from programs like FVL and apply best practices across programs, where possible, to deliver the necessary capability to soldiers and improved values for taxpayers.

Ms. WORMUTH. Thank you, Senator Duckworth. It is nice to see you.

I will, if confirmed, will want to be working closely with each of the cross-functional teams to understand where we are in the six big modernization priorities. To the extent that there are valuable lessons learned, for example, coming out of the Future Vertical Lift set of programs, will want to make sure that we share those lessons with other cross-functional teams, you know, whether they are in the long-range, precision fires portfolio, or the air and missiles defense portfolio, just to name a couple.

I think that is an area where I would like to see the strongest possible collaboration between Army Futures Command and the acquisition staff and the Department of The Army.

Senator DUCKWORTH. Thank you.

Based on our conversation, I know you share my concern about the unacceptable rise of white nationalism and other extremist ideologies in the military, when servicemembers hold these hateful views, it undermines unit cohesion and violates the oath that they took to protect and defend our Constitution.

Since his confirmation, Secretary Austin has taken the first steps to root out extremism among military members, starting with the DOD-wide stand down. If confirmed, how would you support Secretary Austin's efforts and what policies would you pursue to detect extremist ideology in our military ranks, prevent its spread, and improve media literacy and access to reliable information in the DOD?

Ms. WORMUTH. Well, Senator, first of all, I want to say that I think, you know, the vast majority of our Army soldiers serve with honor and I think that the numbers of soldiers who hold extremist views is likely small. But as you noted, and as Secretary Austin has noted, extremism in our ranks undermines unit cohesion and can have a disproportionately negative effect, so it is very important that we work to identify it and get it out of the ranks.

I am very interested, if confirmed, in getting briefed on the lessons learned that came from the DOD-wide stand-down that you referenced. I would like to better understand what we think was particularly successful coming out of that process that could be applied more broadly and on a routine basis going forward.

I do think there is probably more that could be done in terms of educating our soldiers when they join the Army about the use of information and disinformation and social media and things like that to try to help our soldiers become more savvy customers in terms of being able to identify when they are perhaps being targeted with this information.

Senator DUCKWORTH. Thank you.

My final question is about the Army's SHARP program. Like many members of this committee, I am committed to addressing the scourge of sexual assault in the military and was proud to help Senator Gillibrand introduce her Military Justice Improvement and Increasing Prevention Act as an original co-sponsor. I have appreciated your responses so far on this topic but would like to add that in the wake of Vanessa Guillen's tragic death last year, I asked the GAO [Government Accountability Office] to conduct a review of the Army's SHARP program. That work is underway and they should deliver that report later this year.

If confirmed, will you commit to reviewing GAO's work when it is released and incorporating it as appropriate to improve the Army's SHARP program?

Ms. WORMUTH. Yes, Senator. I am committed to taking good ideas from wherever they come from. I am very familiar with the kind of work that the GAO does and I would be very interested, if confirmed, in looking at the results of their review of the SHARP program and seeing how we can strengthen it, in addition to what

the Army has already undertaken in terms of a redesign as a result of the independent review commission.

Senator DUCKWORTH. Thank you. I look forward to being able to vote for your confirmation.

Mr. Chairman, thank you.

Chairman REED. Thank you very much, Senator Duckworth.

Senator Sullivan has an additional question.

Senator Sullivan?

Senator SULLIVAN. Thank you, Mr. Chairman.

I want to follow-up on my friend, Senator Duckworth's line of questioning. By the way, she is, when you look at soldiers who have sacrificed for our nation, I think it is probably safe to say she has sacrificed probably more than anyone in the entire Congress as a soldier, so I always have a deep respect for her views on all of these issues.

But, you know, she touched on, really, what I think the Army leadership has been referring to as bad behaviors that hurt unit cohesion. It hurt the ability for the Army to be an effective fighting force. Those, of course, include sexual assault, sexual violence, which is completely unacceptable.

We need to do more in that regard. I actually have a lot of respect, a lot of respect for Senator's Gillibrand's hard work in this regard.

Suicide, we have already talked about that.

I do want to mention this issue of extremism, racism. Of course we don't want that in the ranks at all, at all, and I have put forward legislation that tries to address this issue and asked deep questions of the Pentagon, particularly at promotion rates for our senior officers, you know, are we promoting? Is there something going on at the top ranks that we need to address that relates to, you know, sometimes the lack of diversity? I have had a lot of discussions with Secretary Austin on this topic. Of course that have can negative effects, as you just said.

But here is what else can have negative effects, in my view, and I think it is possibly having negative effects, because I talk to military members all the time. There are wild claims, wild claims, just pick up the Washington Post every day, they seem to make them, through anecdotes that somehow our U.S. military is a hotbed of extremists, racists, at very high levels.

So, I care about this issue, because we don't want that, but every time someone makes it, I will give you an example, the now Under Secretary of Defense for DOD, the number-three guy in the DOD came here in this confirmation hearing and said he was going to stamp out systemic racism in the ranks. Well, that is a pretty big claim.

Then I asked him, did he have any data to back that up? You are kind of besmirching a lot of people. An organization that throughout American history, hasn't been perfect, but has probably been on the forefront of bringing the races together; again, not perfect, but an organization, the military that has, in many ways done more to advance racial equality than almost any other organization in the country. Yet there are these claims, the number-three guy in the Pentagon right now made a claim. When I pressed him on it, no, Senator, I don't have any data.

Well, then, why are you making that claim?

I am hearing from troops saying, look, we agree we don't need this, but there is this counterargument that if you pick up the Washington Post and every day there is an article about, 10, 15, 20 percent of the military is extremist. That is just bologna, and I am going to tone down my rhetoric here in a hearing.

So, can I get your commitment to protect these troops from these kinds of wild claims until you look at the data. I have had senior military members here just in the last couple of weeks asking them, do they think it is 10 percent? Do they think it is 5 percent? Do they think it is 20 percent?

To be honest, they are offended. As you just said, it is probably not many at all. If they are there, we should crush them and get them out. But at the same time, we need to make sure that the military is not, we are not letting people who don't know anything about the military like these Washington Post reporters, make claims that somehow the military is a hotbed of tens of thousands of racists. I don't think it is true. What is your view on that?

But the key is data. Let's get data before we make these giant, sweeping claims like the Under Secretary of Defense did. I don't know how in the hell he is going to lead the Pentagon, number-three guy at the Pentagon after he made some wild claim that he had no data on. He even told me in this hearing, no data, I just said it.

What is your view on this?

It is a really important issue and, trust me, the average soldier is watching and they want someone to try to defend them, not besmirch them.

Ms. WORMUTH. Senator, as I said, in my experience, the vast majority of soldiers serve with honor.

Senator SULLIVAN. Yes.

Ms. WORMUTH. I think the vast majority of soldiers are tolerant and inclusive in terms of working with their peers. So, again, I don't think that this is a case where there are large numbers of extremists, for example.

I do think it would be useful to have additional data. You know, as you said yourself, there are certainly surveys, I think, that show that there are some pockets in some cases of racist behavior. There are still some institutional barriers to promotion, for example, but I think things like something that I am very encouraged by is the Army's new command assessment program that is going to, which is a whole new terrific new evolution of how we select our leaders. But one of the things that that program helps us look at is attitudes and making sure that our future leaders are intrusive and tolerant.

Senator SULLIVAN. Great. Well, if you can just commit, get the data before any of these wild claims continue, I think that would be helpful for our forces, helpful for our military, helpful for broader society. But the military has been, in many ways, on the forefront of a lot of these issues and we want to keep it that way. Thank you.

Chairman REED. Thank you, Senator Sullivan.

Thank you, Ms. Wormuth, for your testimony today, for your service for many, many years, and your willingness to serve again, and I look forward to that service.

With that, I will adjourn the hearing.

[Whereupon, at 11:27 a.m., the Committee adjourned.]

[Prepared questions submitted to The Honorable Christine E. Wormuth by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND RESPONSIBILITIES AS SECRETARY OF THE ARMY:

Question. What is your understanding of the duties and functions of the Secretary of the Army?

Answer. The Secretary of the Army is the senior official and head of the Department of the Army with authority and responsibility for conducting all affairs of the Department of the Army, subject to the authority, direction, and control of the Secretary of Defense (10 U.S.C. §7013). The Secretary of the Army is solely responsible for the functions of Acquisition, Audit, Comptroller, Information Management, Inspector General, Legislative Affairs, Public Affairs and Research and Development (10 U.S.C. §7014). The Secretary of the Army is also responsible for the supervision and control of Army intelligence activities as well as any other activities as may be prescribed by law, the President, or the Secretary of Defense. If confirmed as Secretary of the Army, I would make any necessary recommendations to Congress relating to the Department of Defense after informing the Secretary of Defense.

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

Answer. While almost no single experience could prepare someone for a job as demanding and complex as the Secretary of the Army, a twenty-five-year career in national security has given me many opportunities to develop much of the knowledge, skills and judgment that will be needed to perform the duties and responsibilities of the position. If confirmed, I would bring to the role of the Secretary of the Army an insider's knowledge of the Pentagon's complex bureaucracy and an outsider's desire to challenge Service orthodoxies in service of the changes we must make to prepare the Joint Force for the challenges of great power competition. During more than 14 years as both a career civil servant and senior political appointee in the Office of the Secretary of Defense, I have had the opportunity to directly observe and support the Services in many aspects of their organize, train, and equip functions. Over the years I have worked regularly with Congress and have both an understanding and deep respect for its critical oversight functions and its essential role in providing authorities and resources to the Department of Defense. Through years working in the Pentagon and in various think tanks I am very familiar with how the Army plans, programs, and budgets, as well as the importance of developing a strong program and being able to successfully defend it to the Secretary of Defense and Congress.

My career to date, and in particular my years in the Pentagon have given me a strong sense of the Army's roles and missions relative to those of the other services, its institutional culture, and a strong network of professional relationships with Army leaders at many different levels. Multiple trips to Iraq, Afghanistan, Jordan, and the Korean peninsula have given me many opportunities to see for myself the difficult service and sacrifice of Army soldiers and families. My research at CSIS and RAND have also given me ample opportunities to understand in depth all three components of the Army—Active, Guard and Reserve—as well as to develop an appreciation for the complexity of personnel issues confronting a service as appropriately people-centric as is the U.S. Army. Multiple positions over the years inside and outside of government have provided me opportunity to focus on strategy development, force planning and posture and force development and design. My work during the 2013 Strategic Change and Management Review, many hours spent around the Deputy's Management Action Group (DMAG) table, and my tenure as Under Secretary of Defense for Policy gave me a strategic understanding of the complexities and challenges confronting our acquisition community and defense industrial base in our efforts to modernize the Joint Force.

I began my career in the Pentagon shortly after the collapse of the Soviet Union, I was a civil servant when we were attacked on 9/11, and I was back in the Pentagon as we began shifting our sights from counter-terrorism to the challenges posed by People's Republic of China and Russia. I firmly believe we are once again at a moment of strategic inflection and that the next few years will be some of the most challenging the Department of Defense has ever faced. I believe my practical experience with strategy development, force planning and force development, my track record at CSIS and RAND providing independent, analytically grounded policy recommendations coupled with my years of experience as a senior leader in the Pentagon will serve me well if confirmed in helping the Army navigate the difficult terrain that lies ahead.

Question. In particular, what management and leadership experience do you possess that you would apply to your service as Secretary of the Army, if confirmed?

Answer. Having served as a senior political appointee both at the National Security Council and in the Department of Defense, I have good understanding of what is required of a senior executive involved in enterprise-level decision making, how to work successfully with other senior officials and the nature of the difficult decisions that are required when operating at that level. Many years of serving as a manager and leader in government, think tanks, and the private sector has given me the opportunity to work closely with range of senior leaders with different leadership styles, as well as to lead a large organization, the Office of the Under Secretary of Defense for Policy, myself. If confirmed I will seek to lead as a hands-on Secretary of the Army that works closely with the Army's uniformed senior leaders, empowers our staffs, delegates appropriately, models ethical and transparent leadership, and who demonstrates care day in and day out for Army soldiers, their families, civilians and our Army veterans.

Question. In light of the lines of effort set forth in the 2018 National Defense Strategy (NDS), what other duties and responsibilities do you anticipate the President or the Secretary of Defense would prescribe for you, if confirmed?

Answer. The Army's primary mission is to deploy, fight, and win our Nation's wars. If confirmed as the Secretary of the Army, my objective will be to ensure the Army is prepared to meet the complex global challenges of tomorrow.

Recognizing that a forthcoming new defense strategy will likely make some changes to the lines of effort outlined in the 2018 National Defense Strategy, I anticipate that other duties and responsibilities the President or the Secretary of Defense might prescribe for me would continue to emphasize ensuring the Army is ready to meet future challenges. As the world becomes more technologically connected, it will be imperative for the Army to outpace peer-competitors and ensure it is able to operate and compete against adversaries with advanced technological capabilities. I also anticipate that the Army will be asked to further develop and strengthen relationships with allied and partner land forces.

Question. To the extent that the functions of the Army overlap with those of other DOD entities, what would be your approach, if confirmed, to consolidating and reducing unnecessary duplication?

Answer. If confirmed I will fully support Department efforts to drive consolidation where appropriate and reduce duplication through review of the Services, OSD and the rest of the Fourth Estate relative to the Department of the Army. Unnecessary redundancy among DOD entities is a source of potential savings that could be used to generate warfighting capability for the Army and the other services. If confirmed, I will work with DOD leaders to analyze potential redundancies to optimize the efficiency and effectiveness of the Joint Force and supporting operations.

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

Answer. As a former career civil servant and senior civilian political appointee, I am deeply committed to the fundamental American principle of civilian control of the military. I share the concerns expressed by the members of the National Defense Strategy Commission that "civilian voices have been relatively muted on issues at the center of U.S. defense and national security policy, undermining the concept of civilian control." If confirmed, I will diligently and energetically fulfill my Constitutional and statutory responsibilities to exercise control and oversight of all affairs of the Army, and I will work closely with the Under Secretary and Assistant Secretaries of the Army to assist me in the performance of this critical responsibility.

Question. If confirmed, what duties and responsibilities would you assign to the Under Secretary of the Army?

Answer. The Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. Headquarters, Department of

the Army General Order No. 2020-01 specifies that the Under Secretary is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. If confirmed, I will look to the Under Secretary to regularly represent and advocate for the Army in senior-level DOD management forums and to help integrate and lead progress on Army priorities across the Department of the Army. To that end, the Under Secretary is charged with communicating and advocating Army policies, plans, and programs to external audiences, including Congress, foreign governments, and the American public. In addition, the Under Secretary is assigned to the position of Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army. If confirmed, I would continue to assign the Under Secretary of the Army those duties and responsibilities.

Question. If confirmed, over which members and organizations of the Army would you direct the Chief of Staff of the Army to exercise supervision and what would be the scope of such supervision? What other duties would you assign to the Chief of Staff of the Army?

Answer. As the senior military advisor to the Secretary of the Army and senior military officer of the Army, the Chief of Staff of the Army presides over the Army Staff, communicates plans and recommendations of the Army Staff to the Secretary of the Army, and advises the Secretary of the Army on those plans and recommendations. In addition to his role as an advisor, the Chief of Staff of the Army is responsible for the effective and efficient functioning of Army organizations and commands in executing their statutory missions and assisting the Secretary of the Army in the performance of acquisition-related functions such as developing requirements for equipping the Army. Furthermore, the Chief of Staff of the Army also performs the duties prescribed for him as a member of the Joint Chiefs of Staff under section 10 U.S.C. §151. Additionally, there are direct reporting units which answer to the Chief of Staff of the Army. These include the U.S. Army Test and Evaluation Command, the U.S. Military Academy at West Point, the U.S. Army Military District of Washington, and the U.S. Army War College. If confirmed I would continue to assign the Chief of Staff of the Army those duties and responsibilities.

BUDGET

Question. If confirmed, by what standards would you measure the adequacy of funding for the Army?

Answers: If confirmed, I will measure the adequacy of the Army's funding based upon the Service's ability to meet the Biden Administration's March 2021 Interim National Security Strategic Guidance and when it is completed, by the Army's ability to meet the requirements laid out in the new National Defense Strategy required by Congress. Ultimately the Army needs sufficient resources to fulfill its role as part of the Joint Force responsible for deterring, and if necessary, defeating military aggression that threatens vital U.S. interests with acceptable risk to force and mission. I plan to work within the Army's allocated funding to ensure the most modern, ready, and lethal soldiers possible. I will also work with the Chief of Staff of the Army to ensure that the Army's priorities of people, readiness, and modernization align with the Secretary of Defense's priorities of defending our nation, innovating and modernizing the Force, maintaining and enhancing readiness, taking care of our people, and succeeding through Teamwork.

Question. How will you ensure the Army is appropriately resourced to simultaneously modernize, grow readiness, and take care of its people?

Answer. If confirmed, I will work with the Secretary of Defense to ensure resources are adequate to meet our mission based on the Interim National Security Strategic Guidance, and later by the requirements described in the new National Defense Strategy. To meet these requirements, the Army must balance its ability to provide for soldiers and their families while also resourcing our readiness and modernization efforts. The Army has been successful balancing and optimizing appropriated funds against its priorities through three years of deliberate internal realignment of funds, but if confirmed, I will need to assess carefully how the Army can continue to succeed in balancing these priorities in future years.

Question. Section 222a of title 10, U.S. Code, provides that not later than 10 days after the President's submission of the defense budget to Congress, each Service Chief must submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of his or her armed force.

If confirmed, do you agree to support the Chief of Staff of the Army in providing his/her unfunded priorities list to Congress in a timely manner?

Answer. If confirmed, I will support the Army Chief of Staff's statutory requirement to provide a well-prepared Unfunded Requirements (UFR) list to Congress within 10 days of the release of the President's annual budget.

NATIONAL DEFENSE STRATEGY:

Question. In your view, does the 2018 NDS accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.

Answer. In my view 2018 NDS was particularly important to solidifying a bipartisan consensus around the concerning breadth and depth of growth in People's Republic of China's military capabilities and the implications of that growth for the United States. If confirmed, I will support the Secretary of Defense to ensure that we remain fully ready to respond to and effectively deter nation-state threats emanating from People's Republic of China, Russia, Iran, and North Korea, as were identified in the 2018 NDS, and to disrupting transnational and non-state actor threats from violent extremist organizations.

Question. In your view, does the 2018 NDS correctly specify the priority missions and capabilities by which DOD can achieve its security objectives in the context of the current strategic environment?

Answer. I believe the 2018 NDS correctly focused attention on the concerning breadth and depth of growth in People's Republic of China's military capabilities and the implications of that growth for the United States, and described the right set of operational challenges that the Department of Defense must address and use to inform its force planning and force development. At the same time, there have been several changes in the strategic environment in the last three years. I would anticipate that the ongoing strategy review will evaluate changes in the security environment, identify priority defense objectives and missions, and identify priorities for modernizing, employing, and ensuring readiness of the Joint Force. If confirmed, I will continue to work with the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, and our sister Services to develop these priorities and deliver the most capable land force in the world.

Question. What do you perceive to be the Army's role in competing with and countering People's Republic of China?

Answer. I believe that the Army has important roles to play in both competition and potential conflict in the Indo-Pacific. A unique comparative advantage the United States has in competing against People's Republic of China is our network of alliances and partners around the world. The presence of Army forces in the Indo-Pacific re-assures allies and partners, occupies the cognitive space of our adversaries, and directly counters People's Republic of China's malign activities. The enduring presence of land forces in the Indo-Pacific, and the resultant Army-to-Army relationships with allies and partners, is critical to effectively compete with People's Republic of China in their geographical near-abroad area in this era of great power competition. Army presence in competition sends clear messages to friend and foe that the Army understands the importance of preserving a free and open Indo-Pacific, and is willing to commit our most precious resource, our people, to compete with and counter malign Chinese influence globally.

Efforts to deter and counter aggression in the Indo-Pacific will also include the Army, which has embarked on a comprehensive program to modernize so that it is well prepared to confront technologically advanced nation-state competitors. If confirmed, I will ensure that the Army continues to invest in transformational change to provide resources and capabilities that support the Joint Force's collective effort to be prepared to win in conflict. I will consult closely with the Chief of Staff of the Army and other Army senior leaders to further develop and refine operational concepts applicable to the region and I will work closely with them to develop appropriate formations and associated capabilities for those formations, such as the Army's Multi-Domain Task Force, that could be employed in a potential future conflict.

Question. Do you believe the Army must maintain the ability to conduct large-scale ground combat operations, to deter major-power competitors such as Russia?

Answer. Yes. The Army must maintain the ability to credibly deter major-power competitors, People's Republic of China and Russia, and defeat them decisively in conflict, if necessary. The Army's ability to conduct large-scale ground combat operations assures our allies and partners and provides Joint Force Commanders and national policymakers credible deterrence options in a crisis.

Maintaining the Army's overmatch against major power competitors requires calibrated force posture and aggressive multi-domain modernization. This means putting the right capabilities in the right place to deter, with the power projection plat-

forms necessary to quickly deploy, fight, and win. The Army's calibrated force posture and multi-domain transformation are key to ensuring our adversaries think twice before they choose to coerce U.S. allies and partners with military force.

Question. Is the Army adequately sized, structured, and resourced to implement the current strategy and the associated operational plans? Please explain your answer.

Answer. At this time, I do not have enough information on the Department's current operational plans to assess their implications for the size and structure of the Army relative to its resource levels. The Army has a long history of answering the nation's call when needed, and our soldiers, who have served with honor and sacrificed much in the last two decades are the Army's greatest asset. At the same time, our soldiers can only be effective when we provide them the right equipment, training, and support. If confirmed, I will work closely with the Chief of Staff of the Army, other Army senior leaders, the Deputy Secretary of Defense, and the Secretary of Defense to ensure we balance modernization, force structure and readiness needs within allocated resources.

Question. Does the Army have the requisite analytic capabilities and tools to support you, if confirmed, in evaluating the Army's force structure and sizing strategies to ensure that it can and will generate forces that are manned, trained, and equipped to execute current plans and strategies? Please explain your answer.

Answer. Yes, the Army has the right tools and analytic capabilities to support me, if confirmed. The Army created Army Futures Command (AFC) to be the overarching future force modernization architect. AFC has brought in all key modernization enterprise stakeholders to create unity of command and unity of effort under one roof. Specifically, AFC unified the Research and Analysis Center, the Futures and Concepts Center, the research and development components, the test and evaluation agencies, and the science and technology enterprise under one command. The Army also established cross-functional teams to help synchronize the Army's acquisition enterprise with the future force concepts and technology. Additionally, the Army leverages the Army's Center for Army Analysis which conducts modeling and simulation across the spectrum of conflict to inform critical senior level decisions for current and future national security issues.

Question. If confirmed, how will you address any gaps or shortfalls in the Army's ability to meet the demands placed on it by the operational plans that implement the current strategy?

Answer. If confirmed, I will continue the Army's focus on modernization and continue evolving Army doctrine to ensure it can meet the requirements of the forthcoming new National Defense Strategy (NDS). Over the last four years, the Army placed special emphasis and focus on modernization, and recent concepts show promise in deterring and if necessary, defeating a great power adversary. If confirmed, I will continue to develop and refine the concept for Multi-Domain Operations (MDO) at each echelon of Command, focus and deliver the modernization priorities to include cyber, electronic warfare, long range precision fires, and improved air defense systems, and expand capacities to support Joint All Domain Command and Control as part of the MDO evolution.

While this emphasis on modernization and concept development will close operational gaps, it is only a partial solution to the demands placed on the Army by operational plans. If confirmed, I will continue to pursue a global calibrated posture to station or rotate the right Army forces to key locations or theaters to compete with, deter, or defeat great power adversaries. To be effective, the Army must find the appropriate balance between Army forces engaged forward in theater and those remaining stateside with the opportunity to train, modernize, and maintain the flexibly deploy to meet any emerging challenge.

Question. If confirmed, what changes or adjustments would you make in the Army's implementation of the current strategy?

Answer. If confirmed, I will ensure that the Army continues to nest its actions within broader policy. I understand that in accord with statutory requirements, a new National Security Strategy and National Defense Strategy are under development. These documents will guide Department of the Army efforts to generate land forces to compete, fight and win as part of the Joint Force. The Army will continue to pursue Multi-Domain Transformation to enable the Joint Force in all domains and retain our decisive role on land.

Question. How would you characterize your familiarity with the civilian leaders of the Armies of other nations and multi-national and international land power-focused consultative forums?

Answer. Our country's broad and deep network of alliances and partnerships is a unique comparative advantage in this time of strategic competition with technologically advanced nation-states and if confirmed as Secretary of the Army I will

make it a priority to deepen our relationships with allied and partner land forces. Although the Secretary of the Army has few peer-to-peer counterparts, I have had the opportunity in the last 10 years to develop relationships and engage with a wide range of ministers of defense, chiefs of defense, and senior uniformed and civilian defense officials in countries around the world. As Under Secretary of Defense for Policy I held annual policy talks and made bilateral visits to many important allied and partner countries in Europe, the Middle East, and the Indo-Pacific and through those engagements had the opportunity to conduct substantive talks with senior civilian and uniformed defense officials. As USDP I attended the Munich Security Conference and the Halifax Defense Forum at which I conducted many bilateral meetings with senior civilian and uniformed counterparts. Outside of government I've had the opportunity to attend many conferences around the world and to maintain some of the relationships I developed during government service. If confirmed as Army Secretary, I will draw on these past experiences and focus on building strong allied and partner relationships through bilateral engagements, multi-national exercises, and participation in other land-power focused consultative forums to ensure the land-power dimension of our alliance network remains robust in a time of strategic competition.

Question. If confirmed, on which leaders and forums would you focus your engagement with a view to advancing the interests of the Army?

Answer. The Secretary of the Army is the primary communicator of the Army's interests across the government, nation, and globe. Secretary of Defense Austin's priority is that we succeed through teamwork. If confirmed, I will regularly engage with members of Congress to build the best possible Army. I will engage with DOD leadership and other Service Secretaries to ensure we have a Joint Force ready to fight and win. I will engage with allies and partners to develop approaches for our common security interests. I will engage our nation through dialogue with the diverse interest groups that are interested in the Army. I will also engage our soldiers through visits to installations and units, as well as town hall meetings and smaller listening sessions.

MAJOR CHALLENGES AND PRIORITIES:

Question. If confirmed, what would be your vision for the Army now and for the future?

The 2018 Army Vision provides a sound foundation upon which to build for guiding the Army in the next several years. Today and tomorrow, the Army must be ready to deploy, fight and win decisively against any adversary, any time in any region of the world. Future conflicts will be joint, combined, high intensity and unfold in multiple domains and the Army must be organized, trained, equipped and appropriately sized to prevail in these types of conflicts while at the same time protecting the homeland, deterring opportunistic aggression and remaining able to conduct irregular warfare when needed. To do this, the Army will employ modernized manned and unmanned weapon and sustainment systems, paired with strong combined arms formations centered on world-class leaders and highly lethal soldiers.

To remain ready as the world's premier combat force, the Army relies on people—its soldiers, civilians, families, and veterans. If confirmed, I will focus not only on ensuring our Army can compete, deter and win in future conflicts, but also on taking care of people so that the Army can recruit, retain and nurture the nation's best talent to fulfill its critical responsibilities as part of the Joint Force. This means creating a 21st century talent management system with policies, programs, and processes that recognize and capitalize the unique knowledge, skills, and behaviors possessed by every member of the Army team, allowing us to employ each to maximum effect. It means recognizing that our soldiers and civilians should have the best quality of life possible, and requires prioritizing improvements in our housing and barracks, healthcare, childcare, spouse employment and permanent change of station moves. Maximizing the talents of our people, the Army's greatest strength and most important weapon system is a critical element of my vision for the Army today and in the future. The Army's people are foundational to the Army's effort to maintain readiness and pursue its ambitious modernization strategy, both are which are critical to ensuring the Army can successfully deploy, fight, and win in future conflicts.

What would you see as your highest priorities for the near-term and long-term future of the Army?

Answer. The Army's current priorities are people, readiness, and modernization. To address people, the Army has instituted the "People First" task force to restore an Army-wide culture of dignity and respect. If confirmed, I will make it a priority to review, understand, and implement, as necessary, the recommendations of the

Fort Hood Independent Review Committee. As part of the larger Army People Strategy, the task force is already taking a holistic approach to reduce harmful behaviors like sexual harassment/sexual assault through prevention-focused efforts reinforced by improved accountability, response, and command climate initiatives.

The Army has made significant progress building readiness in recent years and is working to meet increasing demands in the Indo-Pacific and in Europe. If confirmed, I will ensure trained and equipped soldiers are ready to meet the operational requirements they may face.

Looking to the longer-term, the Total Army is modernizing by focusing on integration within the Joint Force to provide for the most effective defense of the United States while retaining its ability to dominate as a land power. To do this, the Army is transforming itself into a multi-domain capable force. This capability will provide Joint Force commanders and Congress options in case of a globally integrated, rapidly developing crisis, while simultaneously assuring U.S. allies and partners.

Question. What do you consider to be the most significant challenges you would face, if confirmed as Secretary of the Army?

Answer. One of the most significant challenges I believe I would face if confirmed is working closely with Army leaders to create a positive command climate across the entire Army that fosters trust between soldiers and between the Army and the American public. Harmful behaviors like sexual assault, domestic violence and extremism break down trust and are inimical to Army values. Managing persistent operational demands and reducing unpredictability will also reduce stress soldiers and Army families experience, and exacerbates the challenges the Army faces with harmful behaviors.

A second significant challenge I would face if confirmed is ensuring the Army is able to execute its aggressive modernization strategy while maintaining a sustainable level of readiness to meet current demands. The Army is undertaking its first comprehensive modernization effort in almost 40 years and given the anti-access and area denial threats we now face, it is very important to succeed in these efforts so that the Army remains the world's premiere land force.

If confirmed, I will begin to address each of these challenges on day one.

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

Answer. To rebuild a positive command climate Army-wide and reduce stress on soldiers and their families I would strive to address harmful behaviors head-on by holding perpetrators accountable while also building a climate and culture of trust, dignity, and respect. I believe the People First task force, the "This is My Squad" initiative and the Cohesion Assessment Teams are important tools in beginning to address command climate shortcomings. The Army's new unit life cycle model, which seeks to manage demand for personnel over time and bring predictability back to the Army's soldiers and families can also be helpful in reducing stress on the force.

To ensure success in the Army's modernization efforts while also maintaining readiness, I would plan to continuously ensure alignment between the Department's new operational concepts and the Army's modernization initiatives, and provide vigorous oversight of the 31+4 initiatives to ensure programs are developed and fielded on schedule and within planned resources. As part of those oversight efforts I will emphasize close, productive working relationships between Army Futures Command, the Office of the Assistant Secretary for Acquisition, Logistics and Technology and the Office of the Secretary of Defense.

END STRENGTH:

Question. Is the Army's current end strength sufficient to meet current national security objectives and execute the associated operational plans?

Answer. At this time, I do not have enough information on the Department's current operational plans to confidently assess their implications for Army end-strength. The Army has a long history of answering the nation's call when needed, and our soldiers, who have served with honor and sacrificed much in the last two decades are the Army's greatest asset. At the same time, our soldiers can only be effective when we provide them the right equipment, training, and support. If confirmed, I will work closely with the Chief of Staff of the Army, other Army senior leaders, the Deputy Secretary of Defense, and the Secretary of Defense to ensure we effectively balance end strength, modernization, and readiness needs.

Question. If not, what end strength do you believe is necessary? Please explain your answer.

Answer. If confirmed, I will draw on a range of analytical capabilities, including the Army's Total Army Analysis (TAA) process, to comprehensively assess the impli-

cations of the forthcoming National Defense Strategy for future force structure requirements across all components, to determine how to provide the best possible Army within available resources.

RECRUITING/RETENTION:

Question. If confirmed, how would you ensure the Army maintains sufficiently high recruitment and retention standards, even if such standards result in the Army not achieving authorized end strength levels?

Answer. In fiscal year 2020, the Army was able to leverage historical recruiting metrics which lead to data-driven decision making to enable a precise recruitment mission that did not exceed the approved End-Strength. In fiscal year 2021, the Army again utilized those metrics, and is continuing to make recruiting efforts more efficient. This optimization allows the Army to have a more agile recruitment approach that not only focuses on high quality applicants, but also focuses on the skill sets required to support the Army's modernization needs. If confirmed, I will ensure that the Army's retention program only allows those soldiers who have maintained a record of acceptable performance to be offered the privilege of reenlistment. Instrumental to the success of the retention program is the empowerment of the Commander to evaluate their soldiers to ensure both compliance with Army policy and alignment with the Army's professional code of ethics.

Question. What impact do current medical and other qualifications for enlistment in the Army have on the number of individuals eligible for military service?

Answer. I understand there is a significant impact on the number of individuals eligible for military service due to medical and other qualifications. Most young people in the Army's recruiting target age group are disqualified due to medical reasons, with nearly a third being disqualified for being overweight. To address these concerns, I understand the Army has recently undertaken an effort to pilot a program, the Assessment of Recruit Motivation & Strength (ARMS 2.0), which will allow the Army to screen and assess into the Service a small number of applicants who slightly exceed body fat standards. Participants in this program will serve in the Army in physically demanding and combat arms career fields and will be carefully monitored to ensure they maintain their fitness. If confirmed, I will support these efforts and programs.

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

Answer. If confirmed, I would look at the many methods available, including cognitive, non-cognitive, and physical methods to measure quality recruits to ensure the Army could meet its recruitment goals. I am informed that the Army, working with OSD, is actively looking at more holistic models for qualification for military service. The Army developed and implemented the Tailored Adaptive Personality Assessment System (TAPAS) that measures an applicant's non-cognitive 'stick-to-it-ness' that can be an accurate predictor of success in training; qualities that more traditional methods of qualification assessment are not able to measure. If confirmed, I will work with OSD on the review and refinement of the qualifications for military service to ensure that we maintain the most qualified and effective All-Volunteer Force without sacrificing quality for quantity.

Question. Rather than relying solely on ever-higher compensation for a shrinking pool of volunteers, what creative steps would you take, if confirmed, to expand the pool of eligible recruits and improve Army recruiting?

Answer. If confirmed, I would explore the use of the Career Options Optimizer (COO) concept, a combined effort between U.S. Army Recruiting Command (USAREC) and RAND. My understanding is that the COO creates a multitude of enlistment options that are valued by both prospective recruits and the Army. The COO provides a means for potential recruits to develop tailorable and adaptable enlistment contracts based on their unique individual qualifications and needs. The COO provides the ability to evaluate and capture the value of each enlistment option, both monetary and non-monetary, improving cost savings for the Army. The COO should result in improved recruit satisfaction, cost savings for the Army, and recruit cohorts with characteristics (knowledge, skills & behaviors) that are desired by the Army.

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

Answer. I believe there are several keys to retaining the best-qualified personnel, but it starts at recruitment. First is identifying the best match for the recruit's talents within the needs of the Army. This match will allow soldiers to select the best

position for themselves and give them the best opportunity to build a sense of pride within their respective Military Occupational Specialty (MOS). Additionally, this matching process allows for soldiers to sustain professional growth and career satisfaction within their chosen MOS. Further, this process will allow soldiers to continue to progress toward their career goals in the Army while maintaining a sense of fulfillment and satisfaction. In addition to providing the soldiers the best chance for success in their MOS, I believe the key to retaining quality soldiers is the personal engagement between Commanders, leaders, and their soldiers. Third, ongoing quality of life initiatives, leadership training, and a renewed focus on diversity, equity, and inclusion, will result in a more lethal, educated, and better postured force to solve the complex problems of tomorrow while allowing the Army to compete for talent. If confirmed, I will support these initiatives and make recruitment and retention a priority for the Army.

Question. What steps, if any, do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall recruiting, retention, readiness, and morale of soldiers?

Answer. I understand the Army has, for nearly two decades, worked to keep operational requirements and tempo from adversely impacting recruiting, retention, readiness, and the morale of the force. Leaders at all levels should, in my view, work to balance mission requirements with the needs of individual soldiers and their families. The Army is employing new strategies like assignment preferences for both officers and enlisted soldiers. Soldiers are also being offered a multitude of opportunities to reenlist for specific duty locations, training, or retention bonuses based on their desires. The Army is working to provide predictability of training and missions to soldiers in support of the Army People Strategy. If confirmed, I will ensure that the Army recruits, develops, and retains top talent through an agile 21st Century talent management system that identifies the right applicants and leverages existing talent to capitalize on our incentives, world class training, and significant investments to improve soldier quality of life. Continued focus on these efforts will allow the Army to attract and retain soldiers with the skills needed to maintain overmatch against great power competitors.

Question. In your view, do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—accurately predict recruit attrition and/or future success in the Army?

Answer. Yes, my understanding is that current DOD recruit benchmarks for high school graduation rates and performance on the Armed Forces Qualification Test (AFQT) are good predictors of trainability and of completion of an applicant's term of service. If confirmed, however, I will work with Congress and DOD to implement improvements to our screening methods, particularly using additional fitness screens like the Army's Occupational Physical Assessment Test and through use of the planned ARMS 2.0 and TAPAS pilots, which have already demonstrated the potential to minimize recruit attrition and expand the recruiting market.

Question. Do you believe that current military entrance testing methods unnecessarily restrict the pool of eligible recruits, for example, by penalizing prospective recruits for whom English is not their native language?

Answer. No, I believe the current DOD military entrance testing methods are sufficient for manning the all-volunteer Force. The Army has made significant strides using English as a Second Language programs for applicants who demonstrate sufficient aptitude for service, but who struggle with English as a second language.

RESERVE COMPONENTS:

Question. In your view, what is the appropriate relationship between the Active Army and the Army Reserve and Army National Guard?

Answer. The Army operates under a Total Force construct, which I fully support. The Army National Guard and the Army Reserve serve as the Combat Reserve of the Army, providing trained and ready units in support of Combatant Command requirements around the globe, as well as providing relevant capabilities to federal, state, and local authorities for domestic response. The training and operations between the Regular Army, Army Reserve, and Army National Guard are, in my view, well integrated. If confirmed, I will support the Army's efforts to improve integration and interoperability across the force including working closely with the Chief, National Guard Bureau and the Chief, Army Reserve. I will look for opportunities to expand these critical relationships and ensure that future equipping efforts continue to improve interoperability. I will strive to ensure that units that deploy together, especially early deploying units, will have similar mobility, lethality, survivability, and network communications architecture regardless of the component from which they originate.

Question. What is your vision for the roles and missions of the Army Reserve Components?

Answer. As an operational Reserve, the National Guard and Army Reserve play a vital role in supporting our national interests. These components also provide the strategic depth to safeguard those interests. The Army's vision for these components should be as full and equal partners in Multi-Domain Operations. The Army must ensure that these components have the capabilities that allow for the full spectrum of operations from competition to large-scale combat operations against near-peer competitors.

Question. If confirmed, what new objectives would you seek to achieve with respect to the Army Reserve Components' organization, force structure, end strength, and readiness?

Answer. If confirmed, I will explore improvements to interoperability and readiness that lead to the best possible force within available resources, striking a balance between operational use of Reserve Component soldiers' and their commitments to their communities, employers, and Families. The Reserve Components face similar challenges as the Active Component to maintain a sufficient amount of readiness to support our Combatant Commanders while investing in the needed modernization efforts required to meet future threats. I believe the Army must create a responsible methodology tailored to Reserve Component timelines to address this effort and ensure interoperability of forces regardless of component. This modernization is critically important as the Reserve Components, at approximately 52 percent of the Total Force, provide capacity depth to ensure the Army can support national interests. Total Army integration, interoperability, and balance are key to achieving national interests and that will always be the goal.

Question. Are you concerned that continued reliance on Army Reserve Components to execute operational missions—both at home and around the globe—is adversely affecting the ability to meet their recruiting and retention missions? Why or why not?

Answer. In my judgement, maintaining the Congressionally directed end strength of the Reserve Components is a critical element in maintaining the Army as a Total Force. Army marketing and advertising efforts are synchronized across all three components to support the recruitment of new members to serve. The Army Reserve Components' historically high-level of readiness is principally due to a Total Force policy that recognizes their role as an operational force. This operational use of the Reserve Component is beneficial to recruitment efforts as Reserve Component soldiers want to perform meaningful service and contribute to the total fight. These soldiers are also highly motivated to be able to serve in their own communities, helping American citizens through missions like the Army's response to the COVID pandemic. It is imperative, however, that the operational demand on the Army Reserve Components is monitored so that soldiers can balance meaningful service with thriving civilian careers and strong, supportive Families. Additionally, the continued economic recovery post-pandemic, may pose some challenges to recruiting and, if confirmed, I will closely examine the balance between operational requirements and commitments that the Army National Guard and Army Reserve members have to their Families and employers.

DIVERSITY AND INCLUSION:

Question. In general, data shows that Army racial demographics align with those of the broader U.S. population, with the notable exception of Army General Officers. In your view, what factors underpin the lack of representation of racial minorities at general officer grades?

Answer. I am aware that, in 2019, the Army directed its Office of Economic and Manpower Analysis to research the root causes behind the lack of diversity in the Army General Officer population. The resulting effort identified that almost 60 percent of all Army General Officers served in or had backgrounds in five branches—Infantry, Armor, Aviation, Engineer, and Special Forces. The Army also found that these five branches have the lowest racial, ethnic, and gender diversity of all Army branches. If confirmed, I will strongly support Army initiatives that seek to increase racial, ethnic, and gender diversity in its combat arms branches. Three of these initiatives are Talent Based Branching, the Urban Access Initiative, and the Combat Arms Outreach Engagement Teams.

If confirmed, I will work to ensure the combat arms branches reflect the Army population.

Question. If confirmed, what actions would you take to work toward the goal of ensuring that the Army, at all levels, especially within the senior officer ranks, reflects the broad diversity of those eligible to serve?

Answer. If confirmed, I will continue the Army's focus on the initiatives included in the Army People Strategy: Diversity, Equity, and Inclusion Annex. The Annex serves as the five-year strategic plan mandated by Congress in the Fiscal Year 2020 National Defense Authorization Act. The Annex contains goals, objectives, and numerous tasks, which are driving the Army's current diversity and inclusion efforts. Specifically, the Annex seeks to address increasing diversity in the senior officer ranks. One such initiative is the Expanding Diverse Talent in the Army Officer Corps plan, which includes 25 initiatives specifically address increasing Army Officer Diversity. I understand there are other promising initiatives including Talent Based Branching, the Urban Access Initiative, and the Combat Arms Outreach Engagement Teams. If confirmed, I will promote these efforts and others to ensure more diversity in our senior ranks.

Question. What is your assessment of diversity in the Department's civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?

Answer. My understanding is that the Army's Annual Federal EEO Progress Report revealed that the Army has a lot of work to do at senior grades and SES levels to achieve higher levels of diversity. The Army's challenge continues to be identifying and eliminating barriers to participation in senior grades and SES positions for women and minorities. If confirmed, I will focus the Army on continuing with its efforts to achieve greater diversity in the civilian workforce by ensuring access to opportunity and choice for all.

Question. If confirmed, how would you increase geographical diversity in the Army from areas of the country and communities that are currently underrepresented?

Answer. I understand that the Army's enlisted recruiting efforts are doing well in attracting recruits from across the country and our territories. I support the Army working to actively increase both geographical and minority diversity in the officer ranks.

If confirmed, I will be committed to work in support of these efforts and will seek other means to ensure America's Army of the All-Volunteer Force is representative of the Nation it serves.

Question. What is your assessment of the diversity of cadets at the United States Military Academy?

Answer. West Point has a rigorous and comprehensive application and nomination process that allows the Army to attract a Corps of Cadets with a diversity of talent. West Point is an avenue for diversity within the officer corps and, if confirmed, I look forward to working with the West Point team to continue acquiring the diversity of talent that is so crucial to the Army's success.

Question. What measures can be taken to increase diversity in the Academy?

Answer. I believe the United States Military Academy (USMA) is dedicated to developing and maintaining a diverse and inclusive community where everyone is treated with dignity and respect. I support USMA's efforts that strive for a Corps of Cadets that is reflective of the Nation and the Army they will lead.

The Congressional nomination process is, in my view, one of the best ways to ensure that the Corps of Cadets is representative of the nation. If confirmed, I intend to harness the collective efforts of West Point, Congress, the network of Civilian Aides to the Secretary of the Army (CASA), and the Army more broadly to continue building the diverse Corps of Cadets that our Army and nation require.

MILITARY HEALTH CARE REFORMS:

Question. The Acting Secretary of the Army recently stated that the Army is now "all in" on military health care reform. Yet the Army Medical Command's (MEDCOM) has persistently advocated that the Department of Defense (DOD) abandon the market construct for healthcare delivery and return to a component model of health delivery that would contradict congressional mandates and direction.

The Army's actions, and in some cases, inactions have put congressionally directed reform deadlines at risk. In June 2020, a Deputy Secretary of Defense memo approved sourcing 12 additional Flag Officer/General Officer positions from the military departments to the Defense Health Agency (DHA). To date, the Army has not filled two of these billets for which they are responsible. Additionally, the Army has non-concurred in participation by military personnel assigned to Military Treatment Facilities (MTFs) in market offices through MTF personnel request memos. In fact, Army MEDCOM has prohibited its product line leads in San Antonio from providing support to the incoming DHA Market Director's efforts to establish that market. Moreover, Army MEDCOM has opposed the Commander, DHA's service as rater for MTF Directors, as required by law. MEDCOM leadership has failed to provide information to DHA regarding the future organization of its readiness-focused successor

to MEDCOM or readiness commands, but it has denied additional resources to DHA because of its supposed need to staff its still un-defined MEDCOM reorganization. Finally, the Army told DHA in April 2021 that it would transfer responsibility for 500 contracts to DHA by the end of this fiscal year, but has not provided details for DHA to assume contract responsibility.

Do you support the purpose and implementation of section 702 of the Fiscal Year 2017 National Defense Authorization Act (NDAA), as clarified by sections 711 and 712 of the Fiscal Year 2019 NDAA?

Answer. Yes. Ensuring the DHA's successful assumption of the healthcare delivery mission is in the Army's best interest. The Army is reliant on DHA to run the military medical treatment facilities. These facilities are readiness platforms to facilitate the training of the Ready Medical Force and to provide efficient and effective healthcare to ensure soldiers are healthy and ready to deploy. If confirmed, I would ensure the Army continues to transfer the healthcare delivery mission, resources and personnel to the DHA in accordance with the law and will seek to understand what factors may lie behind recent delays in the Army's ability to support congressionally directed reform in this area.

Question. If confirmed, what steps would you take immediately to comply with congressional mandates to reform the military healthcare system?

Answer. I believe ensuring the health and readiness of the Army's soldiers is critical as the Army undertakes the reform actions directed in the NDAA. If confirmed, I will take all necessary steps to achieve successful implementation of congressional mandates for reform of the Military Health System while ensuring the Army maintains its readiness. I will support current efforts to complete S.702 transition of the Medical Treatment Facilities (MTFs) to the Defense Health Agency (DHA) by September 30, 2021.

At this time, I do not have sufficient knowledge of the complexities surrounding reform of the Military Health Care System to outline what immediate steps I would take to bring the Army into compliance, but if confirmed, I am committed to working with the Secretary of Defense to develop a mutually beneficial implementation plan that will ensure DHA can execute its mandated missions to enhance and sustain support to the Army and the Joint Force while ensuring the Army can carry out its Title 10 responsibilities to man, train and equip medical forces.

NON-DEPLOYABLE ISSUES:

Question. Do you agree that soldiers who are non-deployable for more than 12 consecutive months should be subject either to separation from the Army or referral into the Disability Evaluation System?

Answer. I believe that every soldier who is non-deployable for 12 consecutive months must be evaluated for continued service. Soldiers must be able to deploy, fight, and win when the nation calls. If a soldier is unable to deploy for a prolonged period, an assessment is needed to determine if continued service is in the best interests of the servicemember and the Army.

Question. In your view, under what circumstances might the retention of a soldier who has been non-deployable for more than 12 months be "in the best interest of the Army"?

Answer. In my judgment, the Army must assess the unique circumstances of each soldier who is classified as non-deployable for 12 consecutive months and who wants to remain in the Army. I believe there may be circumstances where non-deployability may not impede a soldier's ability to complete their mission or when the non-deployable condition has a known recovery point that is beyond 12 consecutive months. As an example, soldiers may possess a high-demand, low-density military occupational specialty such as cyber or military intelligence. A soldier may have highly skilled capabilities and through various means could execute missions from a non-deployed environment. Another example is when the non-deployability of a pregnant soldier exceeds a 12-month non-deployability period consistent with DODI 1332.45, but the soldier can then continue to serve after the recovery period. Retaining soldiers in both these circumstances may be in the best interest of the Army and demonstrate why these cases should be evaluated on an individual basis.

The new transgender policy (DODI 1300.28) states "any determination that a transgender servicemember is non-deployable at any time will be consistent with established Military Department and Service standards, as applied to other servicemembers whose deployability is similarly affected in comparable circumstances unrelated to gender transition." The same policy requires commanders to review and approve servicemember 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)."

Question. What Army standards and policies related to a soldier's ability to deploy will be applied to transgender servicemembers undergoing gender transition procedures or treatment?

Answer. My understanding is that the Army uses Army Directive 2018–22 (Retention Policy for Non-Deployable Soldiers) as its standard to determine soldier deployability. All soldiers are considered deployable unless they have a Service-determined reason that precludes them from deployment. The gender transition process will bring with it a profiled time period. Those soldier's profiles and profiled time periods should, in my view, be treated like any other soldier whose profiles similarly affect deployability.

Question. As the Army implements the DOD policy, what level of commander will be responsible for balancing servicemember requests to transition gender while maintaining military readiness?

Answer. I understand the Army intends to make Brigade Commanders responsible, but all Commanders, in my view, should approach a soldier undergoing gender transition in the same way they would approach a soldier undergoing any medically necessary treatment. Commanders should continue to minimize effects to the mission and ensure continued unit readiness. I believe Commanders should balance the needs of the individual transitioning soldier and the needs of the command in a manner that is comparable to the actions available to the commander in addressing comparable medical circumstances unrelated to gender transition.

Question. If confirmed, how would you ensure that commanders have the authority to minimize mission impacts of requests for gender transition?

Answer. I understand the Army is expected to soon publish an Army Directive regarding service by transgender persons and persons with gender dysphoria that aligns with Department of Defense guidance. If confirmed, I will assess whether this guidance is sufficient to ensure commanders have the authority needed to minimize mission impacts of requests for gender transition.

SUICIDE PREVENTION:

Question. If confirmed, what actions would you take to prevent suicides in the Active Army, the Army Reserve, and the Army National Guard, and in the families of soldiers across all Components?

Answer. A death by suicide is a tragedy as each suicide affects the lives of a significant number of Family members, teammates, co-workers, and first responders. If confirmed, I will focus my efforts on providing leaders with the resources needed to foster a sense of belonging, strengthen resilience, a significant protective factor, and enhance unit cohesion. I understand the Army Resilience Directorate provides command teams with the ability to access Suicide Prevention, Resilience, and Junior Leader Development training through 32 Ready and Resilient (R2) Performance Centers across the globe. In addition, the Army is piloting and fielding leader visibility tools to help Command Teams better "see" their soldiers. This increased awareness should enable the development of comprehensive prevention strategies and allow for timely intervention opportunities to mitigate factors that may adversely impact soldiers' wellbeing. If confirmed, I will make suicide prevention a priority.

Question. If confirmed, what would you do to enhance the reporting and tracking of suicide among family members and dependents of soldiers across all Components?

Answer. The Army has established procedures for reporting and tracking deaths by suicide for family members. The process of ensuring accurate suicide counts and rates for soldiers, family members and Department of the Army Civilians, I believe, is a collaborative effort between the Army and Department of Defense. If confirmed, my intent is to ensure leaders are equipped with the resources, training, and time to create more cohesive teams, develop prevention strategies, and recognize intervention opportunities. Through improved training, increased leader visibility, and heightened awareness about warning signs, and help-seeking, I believe the Army can take useful steps to reduce and prevent these incidents of suicide.

U.S. Army Alaska has experienced 32 suicides from 2016 through 2021. Of these, 19 soldiers assigned to Fort Wainwright committed suicide. Of the total number of soldier suicides in Alaska, 59 percent occurred off-post, 78 percent died by gunshot wound, and 60 percent were either infantry or ordnance soldiers. Army leadership has taken steps to improve the quality of life for soldiers in Alaska, particularly at Fort Wainwright, and to provide more mental health resources for soldiers, but suicides continue.

Question. If confirmed, what additional steps would you take to improve the Army's suicide prevention efforts in Alaska?

Answer. I understand Army leaders in Alaska have taken numerous steps to reduce deaths by suicide to include a Behavioral Health Epidemiological Consultation, focused Master Resilience Training, and quality of life improvements. While these efforts have not yielded a near-term reduction in suicides, they should improve the overall behavioral health and wellness of soldiers in Alaska over time. If confirmed, I will evaluate whether to direct widespread adoption of this public health approach throughout Army communities. I will also ensure Commanders have the policies, resources, and training to develop effective prevention strategies and improve services and environmental conditions in Alaska and at all other Army's installations.

SEXUAL HARASSMENT AND ASSAULT PREVENTION AND RESPONSE PROGRAMS:

Question. What is your assessment of the findings and recommendations of the Fort Hood Independent Review Committee?

Answer. I read the Fort Hood Independent Review Committee report cover to cover and was angry and frustrated when I was finished. Its findings are accurate, deeply disturbing and suggest that the Army has significant work ahead of it to address the failings in climate and culture, in crime prevention and investigation, and in its SHARP program. If confirmed, I will be fully committed to implementing all of the recommendations in the report, and to determining how to better identify in advance where there are negative trends in command climate at Army installations so that the Army can get ahead of problematic behavior before it starts and risks breaking trust between the Army and its soldiers.

Question. Do you believe these findings and recommendations are applicable Army-wide?

Answer. Yes, I believe that the findings and recommendations in the Fort Hood Independent Review Committee's report should be applied across the Army, to include in the Army National Guard and Army Reserve.

Question. If confirmed, what actions would you take with respect to the findings and recommendations of the Fort Hood Independent Review Committee?

Answer. My intent, if confirmed, is to ensure that the Army carefully considers how best to implement the 70 recommendations in the Fort Hood Independent Review Committee's report across the entire Army. I understand the Army is taking action to address the recommendations, both locally at Fort Hood, and in some areas across the Service. I am also aware that the Army is executing several related actions to improve its climate and culture and to select the right leaders, particularly through its "This is My Squad" initiative and through its Command Assessment Program. If confirmed, I will reinforce these efforts to ensure that the Army addresses all of the Fort Hood report's recommendations and applies them broadly across the Service.

Question. In particular, what actions would you take with regard to the structure, leadership, and operations of the U.S. Army Criminal Investigation Command?

Answer. I have read the FHIRC report and, if confirmed, I am fully committed to continuing the work being done to implement the recommendations. I understand the Army is in the process of making significant changes to the structure, leadership, and operations of the U.S. Army Criminal Investigation Command (CID) based on the Army Provost Marshall's General intensive five-month structural redesign. The redesign is meant to create an organization with enhanced capabilities and capacity, organized with and led by civilian and military agents, military officers, and enlisted soldiers. I look forward to examining the changes proposed by CID to address the underlying concerns identified in the FHIRC.

Question. In your view, are the policies, programs, and training that the Army has put in place to prevent and respond to sexual harassment and sexual assault adequate and effective?

Answer. Simply stated, my view is sexual assault, sexual harassment, and associated retaliation are unacceptable and have no place in any professional setting, and definitely not in the Army. Sexual harassment, assault and retaliation against victims are contrary to the Army Values, harm members of the Army Team, detract from the readiness of the force, and undermine the Army's trust with the American people. If confirmed, I plan to enact the approved recommendations from the People First Task Force and the 90-Day Independent Review Commission, with an emphasis on those initiatives that prioritize the care and support of victims. The Army needs to prevent these harmful behaviors from occurring in the first place, which is why I believe it's imperative it enhance prevention efforts. If confirmed, I am committed to providing Leaders at all echelons of command with the resources and training necessary to establish and sustain healthy unit climates, integrate and sup-

port soldiers as they transition to new duty stations, and the knowledge and skills to recognize intervention opportunities along the continuum of harm.

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

Answer. If confirmed, I will place emphasis on the prevention of sexual assault, sexual harassment, and associated retaliatory behaviors. I believe prevention of these harmful behaviors starts with Commanders, who are centrally responsible and accountable for establishing healthy unit climates. Permissive environments exponentially increase the likelihood of a host of harmful behaviors along the continuum of harm. I believe it is imperative the Army continues investing in research on culture, climate, unit cohesion, and other factors to inform a holistic prevention approach. In addition, if confirmed, I will support the Army's current effort of encouraging reporting so victims can get the support they need to heal and offenders can be held accountable.

Question. What is your view of the necessity of affording a victim both restricted and unrestricted options to report sexual harassment?

Answer. I believe it is imperative to offer both restricted and unrestricted reporting options for victims of sexual harassment. Having additional options should increase the likelihood that victims will feel comfortable reporting and boost confidence in the system. This, in turn, should lead to an increase in the number of overall reports, presenting a better understanding of the dimensions and dynamics of sexual harassment.

Question. If confirmed, what actions would you take to improve the quality of investigations into allegations of sexual harassment?

Answer. I am aware that the Fort Hood Independent Review Committee (FHIRC) Report identified independence as an essential aspect to ensure the quality and integrity of investigations. I understand the Army recently made a policy change to the way it appoints the officers who will investigate allegations of sexual harassment. The new policy requires investigating officers to be appointed from a separate, brigade-sized unit from the one in which the subject is assigned. This policy change implements one of the FHIRC's specific recommendations and creates independence in the investigation process. If confirmed, I will support this change and work to ensure that it is implemented expeditiously across the Army. I will also explore new initiatives that can build upon those recommended by the FHIRC to further stamp out the scourge of sexual harassment and assault.

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

Answer. I understand the Army has a comprehensive response system that includes medical, psychological, and legal services to support victims of sexual assault and harassment. If confirmed, I will ensure these services remain properly resourced and effective components of the Army's response system. In addition, I will support the continued expansion of the Special Victim's Counsel Program, which currently serves victims of sexual assault and domestic violence. I also support increasing the Army's telehealth capabilities. This service, which was expanded during the COVID-19 pandemic, appears to reduce the stigma associated with accessing behavioral health care. I would support the continued expansion of this program post-pandemic.

Question. What is your assessment of the Army's protections against retaliation or reprisal for reporting sexual assault and/or harassment?

Answer. Although the Army continues to make progress in encouraging reporting, fear of retaliation remains a significant barrier for victims and bystanders. If confirmed, I will continue to emphasize the importance of protecting all victims and work to provide Commanders with the resources, training, and policies they need to develop and sustain healthy climates, enhance unit cohesion, develop prevention strategies and put an end to retaliatory practices and victim-blaming.

Question. What is your assessment of the potential impact, if any, of proposals to remove Army commanders from case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

Answer. Despite years of efforts to reduce sexual harassment and sexual assault in the military, the problem is not getting better. I am particularly concerned by the lack of trust young enlisted soldiers have in the current system, as revealed by the Fort Hood report investigation. As a result, I am open to new approaches to improve accountability and if confirmed, will carefully review the Independent Review Commission's assessment of the feasibility, opportunities, and risks of such a proposed change, as well as the Commission's recommendations.

SEXUAL HARASSMENT IN THE CIVILIAN WORKFORCE:

Question. 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.

In your view, do Army policies and processes for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide leaders, supervisors, and managers, with an accurate picture of the systemic prevalence of these adverse behaviors in the Army?

Answer. The Army has EEO Officials to review, monitor, assess and advise leaders on EEO complaint activity. Officials with a “need to know” e.g., Leaders, Supervisors and Managers are advised of complaint trends through advisory functions, program evaluations, staff assistance visits and annual reporting. The Army Complaints Tracking System has the capability to query by a variety of data fields to acquire specific information. Allegations can be identified as well as the disposition of the complaint. At the same time, given what is known about underreporting of sexual harassment and discrimination, it is reasonable to assume that despite sound Army policies for tracking complaints in these areas and their resolution, this does not mean those policies in and of themselves ensure an accurate picture of the systemic prevalence of these adverse behaviors. If confirmed, I will work to continue exploring ways that the Army can prevent harmful behaviors in the workplace.

Question. Do the Army’s policies and processes for recording the outcomes of informal complaints of harassment or discrimination provide leaders, supervisors, and managers, with a means of identifying repeat perpetrators?

Answer. Yes, I understand that they do. EEO Officials have the responsibility to review, monitor, and assess EEO complaint activity and inform supervisors of complaint trends. The Army Complaints Tracking System has the capability to query by a variety of data fields specific information. Alleged repeat perpetrators can be identified, as can the disposition of any complaints against them. In addition, I understand the Army is establishing a separate Anti-Harassment Program for Civilians, which will be able to and identify alleged repeat perpetrators.

Question. What actions has the Army taken to establish a modern, comprehensive harassment prevention and response policy and program for the Army’s civilian workforce?

Answer. I understand the Army has developed a comprehensive Harassment Prevention and Response Policy. In addition, the Army’s Prevention of Sexual Harassment and Sexual Assault Annex to the Army People Strategy guides the collective efforts that constitute a comprehensive approach across the Total Army. To better serve the civilian workforce, the Army is in the process of seeking an Exception to Policy to allow the Army to provide SHARP services to Department of the Army Civilians whether assigned to the CONUS or OCONUS.

If confirmed, I am committed to ensuring that appropriate resources are dedicated to preventing and addressing all forms of harassment and discrimination. I am dedicated to providing a workplace that is free from all forms of harassment and where individuals are treated with dignity and respect.

DOMESTIC VIOLENCE AND CHILD ABUSE IN ARMY FAMILIES:

Question. What is your understanding of the extent of domestic violence and child abuse in the Army, and, if confirmed, what actions would you take to address these issues?

Answer. I am aware that the Army has seen a consistent decrease in domestic violence and child abuse over the past five years, however, one incident of abuse is too many. To that end, I would emphasize increased command oversight and thorough and impartial review of abuse incidents. I would be open to exploring expanded services and resources for adult and child victims to best support Army Families. If confirmed, I will work to ensure command teams and leaders have the necessary tools and training to help them best handle these complex family cases, provide support to victims, and hold soldiers who commit acts of abuse appropriately accountable.

Question. In your view, what more can the Army do to prevent child abuse and domestic and intimate partner violence?

Answer. I know that the Army is committed to preventing and responding to all acts of domestic violence and child abuse and neglect. I share this commitment, regardless of whether the victim is a soldier or a civilian. Active prevention and rapid response to family violence is critical, and I recognize that civilian spouses who live off-post may experience added challenges accessing services or even knowing about installation resources. If confirmed, I will support the continued advancement of the

Army's family violence prevention and intervention capabilities through ongoing research initiatives and outreach, and by ensuring these important programs are appropriately resourced.

Question. Do you believe that the Army Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?

Answer. The Family Advocacy Program provides a wide range of services aimed at preventing and responding to abuse. Specially trained domestic abuse victim advocates at each installation support victims and help to coordinate services. Clinicians offer evidence-based treatment to mitigate the traumatic impact of abuse. Accountability is handled through the military justice system, which allows the Family Advocacy Program to focus on prevention and treatment. The Department of the Army is dedicated to striking the right balance between healing victims and holding abusers accountable. For FAP to be fully successful it must be understood as a social service response that is completely separate but which runs parallel to the military justice system response and consequent command actions. Together, I believe we are heading in the right direction.

It is equally important that commanders understand their responsibility to foster a climate where the Family Advocacy Program is fully supported and abusive behaviors are not tolerated. If confirmed, I will ensure that leaders at all levels are fully trained and understand the impact of family violence. I will empower them to intervene to ensure victim safety, hold offenders appropriately accountable and encourage soldier and family participation in the full range of available services, when needed.

JUVENILE PROBLEMATIC SEXUAL BEHAVIOR:

Question. What actions has the Army taken to regularize policies and programs for responding to, investigating, adjudicating, and documenting allegations of juvenile problematic sexual behavior on Army installations?

Answer. I am aware that the Army published a policy in 2019 requiring installation commanders to ensure the investigation of juvenile misconduct and referral of allegations of problematic sexual behavior of children and youth to Family Advocacy for assessment, treatment, and victim assistance. The most serious cases may warrant referral to civilian authorities for further investigation and/or determination of disposition. If confirmed, I will fully support this policy.

Question. How does the Army ensure that the victims of juvenile problematic sexual behavior receive the care, treatment, support, and advocacy services they need?

Answer. I understand there are multi-disciplinary teams that ensure juvenile victims receive the care and treatment they need. Members of the multidisciplinary teams include Family Advocacy, law enforcement, healthcare professionals, Department of Defense schools, and child development professionals. These teams help address the safety, risks, and specific needs of the children and Families impacted. Furthermore, I understand that the Army uses established standards of prevention, treatment, and referral to ensure victims receive the care and support they need. If confirmed, I will continue to support this approach to ensure the best care, treatment, and support is readily available.

Question. In your view, does the Army have a mechanism to hold accountable, as appropriate, and provide treatment to juveniles who engage in problematic sexual behavior?

Answer. In terms of offenders, I understand that the Army requires each case of major juvenile misconduct to be investigated either by installation military law enforcement, or other appropriate civilian authorities. While commanders do not have UCMJ authority over juvenile offenders, they are responsible for considering if administrative action is warranted. Such command action could include barring juveniles from the installation, removing them from on-post quarters, or ordering an Early Return of Dependents (if living overseas). Installation multi-disciplinary teams address the safety and risk-based needs of military children, youth, and Families. These teams also develop intervention plans, parent engagement strategies, and potential treatment for juvenile offenders.

Question. Does the Army require any additional authorities to establish and maintain the centralized database on child and youth problematic sexual behavior required by section 1089 of the Fiscal Year 2019 NDAA?

Answer. I am aware that the Army is currently working with the Office of the Secretary of Defense to develop and implement a centralized database for juvenile problematic sexual behavior required by section 1089 of the Fiscal Year 2019 NDAA. If confirmed, I would assess whether additional authorities are needed and inform OSD of such requirements.

EXTREMISM:

Question. What is your view of the prevalence and effect of extremism in the Army?

Answer. I believe the vast majority of Army soldiers serve with honor. At the same time, as Secretary Austin, General Milley and General McConville have said, extremism in the military is detrimental to the good order and discipline of the force and can impact unit morale and cohesion. Extremism is antithetical to the Army Values and is not in keeping with the oath soldiers take upon entry and reaffirm during their careers. I understand the Army has conducted extremism stand-down days to better educate the force on indicators and warning signs of extremism as well as its detrimental impacts while reinforcing Army Values through engaged leadership at all levels.

Question. In your view, what beliefs and actions should constitute “extremism?”

Answer. The Army has a regulation, AR 600–20 that defines extremism as participation in organizations and activities that advocate intolerance, engaging in unlawful discrimination, the use of force to deprive individuals of their rights, support for terrorist objectives, use of unlawful violence or force to achieve discriminatory goals, expressing a duty to engage in violence against the United States, encouraging military or DOD civilian personnel to engage in subversion, or seeking to engage in sedition. If confirmed, I am committed to making eradication of extremist activity amongst the ranks a priority.

Question. In light of ongoing efforts to combat extremism, what are your views on the current DOD policy that states, “A servicemember’s right of expression should be preserved to the maximum extent possible?”

Answer. The Army protects soldiers’ constitutional rights afforded by the First, Fourth, and Fifth Amendments to the United States Constitution. As such, any Army policies regulating speech or association must be necessary to accomplish a military mission or to prevent a clear danger to the loyalty, discipline, or morale of military personnel, and must be the least restrictive means available to achieve these ends. I believe that soldiers’ constitutional rights must be protected. If confirmed, I am committed to reviewing existing policies and procedures with the Army General Counsel to ensure these rights are appropriately protected while still allowing the Army to effectively combat extremism in its various forms.

Question. If confirmed, what actions would you take to eliminate extremism within the ranks?

Answer. In recent briefings on the subject, I understand the recent round of Extremist Policy training, performed in response to the Secretary of Defense “Stand Down” directive, was both well-received and appreciated by the Total Army Force. This training focused on small group conversations to facilitate an honest dialogue on the issue. I do not believe that just one stand down day will sufficiently address this important issue. Training is effective when the standards are modeled, understood, and frequently reinforced. If confirmed, I will ensure there is continued dialogue on this issue and review applicable accessions policies and procedures.

SERVICES PROVIDED TO SERVICEMEMBERS AND THEIR FAMILIES:

Question. If confirmed, would you advocate for the consolidation of commissaries and the Service Exchanges into a single defense resale system?

Answer. I understand that access to commissaries and military exchanges remains one of the most valued benefits for soldiers and their families. Any resale reform effort should not divert limited resources away from the current needs of this population or diminish the earnings that provide dividends to support military Quality-of-Life programs. If confirmed, I am open to considering ideas that would enhance benefits to Army Families and will advocate for all viable methods to improve the military resale system. I support the ongoing effort directed in the Fiscal Year 2021 NDAA to validate previous reform efforts. The Department and Congress need reliable information on the expected savings and costs of consolidation, as well as the second and third-order effects to other programs supported by the Defense Resale System.

Question. If confirmed, how would you support increased employment opportunities for military spouses and other family members?

Answer. I believe the Army asks much from its Families to ensure force readiness. Spouses often balance professional careers, family, health, and well-being, all in the context of deployments, separations, and other mission requirements. If confirmed, I will continue to build strong relationships with Congress, Office of the Secretary of Defense, the Governor’s Association, and the many state and local government and non-government organizations that facilitate and enable spouse employment opportunities and professional license portability. I also will ensure the Army invests

in proven programs that demonstrate effectiveness in helping spouses obtain and maintain meaningful, satisfying careers. I am supportive of expanding the Army's alliance and partnership with private sector companies and local or state government agencies to provide hiring preferences to military spouses and family members. If confirmed, I would also conduct a review of Army's civilian employment policies and expand on any gaps to increase employment opportunities for both military spouses and other Family members.

If confirmed, I would also support increased opportunities for telework and/or remote work to allow current, Army civilian military spouses and Family members to retain employment. I was informed the Army was successful in managing its workforce while operating in a maximized telework environment during the COVID-19 pandemic and would support continued telework and remote work flexibilities. I would encourage the Army to consider utilizing these flexibilities for military spouses and Family member employees who are undergoing permanent change of station moves; especially in cases where the soldier and family are stationed at remote locations with limited employment opportunities.

Question. If confirmed, what specifically would you do to provide Army families with accessible, high-quality childcare, at an appropriate cost?

Answer. The pandemic has demonstrated the critical role child care plays in readiness. If confirmed, I will review the Army's plan to address child care shortfalls and explore other ways to increase the child care capacity, such as additional infrastructure, improved compensation, and further investment in the Family Child Care program and fee assistance to buy down the cost of off-post care. I will also work with OSD and the other Services to increase availability of accredited community child care providers and assess the concept of providing child care services in a child's home.

Question. If confirmed, what steps would you take to ensure safe and healthy living conditions for soldiers and their families in privatized housing?

Answer. If confirmed, I will prioritize Army oversight of privatized housing, at all levels, to ensure that Army Families are receiving safe, quality housing and will hold privatized housing partners accountable. Housing is a key factor in the care of soldiers and Families and can greatly impact Army readiness and retention. I commit to making this a priority.

Question. If confirmed, what specifically would you do to establish accountability in the Army for sustaining the high quality housing that soldier and their families deserve?

Answer. If confirmed, I will work to hold commanders, leaders and privatized housing partners accountable for ensuring that soldiers and families are housed in the quality of housing they deserve. I will do this by ensuring implementation of the Military Housing Privatization Reform contained in the National Defense Authorization Act by ensuring Army-owned housing inventory is adequately funded in future budgets, and by working with the Office of the Secretary of Defense to ensure Basic Allowances for Housing are adequate to provide quality housing to those choosing to live off-post.

Question. If confirmed, what specifically would you do to establish accountability in Military Housing Privatization Initiative (MHPI) "contractors," particularly given that, in most cases, they have public-private partnership agreements with the Army that extend for as long as 50 years?

Answer. If confirmed, I will ensure the Army Staff and Army Senior Leaders remain engaged and fully involved in the decisions the MHPI companies make to maintain and improve quality housing over the course of the agreements. This will require the enforcement of standards of performance in existing agreements with MHPI companies, periodically reassessing MHPI companies' baseline operating and ground lease agreements and when necessary entering into negotiations with the privatized housing company owners to modify Army agreements in order to foster enhanced accountability and facilitate improving the privatized housing and housing related services provided to Army soldiers and families. I will also reemphasize the Army's existing requirement that all privatized housing incentive fee metrics be consistently applied in a manner that rewards privatized housing companies only when they have delivered high quality services to soldiers and families.

SENIOR OFFICERS:

Question. If confirmed, how would you ensure compliance with the requirements of law and regulation regarding the investigation and promotion board consideration of adverse and reportable information in the context of both general officer and O-6 and below promotion selection processes?

Answer. If confirmed, I would ensure compliance with laws and regulations regarding promotion boards by only certifying the exemplary conduct of deserving officers considered for promotion. I understand that, for nominations above the grade of O-6, the Army uses all available systems of records to screen officers prior to being considered by a promotion board, and again at regular intervals through Senate confirmation, until the officer is ultimately promoted. The same process has been true of nominations in the grades O-6 and below since 2015, however, only for post-promotion board consideration and selection. At general officer grades, should the officer have substantiated adverse information ascribed to them, the promotion board considers that information when considering the officer's file, and the adverse information is considered at every level for senior leader endorsements. As of January 1, 2021, the same consideration requirements the Army uses at GO grades apply to Army O-4-O-6 nominations in the Active Component. For nominations to 3 or 4-star where a promotion board is not applicable, the same screening process is conducted for officers before the Secretary of the Army makes a recommendation. Any substantiated adverse information is considered with the nomination at all levels. Although not seen during promotion boards, any reportable information ascribed to the officer is also considered at the service secretary level and higher.

Question. Do you believe Army procedures and practices for reviewing the records of officers pending the President's nomination for promotion or assignment are sufficient to enable fully-informed decisions by the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President?

Answer. Yes. I believe the extensive review process outlined in the previous answer enables fully informed decisions by the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President.

Question. In your view, are these procedures and practices fair to the individual military officers proceeding through the promotion or assignment process? Please explain your answer.

Answer. The screening procedures that the Army has in place comply with law and Department of Defense policy. They are intended to provide as much information about the officer as possible to enable leaders to make fully informed decisions on whether he/she meets the exemplary conduct standards required by law. At this time, I have no reason to believe this process is unfair to the officers going through the nomination process.

The fiscal year 2017 NDAA reduced the number of General and Flag Officers across DOD by about 12 percent, consistent with plans provided to Congress by the Office of the Secretary of Defense.

Question. What progress has the Army made in reducing the number of Army General Officers (GO) and restructuring its GO grade pyramid?

Answer. I understand the Army is on track to meet the reduction of eleven General Officers by December 31, 2022, as mandated by the fiscal year 2017 NDAA. The Army intends to reduce the number of GOs on Active Duty by balancing promotions to brigadier general with the natural attrition of general officers through retirements. These reductions do not require restructuring the General Officer pyramid. Frequently, an officer will be assigned to a general officer billet as an O-6 and promote into it later, based on needs of the Army. The reductions will not alter this process; they will delay promotions until the target of 220 is reached.

Question. If confirmed, what role would you establish for yourself in ensuring that the Army is successful in meeting its GO reduction mandate?

Answer. If confirmed, I am responsible for everything the Army does or fails to do. This includes complying with the law. I will work with the Army staff to ensure adherence to the reduction plan to reduce the number of General Officers on Active Duty from 231 to 220 no later than December 31, 2022.

Question. In your view, are GO retired pay caps adversely affecting Army senior officer promotions, assignments, and retention at the 3- and 4-star grades? Please explain your answer.

Answer. While I am unaware of any concrete statistics on this topic, I understand that General Officer retired pay may not be helping the Army retain its best talent. While the private sector increases salary with promotion, general officers assume greater responsibility with no increase in salary. Retaining the Army's best talent is a priority, and if confirmed I will examine this issue in greater depth to determine whether existing pay caps are adversely affecting the Army's ability to compete with the civilian sector for leadership talent.

TRAINING/READINESS:

Question. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2018 NDS and Combatant Commanders’ associated operational plans?

Answer. My understanding is that the readiness of the Army to perform those Title 10 functions associated with generating Army forces to meet the totality of the National Defense Strategy with the requisite readiness across the domains of equipment, personnel, and training, remains strained. However, the Army, with support from Congress, has made gains to improve the overall readiness of brigade combat teams. The Army is entering into a period of intense modernization. If confirmed, I will closely monitor and prioritize resourcing decisions to ensure an appropriate balance between near term readiness and modernization investments, ensuring future capabilities.

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

Answer. The Army’s priority missions for which current and future forces must prepare include defense of the homeland, preparation for large-scale combat operations, and continued disruption of state and non-state adversaries. Global demand for Army forces remains high, but thanks to Congressional support and Army Senior Leader focus, the Army has more ready units, available more often, than at any time in the last three years. I believe the Army’s core warfighting readiness to defeat a near-peer adversary has improved, but the Army must continue to modernize, and align efforts in support of the President’s Interim National Security Strategic Guidance.

The Army is currently aligned with the prioritization of People’s Republic of China as a pacing threat, as laid out in the President’s Interim National Security Strategic Guidance, and in Secretary Austin’s 4 March “Message to the Force”. In my view, current and future Army forces must continue to train for conflict, and success will be determined by its ability to fight across all domains while remaining integrated with the Joint Force.

Question. What is your assessment of the risk the Army has accepted in regard to its readiness to execute operational plans in furtherance of the 2018 NDS?

Answer. While the Army has made significant strides in recent years in terms of improving its readiness for large scale combat operations, at this point in time I do not have access to sufficient information about the Department’s operational plans to assess with confidence the level of risk the Army has accepted in regards to its readiness. In my view it is likely that the Army continues to confront challenges and difficult tradeoffs in terms of balancing risks to readiness arising from sustained and unforeseen global commitments, as well as the need to resource an ambitious modernization agenda. If confirmed, one of my earliest priorities will be to fully understand the analysis underpinning current Army assessments of operational risks and readiness, as well as its assessment of risks to ensuring future readiness.

Question. If confirmed, how would you oversee compliance by the Army with readiness goals and timelines?

Answer. Title 10 empowers the Secretary of the Army with a broad range of man, train, and equip responsibilities and functions. If confirmed there are two ways in which I would oversee compliance with Army readiness goals and timelines.

First, I would monitor the readiness of forces that are either assigned to combatant commands and/or aligned to operational plans (OPLANs). The Department cannot afford costs associated with generating readiness to meet broad percentage bands that are not associated with OPLANs.

Second, I would support the Joint Staff’s global force management process focus on weighing the near-term military risk to current operations against the long-term strategic risk associated with sustained un-forecasted commitments.

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

Answer. If confirmed, I would continue the Army Strategy to rebuild readiness to dominate in large-scale combat operations while continuing efforts to modernize towards a force capable of multi-domain operations. The Army is implementing a new unit life cycle model (ReARMM—Regionally Aligned Readiness & Modernization Model) that will balance readiness with modernization in a predictable manner, which better balances operational and personal demands. In the near-term, this means the Army will prioritize efforts to provide ready and lethal forces organized, trained, and equipped for prompt and sustained ground combat in war and other contingency operations. If confirmed, I would simultaneously continue working to

modernize the Army to deploy, fight, and win decisively in multi-domain operations against any adversary, anytime, and anywhere.

MUNITIONS:

Question. If confirmed, what steps would you take to ensure the Army has sufficient inventories of munitions to meet combatant commanders' needs?

Answer. If confirmed, I would coordinate closely with combatant commanders to understand their operational requirements and continue to support proven efforts to increase joint munitions readiness. Efforts like realigning funding to modernize munitions and improve inventory levels would continue to improve the Army's support of the combatant commanders. The Army has worked with its industry partners to increase production and procurement for critical munitions. Initiatives like stockpile reliability programs and shelf life extension programs have helped ensure current stocks meet the appropriate standards, reducing the burden on new production and procurement.

Question. Is the ammunition industrial base, including the Army's organic ammunition plants, capable of supporting current and future munitions requirements, in your view?

Answer. My understanding at this time is that current analysis indicates the Army can meet today's munitions requirements. With the support of Congress, the Army has expanded several sectors of the munitions industrial base to meet sustained and surge requirements for munitions post 9/11. The Army will require continued investment in the organic industrial base to transform and modernize facilities, ensure they remain viable to meet expanded explosives capacity, and enable the manufacturing of future artillery and advanced propellants. Once planned capacity expansions and new production capabilities are realized, the Army will have sufficient capacity, commercial and organic, to meet future and surge munitions requirements.

Question. If confirmed, what actions would you take to reduce single points of failure and foreign material supplier dependencies in the ammunition industrial base?

Answer. In its role as the single manager for conventional munitions, I believe the Army is actively pursuing measures to reduce single points of failure and source of supply risks in the ammunition industrial base. If confirmed, I would ensure that the Army continues to move forward in its efforts to secure the domestic supply chain by re-establishing US or Canadian sources where warranted. I would ensure that the Army continues to leverage Defense Production Act authorities to establish domestic production for critical materials essential to munitions production. Further, I would pursue policies that promote the long-term viability of the domestic supply chain, by directing procurement of critical materials to domestic manufacturers where prudent. Finally, I would direct that strategic international partnerships be pursued to add resiliency and capacity to the domestic supply chain where appropriate.

OPERATIONAL ENERGY:

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

Answer. The Army Futures Command has recognized that the ability to generate, distribute, and store power is a key cross-cutting enabler of multiple combat capabilities. I believe operational energy capabilities and efficiency can and should be a priority to support the joint force in a contested environment and to stay ahead of our adversaries in developing these technologies. If confirmed, I would lead by ensuring innovations in operational energy are linked with emerging joint operational concepts and are backed by appropriate levels of investment in RDTE and experimentation.

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

Answer. The Army must plan for energy (fuel, electricity) and water security and address potential vulnerabilities to these resources both at installations and while conducting operations. If confirmed, I will ensure the Army continues to ensure readiness and the ability to project power by strengthening the energy and water resilience of our installations and encouraging soldiers and leaders to incorporate energy security at all levels of planning.

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

Answer. Army acquisition systems must strive to develop, adopt, and adapt cutting edge technologies to ensure the greatest warfighting capabilities. If confirmed, I will work to coordinate these efforts across the Joint Force to improve interoperability and to reduce costs. This includes operational energy—which powers the vehicles and systems used to win wars. I will seek improvements in energy efficiency to reduce operational costs, as well as reduce the overall logistical tail, which are all overarching objectives of the Army.

Question. In your view, how can energy supportability that reduces contested logistics vulnerabilities become a key performance parameter in the requirements process?

Answer. I understand that Army acquisition offers multiple tools to address the issue of energy use in military platforms. For existing platforms, the Army can engage innovative companies to conduct research, prototyping, and demonstrations of energy-saving technology—such as hybrid electric and electric motors for vehicles—that will allow the Army to upgrade older systems with new technology to reduce energy use. For new platforms, I believe that the Army must look carefully at requiring more energy-efficient designs up front so to avoid having to retrofit energy-efficient components after fielding.

Question. If confirmed, how would you prioritize energy resilience, including acquiring and deploying sustainable and renewable energy assets, to support mission critical functions, and address known vulnerabilities?

Answer. Energy resilience is key to Army mission effectiveness. Today's multi-domain operating environment means the Army's installations are strategic assets for generating readiness. The Army's approach to installation energy resilience is an "all of the above" strategy that includes energy efficiency, onsite generation, and storage. If confirmed, I would continue to prioritize installation energy resilience that supports critical missions.

Question. Given that the Army has been charged with Contested Logistics for the Joint Force, how do you believe operational energy can and should be used to support this effort?

Answer. I believe operational energy capabilities and efficiency can and should be leveraged to support the joint force in a contested environment whenever feasible. If confirmed, I would become more familiar with the Army's strategy for supporting the Joint Force in a contested environment before giving specific examples of ways to leverage operational energy capabilities.

ENVIRONMENT:

Question. If confirmed, how would you ensure that the Army complies with environment protection laws, regulations, and guidance from the Environmental Protection Agency?

Answer. I understand the Army's Environmental Program encompasses a broad range of efforts that maintain installation compliance with applicable environmental laws, Environmental Protection Agency (EPA) regulations and guidance, operating permits, and Executive Orders. The Army collects, monitors and analyzes numerous environmental compliance metrics on an annual basis and reports that information to Congress along with the other military departments. If confirmed, I will monitor Army-wide environmental compliance metrics and trends to ensure the Army's high level of environmental compliance with EPA requirements is maintained.

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

Answer. If confirmed, I would want the Army to continue its cooperative work with the U.S. Fish & Wildlife Service (FWS) to expand endangered species mitigation. It is my understanding that off-installation mitigation banking compensates for on-installation Army mission impacts to endangered species. If confirmed, I would support the Army's coordination efforts with FWS to safeguard Army training requirements thereby promoting endangered species recovery and management at the ecosystem.

Question. If confirmed, how would you further efforts to address PFAS contamination at Army installations?

Answer. If confirmed, I would ensure the Army remains committed to making forward progress to address PFAS releases from Army installations. This includes continuing support for DOD's investments to evaluate the science on these emerging contaminants and continuing the Army's nationwide cleanup efforts. I would also make certain the Army's priority remains the health and safety of our soldiers, their families, Army civilians, and the communities surrounding our installations. More-

over, I would continue to prioritize and address cleanup sites where risk to human health is the greatest.

Question. If confirmed, what would be your approach to addressing the health concerns of servicemembers and their families regarding alleged exposures to potentially harmful contaminants on U.S. military installations and in the context of performing military duties?

Answer. If confirmed, I would encourage soldiers and their families with health concerns or symptoms potentially associated with exposure to harmful contaminants to seek assistance from their health care provider. Army Medical policies require health care providers to assess, manage (to include referrals to appropriate medical specialists), and document health conditions in accordance with established, evidence-based clinical practice guidelines. If confirmed, I would make the health and safety of the Army Family one of my top priorities.

READINESS AND RESOURCE IMPACTS FROM EXTREME WEATHER:

Question. How would you assess the readiness and resource impacts on the Army from recent extreme weather events?

Answer. The Army needs to remain vigilant in protecting its assets and infrastructure from the adverse impacts of extreme weather events. If confirmed, I will review the Army's readiness and resource impacts from recent weather events and ensure that these efforts include planning for current and projected impacts of climate change and extreme weather at Army sites.

Question. Based on these readiness and resource impacts, do you believe it necessary to use more resilient designs in Army infrastructure?

Answer. Yes. The effects of a changing climate are and will continue to be a national security issue impacting Army installations and its ability to operate around the world. If confirmed, I will work to ensure compliance with provisions of the 2019 NDAA requiring an amendment to the United Facilities Criteria: "to anticipate changing environmental conditions during the design life of existing or planned new facilities and infrastructure and ensure incorporation into military construction designs and modifications." I would also ensure all Army installation planners are provided a clear methodology for planning, design, construction, sustainment and restoration, as outlined in the Army's Climate Resilience Handbook.

Question. How can the Army better use existing authorities on extreme weather mitigation granted by Congress in the last few NDAA's?

Answer. I understand that Congress has been supportive of DOD's climate resilience efforts. The Fiscal Year 2021 NDAA allows for expansion of existing authorities, like Section 315, on projects that improve military installation resilience even when they are outside the borders of the installation. Additional NDAA requirements incorporate climate considerations into building codes and mandate installation resilience planning. If confirmed, I will ensure the Army continues to explore ways to leverage these new authorities.

INFRASTRUCTURE CHALLENGES:

Question. Non-DOD funding mechanisms such as energy savings performance contracts (ESPCs), utility energy savings contracts (UESCs), and power purchase agreements (PPAs) are excellent means by which the Army can improve infrastructure, increase resilience, reduce deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without appropriated funds. The review and approval of these contract mechanisms by the U.S. Army Installation Management Command (IMCOM) has taken significantly longer as compared to other Military Departments. In some cases, IMCOM has blocked or significantly delayed, de-scoped, or cancelled new contracts that would have provided significant savings and benefit to Army infrastructure.

If confirmed, what steps would you take to streamline this process and how long would it take you to resume entering into contracts that benefit Army installations?

Answer. I am aware that energy savings performance contracts (ESPCs) and utility energy savings contracts (UESCs) are a budget neutral means by which the Army can improve infrastructure, increase resilience, reduce deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without appropriated funds. I believe this is a smart approach to our infrastructure program. If confirmed, I will review and evaluate this process.

AUDIT:

Question. If confirmed, what specific actions will you take or direct to enable the Army to achieve a clean financial audit in the most expedited fashion?

Answer. I understand the Army has developed a roadmap that focuses on the key activities needed to fix the issues noted by the auditors. The Army has plans to utilize innovative technology and tools to drive quick-turn solutions. I have been informed that the Army is investing more training time and resources for communicating audit requirements to the field, and helping stakeholders work together to achieve priority audit objectives.

If confirmed, I will reiterate my senior-level support for achieving a clean audit opinion and continue to drive short-term fixes and promote long-term results. I will develop mechanisms to hold business process owners responsible for improving their processes. I will prioritize modernization and standardization of business processes necessary to achieve clean audit opinions.

Question. What are the benefits to Army missions and effectiveness of achieving and maintaining a clean audit?

Answer. In my view compliance with DOD, Army, and/or other Federal policies and procedures and responsibly using associated internal controls is foundational to effective stewardship and maximizing the impact of every appropriated dollar. The benefits of achieving and maintaining a clean audit are to optimize the Army's budget, achieve full visibility of resources, and improve business processes. This ensures America's Army can be the best steward of the taxpayers' dollars while building the highest levels of current and future readiness.

Question. How will you hold Army leaders and organizations responsible and accountable for making the necessary investments and changes to correct findings and material weaknesses identified in the audit process?

Answer. I am committed to improving processes to accelerate positive change, increasing accountability, and delivering results. I understand recent audit results show opportunities to be more efficient and productive with Army funding, equipment, and supplies. Success, across the force, depends on leaders routinely reviewing the progress of their commands as they implement actions to remediate auditor findings. At the Department level, leaders should continue to actively take roles in establishing policies, procedures, and process changes necessary to support progress towards a clean opinion.

If confirmed, I will continue Army efforts to make accountability part of the Army culture. I will require the ASA (FM&C) and Senior Army Leaders to brief me on audit results and hold them accountable to achieving key operational metrics. I believe full compliance from every leader in the Army is imperative to saving money on operations, shifting resources to increase readiness and modernization efforts, and maintaining the confidence of defense leaders, Congress, and the American people.

ARMY-RELATED DEFENSE INDUSTRIAL BASE:

Question. What is your assessment of the systems and processes for identifying, evaluating, and managing risk in the Army's organic, commercial, and defense industrial base, including the munitions industrial base?

Answer. It is my understanding the Army employs a number of robust processes to identify and manage risk in the Defense Industrial Base (DIB) including assessing the critical capabilities in the organic industrial base, identifying fragile and critical suppliers, and assessing financial, operational, geopolitical, and socio-economic risks within the broader DIB, of which the ammunition industrial base is a part. If confirmed, I will strive to strengthen the Army's processes to identify, assess, and mitigate risk in the Army Industrial Base, as appropriate.

Question. How should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions, and life cycle costs of such systems?

Answer. Recapitalizing and modernizing major defense systems is dependent on the Army's organic industrial base depots as well as our manufacturing industry partners. Army acquisition leaders strive to maintain a healthy and robust industrial base that can meet the current and future Army requirements, while balancing affordability with capacity, maximizing competition, and utilizing the optimal mix of defense depots and industrial manufacturing partners.

Question. If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?

Answer. If confirmed, I will review the Army's systems and processes it uses to identify, monitor, assess, and mitigate supply chain risk in the Army Industrial Base to assess if there are more effective ways to ensure a capable and ready supply

chain. It is my understanding that the Army works closely with the Office of the Under Secretary of Defense for Acquisition and Sustainment, other military services, federal agencies, and industry partners to identify, evaluate, and mitigate supply chain risk in the Army Industrial Base.

Question. If confirmed, what policy tools or programs would you develop or use to allow the Army to intervene appropriately to support the vitality of its organic, commercial, and defense industrial base?

Answer. If confirmed, I would seek to leverage the authorities already provided by Congress, including the Defense Production Act to maintain, restore, protect, expand, and create domestic production capabilities to strengthen the Army Industrial Base. I would also seek to leverage existing DOD and Army programs, including the Manufacturing Technology (ManTech) Program to reduce acquisition costs of defense weapon systems and reduce manufacturing and repair cycle times.

EQUIPPING/MODERNIZATION:

Question. What is your assessment of the Army's past modernization record and current efforts?

Answer. The Army in the past has often struggled to modernize effectively and efficiently, but in my view Army modernization efforts in recent years have made notable progress. In the past the Army has struggled with changing priorities and instances of failed developmental programs created without an Army-wide shared vision of the future. The Army took years to develop requirements that created materiel solutions that were late-to-need, over budget, and short of expectations. The developmental process was inflexible, lengthy, and lacked appropriate soldier feedback. Additionally, the Army's Science and Technology (S&T) effort lacked focus and guidance on difference-making capabilities required to win in the future operational environment. Army Futures Command (AFC), created nearly three years ago, appears to have helped the Army's modernization effort move to more solid ground. The Army established the six Modernization Priorities in 2017 and is now on a path to deliver next generation capabilities for the first time in 40 years. Ensuring the Army stays on this path will require vigorous leader involvement and oversight, and if confirmed, providing this oversight with support from the Under Secretary and Assistant Secretaries of the Army will be one of my top priorities.

How has Army Futures Command (AFC) contributed to improving Army modernization programs over previous Army efforts?

Answer. It is my understanding Army Futures Command has energized and synchronized the Army modernization enterprise by changing the process for developing requirements. The process now includes inputs from soldiers, manufacturers, scientists, and engineers to ensure the Army delivers a desired capability on time and within budget. The Army refers to this approach as "Soldier-Centered Design" which also incorporates "Soldier Touch Points" throughout the development process to solicit useful input from experienced soldiers on how to refine the solution to best meet their needs. I am informed that prior to the establishment of AFC, proponents developed requirements which were not always fully aligned with Army modernization priorities.

Question. What role do you expect the Command to play going forward?

Answer. The Army created U.S. Army Futures Command to lead the Army modernization enterprise. AFC leads the implementation of the Army's modernization strategy and defines the future operating environment, as well as the changes needed to adapt to the nation's future needs. I expect that Army Futures Command will continue to play an important role in driving persistent modernization in the Army to ensure it provides the capabilities required to deter and defeat threats to our Nation.

Question. In your view, how has the establishment of AFC modified Army Secretariat roles in Army modernization efforts?

Answer. To the best of my knowledge, the statutory authorities and responsibilities of the Army Secretariat are not altered by the establishment of the Army Futures Command (AFC) in 2018. The Assistant Secretary of the Army for Acquisition, Logistics, and Technology maintains its statutory responsibility for the overall supervision of acquisition, logistics, and technology matters of the Army.

Question. If modernization is fundamental to future readiness, how you would frame future readiness requirements, if confirmed?

Answer. It is my understanding the Army has taken steps to achieve a cohesive approach toward modernization and enable unity of effort over the past four years, but our modernization efforts must always remain in balance with our readiness requirements for current operations and contingencies, while also building toward the Multi Domain Operations (MDO) ready force by 2035. Readiness to meet evolving

missions is critical to a successful Army and is a combination of people, equipment, and training. If confirmed I will work hard to ensure close relationships between AFC, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, and the other Army commands to ensure all aspects of readiness are modernized to meet future environments. If confirmed I will work closely with Congress to ensure Army investments support its priorities.

Question. What key capabilities must the Army possess for multi-domain operations?

Answer. To operate across the spectrum from competition, crisis and conflict in the future Multi-Domain Operations (MDO) environment, the Army must field the next generation capabilities currently under development by the eight Cross Functional Teams under Army Futures Command and the Rapid Capabilities and Critical Technologies office. These “31+4” signature systems are capabilities identified to counter the near peer competitors such as People’s Republic of China and Russia. Many of the capabilities in soldiers’ hands today are not viable in the future environment against our near peer adversaries. Many of today’s systems / capabilities are four decades old. They have served the Army well—but must be replaced or the Army risks a bad outcome in the future.

Complimentary to these efforts, the Army must also have modernized intelligence collection and analytic capabilities to identify and locate near-peer threats.

Question. Do you believe the Army’s modernization priorities should be modified?

Answer. My understanding is the six modernization priorities—long range precision fires, next generation combat vehicles, future vertical lift, the network, air and missile defense, and soldier lethality—are based on assessments of anticipated changes in the operating environment, our operating concepts, and emerging technologies. At the same time, the Department is still developing its Joint Warfighting Concept and four supporting concepts, and the Services continue to refine their own concepts in parallel—and all these concepts will inform the department’s broader effort to develop future requirements. If confirmed, I will ensure the Army continues to assess its modernization priorities and adjust them, if necessary.

Question. If so, and if confirmed, how would you propose to modify them?

Answer. If confirmed, I will seek to ensure that the Army’s defined modernization priorities continue to support the defense strategy and the priorities established by the President and the Secretary of Defense.

Question. Do you see utility in the Army conducting more joint program development?

Answer. I support joint program development when it decreases overall costs, increases interoperability, and eliminates seams in the force.

Question. In what systems or categories of systems do you perceive see the most potential and benefit in joint development?

Answer. The US Army does not fight alone and must achieve and sustain a level of interoperability within the Army, across the joint force, and with our allies and partners. How the Army acquires, analyzes, stores, and moves data seems to be a very promising joint effort. Development of artificial intelligence is another capability that should benefit from joint development.

ACQUISITION:

Question. If confirmed, how would you synchronize your acquisition responsibilities with those of the Chief of Staff of the Army?

Answer. Service Secretaries and Service Chiefs play critical roles in ensuring successful acquisition programs. If confirmed, I intend to work closely with the Chief of Staff to oversee the proper balance of resources against priorities as it relates to acquisition programs and to ensure appropriate trade-offs among cost, schedule, technical feasibility, and performance are made prior to milestone and production decisions in order to prevent cost growth and mitigate program risks.

Question. If confirmed, what role would you assign to the Chief of Staff of Army for delivering acquisition programs on time and on budget?

Answer. The Army Chief of Staff possesses unique operational experience and perspective that is invaluable when developing and prioritizing achievable military requirements. In addition to ensuring that requirements are realistic and achievable, and approving such requirements prior to program initiation, the Chief of the Staff is responsible for concurring with cost, schedule, technical feasibility, and performance tradeoffs at key program milestones, and for ensuring program cost and schedule estimates are realistic and achievable. If confirmed, I will work closely with the Chief in the execution of these duties.

Question. In your view, who should be held accountable for large-scale acquisition failures?

Answer. The Service Secretary, assisted by the Service Chief, is ultimately responsible for the outcomes of Army acquisition programs. While the Assistant Secretary of the Army (Acquisition, Logistics and Technology), Program Executive Officers, and Program Managers share accountability for the execution of acquisition programs, a variety of factors ultimately contribute to the success or failure of these programs. These include resourcing priorities, evolving requirements, and the technological maturity of the systems developed within programs. If confirmed, I will work closely with the Chief to balance these factors, exercise proper oversight, and maintain accountability across the Army acquisition enterprise to ensure successful outcomes.

Question. Do you perceive benefit to the Army in establishing major acquisition programs under Section 804 authority? What are the risks? Please explain your answer.

Answer. It is my understanding the use of the Middle Tier of Acquisition authority (Section 804) is one of several acquisition pathways that provides benefit to the Army when used appropriately. This approach streamlines the acquisition process to get capabilities in the hands of soldiers more quickly.

I understand there is a potential risk if this authority is used to develop prototypes that are too far removed from an actual production version of a system, which requires a lengthy and expensive follow-on development program. There is also risk if the Army uses "prototyping" authority to do what is normally done under Low Rate Initial Production, but without all the appropriate acquisition steps needed to ensure program success, such as ensuring sustainment considerations are designed into a system. If confirmed, I will put systems in place to ensure appropriate oversight on Army acquisition efforts and compliance with acquisition authorities.

Question. What best practices can the Army employ to generate realistic and feasible requirements, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?

Answer. From my assessment, the Army's best practice in developing requirements is what the Army currently calls "Soldier-Centered Design." I understand that this ensures soldiers are part of the requirements development process every step of the way so that the Army is developing and procuring is precisely what soldiers need to accomplish their mission. Additionally, the Army must ensure that industry can build and field what the Army requires by soliciting continuous input from industry partners as part of the requirements definition process. The Army cannot create requirements that its industry partners cannot build or that the Army cannot afford.

This Committee has been a strong supporter of Army Futures Command and its focus on future readiness for competition with near-peers—who we know are investing vast sums of money to update their capabilities and pull ahead of the United States. That said, the Committee was troubled by the Army's publication late last year of Army Directive 2020–15. The Directive is written in very ambiguous terms, but, in this Committee's view, it could degrade civilian control of the acquisition function and align authorities in ways that don't appear to accord with the Goldwater-Nichols Act. Because of concerns expressed by this Committee, the Acting Secretary of the Army has agreed to a holistic review of the Directive.

Question. Will you commit that, if confirmed, you would continue this holistic review?

Answer. Yes. If confirmed, I commit to completing a holistic review of Army Directive 2020–15 to ensure it appropriately aligns with statute and preserves civilian control of the acquisition function within the Department of the Army.

Question. Will you commit that, if confirmed, you would halt implementation of this Directive until such time as the holistic review addresses all of the Committee's concerns?

Answer. If confirmed, I commit to pausing further implementation of Army Directive 2020–15 until a holistic review of the document is completed and concerns expressed by the Committee are appropriately addressed. While the review is ongoing, I will work to ensure that all modernization efforts continue to progress expeditiously to ensure capabilities are delivered to the soldiers.

Question. Will you commit that, if confirmed, you would keep this Committee informed about the progress of the holistic review and its findings and outcomes?

Answer. Yes. If confirmed, I will provide information to this Committee regarding the review findings. I also commit to inform the Committee of any subsequent actions taken regarding the Directive, based on the findings of the review.

Question. Will you commit that, if confirmed, you would ensure that any way forward on this Directive comports with the principles of civilian control and with governing laws?

Answer. Yes. If confirmed, I will ensure that any actions taken as a result of the review preserves appropriate civilian oversight of acquisition, as required by statute.

TEST AND EVALUATION:

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

Answer. Test and evaluation is a critical aspect of the weapons systems and equipment procurement. Test and evaluation demonstrate system performance and shortfalls prior to its use in combat. It offers an opportunity to identify and correct problems prior to fielding. There may be cases where procurement of systems that have not yet been tested are appropriate, such as in response to a Joint Urgent Operational Needs Statement (JUONS), but these circumstances are the exception rather than the norm. In most cases, adequate operational demonstration, or otherwise tailored operational tests, should be executed to assess and demonstrate operational performance—what the system can and cannot do—to inform tactics, techniques, and procedures to remediate system shortcomings. If confirmed, I will always put the welfare and safety of warfighters and our national security paramount in any rapid fielding decision.

Question. 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 evolutionary acquisition processes?

Answer: Developmental and operational testing ensures a program delivers an operationally effective, operationally suitable, and survivable capability to the Warfighter. The challenge with the rapid, spiral, and evolutionary acquisition pathways for the test and evaluation communities is to deliver this capability on a much shorter timeline and often in spiral fashion, requiring updates and perhaps expansions to testing and/or evaluations. The test and evaluation community is accomplishing this by partnering as early as possible with the requirements development and materiel development communities. By partnering with industry, the Army can observe their testing so as not to replicate unnecessary and costly tests. The goal is to gain information on development challenges as soon as possible to find and implement fixes. Other acceleration initiatives include involving warfighters during developmental testing, called Soldier Touch Points, and gaining operational insights from developmental testing. Both of these initiatives leverage simultaneous data collection and evaluation, instead of sequential. Modeling and simulation will also play a vital role in expediting the delivery of these capabilities. Regardless of the acquisition pathway, the Army Test and Evaluation Command is the independent voice to Army Senior Leaders and provides an evaluation of operational effectiveness, operational suitability, and survivability prior to fielding. If confirmed, I would optimize integrated test and evaluation processes and the use of modeling and simulation to deliver timely information about our programs and work to ensure we can leverage information faster while still maintaining the necessary due diligence that Army programs require.

Question. Are you satisfied with Army test and evaluation capabilities?

Answer. If confirmed, I will gain greater understanding of the Army's existing testing and evaluation capabilities and areas of potential need so that the Army's ranges, infrastructure, and workforce are able to meet the demands of the future. I would ensure that the Army's Acquisition Executive and the senior leaders of the test and evaluation enterprise are equipped and enabled to support the Army Modernization Strategy and Futures Command initiatives.

Question. In which areas, if any, do you believe the Army should be developing new test and evaluation capabilities?

Answer. My understanding is that there are several areas that need to be advanced to meet the demands on the future. Examples include, advancing test and evaluation ranges, laboratories, facilities and infrastructure to enable more adequate performance assessment of Army weapon systems and equipment in a cyber-contested and electromagnetic spectrum contested environment. Moreover, additional improvements are needed to enable adequate evaluation of the performance of Army directed energy weapons, hypersonics, autonomous systems, and artificial intelligence-based systems. The Army needs the ability to test and evaluate long range fires, both over land and offshore, to support emerging Army capabilities. Also, the Army needs to align with the training community to develop better representations of expected multi-domain operations combat, which can be used in operational testing and force training. These areas represent the anticipated challenges related to complex multi-domain operations involving cyber, electronic warfare, and counter-unmanned aerial systems in urban, jungle, and arctic environ-

ments. These areas present new challenges for test and evaluation across the Services and developing them would be beneficial for the Department of Defense writ large.

Question. Do you believe the Army should exploit non-developmental or commercial off-the-shelf solutions to meet Army requirements?

Answer. Yes, absolutely. If industry has solutions to the Army's toughest problems, the Army should partner with industry and work through transitioning those solutions to warfighters. I believe strong business partnerships between the Army and American industry partners—whether large, medium, or small—are key to modernizing the Army.

Question. How should these systems be checked for operational effectiveness and suitability?

Answer. It is my understanding the process to ensure a system is operationally effective, suitable and safe for the Army is the same regardless of whether a system is a non-developmental / commercial-off-the-shelf (COTS) system or a government developed system. A COTS item may not have been designed to operate in the military environment, under military conditions, or against an adversary utilizing cyber and electronic warfare. The test community must always ensure that such systems are safe, suitable, and survivable.

Question. Would this put capabilities into the hands of soldier more quickly, in your view?

Answer. The Army leverages non-developmental and commercial-off-the-shelf capabilities (COTS) to reduce the amount of time it takes to design a potential solution due to development and learning that was already gained in the commercial sector. These approaches can enable the Army to equip its soldiers more rapidly but should not be used at the expense of soldier safety or without properly characterizing the effectiveness, suitability, and survivability of a weapon system or piece of equipment.

INNOVATION:

Question. If confirmed, what steps would you take to support the Army's in-house innovation enterprise at its labs and engineering centers?

Answer. It is my understanding the Army is committed to fostering talent management, STEM education, and partnerships with academia and industry. Also, I am informed the Army uses special hiring authorities to fill critical competency gaps expeditiously, maximizing Army lab and engineering centers' ability to target and quickly recruit talented individuals without the need for a lengthy recruitment process. If confirmed, I will ensure that I am fully familiar with these initiatives and will ensure the Army uses them to maximum effectiveness.

Question. If confirmed, how would you make use of the Small Business Innovation Research program to fund cutting edge research, diversify the Army's industrial base, and transition capabilities to Program Executive Offices?

Answer. If confirmed, I will ensure the Army is leveraging all statutory authorities to increase the return-on-investment from the Small Business Innovation Research (SBIR) program. It is my understanding that mapping SBIR programs to customer transition milestones is an effective approach to accelerate transformative technology solutions for Army problems. Equally important is a more business friendly SBIR approach, streamlining proposal requirements, reducing time to capital, and incentivizing rapid contracting; sending a clear message to the American innovation community that commercial success and technology partnership with the Army are not mutually exclusive. If confirmed, I will obtain greater familiarity with the details of these initiatives and ensure the Army uses them to maximum effectiveness.

Question. If confirmed, how would you ensure that Army labs and test ranges have sufficient military construction and equipment funding to maintain world class research and testing infrastructure to maintain our advantage over People's Republic of China, which is making significant investments in this type of infrastructure?

Answer. Modern buildings, equipment, and adequate resourcing are vital to ensuring the Army stays at the cutting edge of technology and continues to recruit and retain the most talented personnel. Future success requires strategic planning for critical laboratory and test range infrastructure to minimize the impact of the Army's aging infrastructure. Ensuring sufficient funding for any critical activity when requirements vastly exceed available resources, necessitates tough choices. The Army must continuously assess the requirements and the adequacy of the RDT&E facilities and resources to meet those requirements. Further, the Army must consider whether a capability needs to be owned and operated by the Army one hundred percent of the time, or whether we can partner with others to schedule

access to facilities or equipment when or where we need it. If confirmed, I will engage with the appropriate Army organizations to better understand the infrastructure challenges and look at possible solutions and new strategies to ensure the Army is making the necessary investments to sustain, restore, and modernize laboratories and test ranges.

Question. If confirmed, how would you assess whether the Army has sufficient investment in science and technology programs, especially those that are creating new capabilities and possibilities for new concepts of operations beyond current requirements?

Answer. The Army needs to assess the global landscape against current S&T investments to determine where we are leading or lagging and develop a framework that can bridge technological and operational gaps with iterative processes between future concepts and operational metrics that can inform technical risks and benefits.

CYBER:

Question. In May 2018, the Cyber Mission Force achieved full operational capability. In September, the DOD released its 2018 Cyber Strategy.

In your view, how well postured is the Army to meet the goals outlined in the 2018 DOD Cyber Strategy?

Answer. If confirmed I will want to assess for myself how well the Army, as part of the Joint Force, is postured to meet the goals of the 2018 DOD Cyber Strategy. I know that the Army has taken steps to meet the goals of the strategy and this has resulted in a number of successes, including achieving assigned missions such as defending networks in the contested cyberspace domain while engaged in great power competition with People's Republic of China, Russia, and other adversaries. While adversaries will continue their attempts to penetrate the Army's defenses and exploit any weaknesses, the Army's collective efforts have helped in deterring, preempting, and defeating cyber threats targeting vital U.S. interests but much work remains. If confirmed, I will review the Army posture to ensure it is in line with the 2018 DOD Cyber Strategy.

Question. What actions do you think need to be taken in the Army to address any gaps with the 2018 DOD Cyber Strategy?

Answer. It is my understanding the Army has analyzed the congressionally directed Cyber Posture Review of the Department of Defense and is in the process of addressing the gaps. If confirmed, I will work with the service secretaries, DOD CIO and PCA, and the Army PCA to ensure the Army is taking steps to resolve the gaps.

Question. In your view, does the Army need to conduct a "Cyber Readiness Review" similar to that conducted by the Navy in 2019?

Answer. I understand that the Army's PCA's first order of business working with Army Senior Leaders was to initiate a Cyber Posture Review similar to the Navy. I will work with the PCA to understand the scope of the Army study. I support efforts conducted by the PCA's office to review cyber readiness and determine where the Army can gain efficiencies, close operational gaps, and improve talent management.

Question. If confirmed, what would you do to improve the cybersecurity culture throughout the workforce?

Answer. If confirmed, I would ensure the proper tools are in place to enable a motivated, competent and professional culture within the cybersecurity workforce. Cybersecurity is inherent in readiness and needs to be a primary concern during development of the Army's weapons systems, operational platforms, and information networks.

Question. How would you empower and hold accountable key leaders throughout the Army to improve its cybersecurity culture?

Answer. Cybersecurity is inherent in readiness and needs to be a primary concern during development of weapons systems, operational platforms, and information networks. My expectation is that Army leaders at all levels, in all components, would understand cybersecurity's criticality and enforce it accordingly in every aspect of the Army's operations. I fully expect a culture of cybersecurity to permeate throughout the workforce and culture, and for heightened awareness to begin with leadership. I recognize that the Army, just as society, continues to be more dependent on the internet. Commanders at all levels must be accountable for the cybersecurity of their networks, just as they are for the protection of their tanks, helicopters, and other major weapon systems. If confirmed, I will make cybersecurity a priority and a pillar of Army readiness. I will prioritize remediation of vulnerabilities of the major weapons systems, reinforced by continuing to modernize the Army network and synchronizing cyberspace efforts across the enterprise. I will

also leverage the Army's Congressionally mandated Principal Cyber Advisor to look for avenues to ensure that cybersecurity and accountability become an essential part of Army culture.

Question. If confirmed, what would you do to improve military and civilian cybersecurity career paths?

Answer. Acquiring and retaining the very best talent in cyber is critical for the Army. If confirmed, the Army will continue to improve military and civilian cybersecurity career paths. I believe this includes increased opportunities existing for training with industry partners, advanced education, diverse and rewarding assignments, and career flexibility options that include permeability with the Reserve component and the commercial sectors. This also, I am told, includes the full implementation of the Cyber Excepted Service (CES) and leveraging its authorities to improve career paths, talent management, education, and training—especially for very technical career tracks. If confirmed, I intend to make the talent management of the Army cyberspace forces a priority in the effort to acquire and retain the most qualified personnel for this critical mission.

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

What do you see as the role of this position?

Answer. I welcome the role of the Principal Cyber Advisor. I see this position as the focal point for all cyber matters and the independent advisor affording the Secretary analysis and counsel on risk-based decisions where trade-offs between competing priorities occurs. I understand the Congressional intent of the PCA.

Question. If confirmed, how would you personally plan to utilize the Army PCA within your leadership structure?

Answer. If confirmed, I intend to use the PCA to provide value across four significant areas. First, I will leverage the PCA for an objective analysis of the Army's cyber posture, independent of other organizations. Second, I will look to the PCA to create a unified and coherent message regarding Army priorities, status, and deficits in cyberspace to both Congress and internal to the Army. Third, I will look to the PCA to inform me and my senior leadership team with risk-based decisions for cyber operations, readiness of cyber forces, supply chain risk management, and priorities of effort. Finally, as noted in the PCA responsibilities of the NDAA, I will look to the PCA for analysis and certification of the adequacy of the Army's cyberspace budget that is relevant to the PCA's functions or an explanation with proposed mitigation efforts to address the inadequacies.

Question. If confirmed as Secretary of the Army, how would you best utilize the PCA to improve cybersecurity and otherwise ensure that the Army maintains decisive advantage in the Cyber domain?

Answer. If I am confirmed as the Secretary of the Army, I intend to use the PCA as the focal point for all synchronization and coordination of cyberspace efforts at the Army level, as well as outside the Army to the DOD and the interagency. Furthermore, I will look to the PCA to collaborate across the Army and sister services' PCAs for best practices, to provide me with independent and objective advice on the Army's way forward in cyberspace and integration into the Department's Cyber Strategy.

TECHNICAL WORKFORCE:

Question. A significant challenge facing the Army today is a shortage of highly skilled data scientists, computer programmers, cyber, and other scientific, technical and engineering talent to work at defense laboratories and technical centers.

If confirmed, what actions would you take to increase the recruiting and retention of scientists, engineers, software coders, and in other technical positions across the Army's research, development, and acquisition enterprise?

Answer. If confirmed, I will ensure that the Army continues to invest in science, technology, engineering, and mathematics education initiatives to ensure a continuing supply of the next generation of scientists and engineers. It is my understanding Army laboratories and centers have benefited from the hiring authorities given by Congress to ensure the Army has the necessary technical experts. If confirmed, I will be committed to ensuring the Army fully continues to use these authorities to recruit and retain STEM talent. Additionally, I will also work seek the input of my staff to determine where shortfalls in recruiting and retention exist and work to mitigate them, including identifying new authorities needed to improve hiring and retention.

Question. If confirmed, what specifically would you do to provide the directors of labs under the purview of the Army with the civilian workforce management tools they need to shape their science, technology, and engineering workforces?

Answer. If confirmed, my goal would be to maximize existing authorities to shape the labs' workforces. To meet the needs of the labs' workforce, I understand the Army is currently using the Science, Technology, and Reinvention Laboratories (STRL), Direct Hiring, and Expedited Hiring authorities to better attract, motivate, train, and retain the civilian workforce the Army needs for scientific and technological excellence. I would encourage each Lab Director to carefully examine the authorities being utilized and determine if they meet the needs of the current and future workforce, and if not, identify the additional authorities needed to optimize the civilian workforce in the Army's labs.

ARMY INTELLIGENCE, COUNTERINTELLIGENCE, AND SENSITIVE ACTIVITIES:

Question. If confirmed, what role would you establish for yourself in the decisions on and oversight of Army intelligence, counterintelligence, and sensitive activities?

Answer. I am aware that current Army policy places the Secretary of the Army at the head of the oversight of intelligence, counterintelligence, and sensitive activities, which I would maintain if confirmed. I will be routinely briefed on these activities to ensure my direct involvement in the oversight structure. I would retain existing Army policy that reserves authority to the Secretary of the Army to review and approve the Army's most sensitive intelligence and counterintelligence activities.

Question. In your view, what limiting practices should guide Army intelligence organizations in determining the types and amount of information that can be collected about U.S. persons?

Answer. It is my understanding Army intelligence organizations are required to adhere to the DOD–Attorney General Intelligence Oversight Guidelines that specify the types and categories of information about U.S. persons the intelligence community elements may collect. These guidelines limit the collection of U.S. person information to no more than what is reasonably necessary to support the intelligence mission. While these are the key limits to Army intelligence collection activities, if confirmed, I would examine Army practices to determine what, if any, additional limits are necessary to effectively balance individual liberties with national security.

Question. What is your understanding of the role of the Secretary of the Army in reviewing and acting on requests for the provision of DOD physical protection and personal security services to retired DOD officials and the family members of certain DOD personnel, as contemplated by section 1074(b) of the Fiscal Year 2008 NDAA?

Answer. I am aware that the Secretary of the Army is the head of the protection-providing organization for designated high risk personnel, including retired officials and family members and that Headquarters Department of the Army is responsible for developing a personal security threat assessment on the designee to determine if threat conditions exist that would warrant protection. If confirmed, and after that assessment is complete, I would review it and make a recommendation to the Secretary of Defense as to whether protection is necessary and appropriate.

Question. If confirmed, would you concur in the provision of DOD protective services to such persons in the absence of an imminent and credible threat to their safety?

Answer. The Secretary of Defense is granted the authority to provide Personal Security Detail support to a former or retired official who faces serious and credible threats arising from duties performed while employed by the Department of Defense. Protection is similarly afforded to immediate family of a person authorized to receive physical protection and personal security. I will ensure that the Headquarters, Department of the Army, adheres to this law, if confirmed.

ARMY CEMETERIES:

Question. What is your understanding of the role of the Secretary of the Army in the management and oversight of Arlington National Cemetery (ANC)?

Answer. It is my understanding that, under law, the Secretary of the Army has the authority to develop, operate, manage, administer, provide oversight of, and fund the Army National Military Cemeteries. These authorities extend to both Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery, through the Executive Director of Army National Military Cemeteries. In executing these authorities, I understand the Secretary must ensure the highest quality standards and ensures periodic inspections occur that assess the administration, operation and maintenance, and use of applicable construction elements. Additionally, I am aware that the Secretary of the Army, with the approval of the Secretary of

Defense, has the authority to prescribe policy and procedures for eligibility determination and exceptions for interment or inurnment, and to enter into contracts to provide transportation, interpretive or other appropriate concessions to visitors at Army National Military Cemeteries.

Question. What factors would you consider in granting or denying a request for exception to established ANC interment or inurnment policies?

Answer. I understand that eligibility for interment/inurnment at Arlington National Cemetery is established within the Code of Federal Regulations (CFR) Title 32, Part 553. Factors considered upon receipt of a request should include the individual's specific contributions and actions both as a servicemember and a civilian that directly and substantially benefited the U.S. military. Additionally, it is critical that exceptions to policy be consistent with past decisions and take into consideration the impact of decisions for future requests and ultimately exceptions are only made for compelling reasons that would rise to a level that displace an otherwise eligible veteran.

If confirmed, I would maintain the Army's current due diligence policy that has a robust panel review that considers the following factors: (1) the degree to which the decedent meets eligibility standards for interment; (2) the degree of consistency with past decisions; (3) the potential impact of decision for future requests; (4) the compelling reason that will displace an otherwise eligible servicemember or veteran and that demonstrates the manner and level of sacrifice or heroism typical of military service; (5) combined military and civilian service; (6) the decedent's military service, including specific contributions and actions that directly and substantially benefit the U.S. military; and (5) the decedent's civilian service, including those specific contributions and actions that directly and substantially benefit the U.S. military.

Question. What progress has the Army made in executing plans and programs for the expansion of ANC?

Answer. I understand that ANC, in partnership with U.S. Army Corps of Engineers (USACE) and Federal Highways Administration (FHWA), continues to make progress on the Southern Expansion (SE) Program and the Defense Access Roads (DAR) Project. I am informed the project will be complete in 2027. I believe the project will result in over 37 acres of new interment space which will yield an additional 80,000(+) above- and below-ground burial opportunities.

U.S. ARMY CORPS OF ENGINEERS (USACE):

Question. What do you perceive to be the appropriate role for the Secretary of the Army in the management and oversight of USACE?

Answer. If confirmed, I envision that the U.S. Army Corps of Engineers (USACE) will continue to be appropriately managed within Headquarters, Army through two Secretariats in their established roles. The Assistant Secretary of the Army (Installations, Energy and Environment) has oversight of all execution functions performed by USACE supporting the Army's military construction, real property, real estate, energy, and certain environmental programs, as well as development of new technologies, designs, and planning approaches to advance the Army's approach to the management of installations. The Assistant Secretary of the Army (Civil Works) establishes USACE's strategic direction and has primary responsibility for oversight for the Army's Civil Works program function, including the Clean Water Act Section 404 regulatory program.

DISTRICT OF COLUMBIA NATIONAL GUARD (DCNG):

Question. What is your understanding of the role of the Secretary of the Army vis-&-vis the DCNG?

Answer. I understand that the President, by executive order, authorized and directed the Secretary of Defense to supervise, administer, and control the DCNG while in a militia status. The Secretary of Defense directed the Secretary of the Army to perform the supervision, administration, and control of the DCNG.

Question. What is the role of the Secretary of the Army with respect to National Guard from other States in a Title 32 status who are called in to augment the DCNG? G3

Answer. The Secretary of the Army is responsible to supervise, administer, and control the DCNG while in a militia status. With respect to State National Guard members augmenting the DCNG, it is my understanding that they take direction from the federal entity that requested their support, and not from the Secretary of the Army. While the President or the Secretary of Defense may request that a Governor order National Guard personnel to perform training or other duties, there is no role for the Secretary of the Army unless the Secretary of Defense delegates the

authority to coordinate tasks. Pre-established Memorandums of Agreement or Understanding between the States and the District of Columbia guide how personnel and units may augment the DCNG. If the Guardsmen are performing duties within their home State for their State, they remain under the command and control of their respective Governors.

Question. In your view, should the role of the Secretary of the Army vis-à-vis the DCNG be changed? If so, for what changes would you advocate, if confirmed?

Answer. I understand employment of the DCNG is governed by unique and complex legal constraints. If confirmed, I will work with the Secretary of Defense, the Secretary of the Air Force, the Chief of the National Guard Bureau, and other stakeholders to carefully review existing authorities and lessons learned from recent activities to determine what changes, if any, are necessary related to the Secretary of the Army's authorities related to the DCNG. I would pursue any changes to the role of the Secretary of the Army after engaging with key stakeholders and subject matter experts, and after seeking the advice of the General Counsel.

THE ARMY CIVILIAN WORKFORCE:

Question. In your judgment, what is the biggest challenge facing the Army in effectively and efficiently managing its civilian workforce?

Answer. In my assessment, there are two big challenges facing the Army to manage its civilian workforce effectively and efficiently. The first is ensuring sustained access to talent in high demand professions, such as engineers, scientists, software coders, cybersecurity analysts, data scientists, and other technical positions. If confirmed, I would aggressively pursue avenues to secure top talent in current and emerging high demand professions through targeted marketing, recruiting, and outreach. The second challenge facing the Army in managing its civilian workforce is a constrained budget. Managing a highly skilled and diverse workforce, such as the Army Civilian Corps, requires investments to programs, resources, and technology which requires a 21st century talent management environment. If confirmed, I will pursue efforts to enhance the Army's ability to acquire, develop, employ, and retain talented civilians in the workforce.

Question. Would there be value, in your view, to establishing a unified DOD civilian workforce, as opposed to separate civilian workforces segregated by DOD Component? Please explain your answer.

Answer. At this time I do not have sufficient information to assess the potential value of establishing a unified DOD civilian workforce. I understand the DOD civilian workforce is diverse across a number of mission sets specific to each DOD Component. The Army has a unique mission set, and Army civilians directly impact that mission. If confirmed, I would consult with the appropriate experts to explore the feasibility of a unified civilian personnel system, with streamlined authorities, to manage the entire DOD civilian workforce and place the right person, in the right job, at the right time more easily.

CONGRESSIONAL OVERSIGHT:

Question. In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

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.

Answer. Yes.

Question. 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.

Answer. Yes.

Question. 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.

Answer. Yes.

Question. 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.

Answer. Yes.

Question. 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.

Answer. Yes.

Question. 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.

Answer. Yes.

Question. 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.

Answer. Yes.

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR MAZIE K. HIRONO

OVERSIGHT OF SENIOR OFFICIALS—SEXUAL ASSAULT AND SEXUAL HARASSMENT

1. Senator HIRONO. Ms. Wormuth, as part of my responsibility as a member of the Senate Armed Services Committee and to ensure the fitness of nominees for appointment to senior positions within the Department of Defense I will be asking the same two questions that I ask nominees to all of the committees on which I serve. Since you became a legal adult, have you ever made unwanted requests for sexual favors, or committed any verbal or physical harassment or assault of a sexual nature?

Ms. WORMUTH. No.

2. Senator HIRONO. Ms. Wormuth, have you ever faced discipline, or entered into a settlement related to this kind of conduct?

Ms. WORMUTH. No.

SEXUAL ASSAULT AND SEXUAL HARASSMENT WITHIN THE ARMY

3. Senator HIRONO. Ms. Wormuth, Secretary Lloyd Austin established an Independent Review Commission (IRC) on sexual misconduct in the military. One initial recommendation of the IRC is that court-martial prosecutorial charging decisions for allegations like sexual assault and sexual harassment be transferred away from the military chain of command to individual service military judge advocates who are attorneys. I just reintroduced the “I Am Vanessa Guillen Act”, in honor of Army Specialist Vanessa Guillen who was tragically murdered by a fellow soldier at Fort Hood, Texas, last year. The Guillen Act includes a nearly identical provision on court-martial transfers, along with a provision to create a punitive article of the Uniform Code of Military Justice (UCMJ) for sexual harassment. What are your thoughts on transferring court-martial charging decisions away from the chain of command to trained military attorneys for certain sex related allegations?

Ms. WORMUTH. As I said in my opening statement at my confirmation hearing, there is no place in our nation’s Army for sexual assault or sexual harassment. Perpetrators must be held accountable, but I also believe the Army needs to place more emphasis on preventing sexual assault and harassment. Secretary Austin is seeking input from the leadership of the respective Services on the recommendations from the Independent Review Commission. I am open to hearing all new approaches to better combat sexual assault and harassment. If confirmed, I look forward to reviewing the data, analysis, and recommendations of the Independent Review Commission, and discussing its recommendations with General McConville and the Army’s subject matter experts, before providing my assessment to Secretary Austin.

4. Senator HIRONO. Ms. Wormuth, are you in favor of creating a punitive article in the UCMJ to address sexual harassment?

Ms. WORMUTH. Sexual harassment has no place in our Army, and I support the expansion of tools to hold accountable those who engage in sexual harassment.

MILITARY TRAINING AREA LEASE RENEWALS IN HAWAII

5. Senator HIRONO. Ms. Wormuth, the Army is currently engaged in discussions to renew several of the military's training area land leases in Hawaii, including for the Pohakuloa Training Area (PTA) which expires in 2029, among others. These training areas are critical for maintaining the readiness of the Army and joint/coalition forces but many, including PTA, are also located in areas that hold special significance to the Native Hawaiian community. If confirmed, will you support transparent communications and respectful discussions with local community leaders on this issue?

Ms. WORMUTH. Noting the importance of these training areas to Army readiness and their special significance to native Hawaiians, if confirmed, I will insist that communications on this topic are transparent and respectful of local community leaders.

STRATEGY FOR THE ARMY IN THE INDO-PACIFIC

6. Senator HIRONO. Ms. Wormuth, General James McConville recently released the "Army Multi-Domain Transformation" strategy outlining how the Army plans to transform itself to support the Joint Force in the Indo-Pacific. The Army's "Multi-Domain Transformation" paper states the Army is uniquely qualified to grow and strengthen U.S. relationships with partner militaries of Indo-Pacific nations. What can the Army do to strengthen U.S. relationships with allies and partners in the Indo-Pacific?

Ms. WORMUTH. One way the Army supports the Joint Force in the Indo-Pacific is by expanding and deepening its relationships with the region's armies through a variety of security cooperation activities. The Army uses security cooperation activities and other tools to build access and presence in the region, while at the same time strengthening the capabilities of our allies and partners. I understand that 23 of the 33 Chiefs of Defense of nations in the Indo-Pacific are Army officers, providing the Army remarkable opportunity to advance relationships with partner militaries in the region.

EXTREMISM IN THE MILITARY

7. Senator HIRONO. Ms. Wormuth, Secretary Austin recently announced immediate actions to counter extremism in the military and the establishment of the Countering Extremism Working Group. One of the lines of effort for this working group is to evaluate whether seeking to amend the Uniform Code of Military Justice (UCMJ) is appropriate to address extremism. A challenge associated with eradicating extremism is clarifying the definition. I am cognizant of the need to protect free speech for our servicemembers; however, servicemembers that have ties to extremist ideologies are a threat to both the military and the Nation at large. What are your thoughts on creating a standalone punitive article of the Uniform Code of Military Justice to address violent extremism in the ranks and send a clear message that this conduct will not be tolerated?

Ms. WORMUTH. Experts from across all of the Services are working to identify solutions to combating extremism in the military. If confirmed, I look forward to reviewing all the recommendations of the Countering Extremism Working Group, including any recommendations to amend the Uniform Code of Military Justice to provide more tools to combat extremism in the ranks.

ARMY BUDGET AND PRIORITIES

8. Senator HIRONO. Ms. Wormuth, in December, the Chairman of the Joint Chiefs, Army General Mark Milley, acknowledged that the Navy, Air Force, and Space Force are going to need a larger share of the Pentagon budget in the future, in large part to counter the rising challenge posed by China in the Pacific. If the Army's budget does shrink in the next several years, you may be asked to make difficult decisions about making cuts to programs that impact the Army's modernization efforts, readiness, or manpower. What are the top factors you would consider when making these decisions?

Ms. WORMUTH. The United States Army plays a vital role in providing the Joint Force the required capabilities needed to counter challenges posed by the People's Republic of China in the Indo-Pacific. To protect needed modernization efforts, the

Army reduced Total Army end strength and canceled plans for modest end-strength growth. I have also learned that the Army accepted short-term risk by slowing brigade modernization efforts. If required to make difficult decisions due to potential future budgetary constraints, the first commitment is to provide Combatant Commanders with the required trained, equipped, and ready forces to meet the demand for today's challenges, while taking care of our soldiers, families, and civilians. Additionally, the Army must also field modern capabilities to ensure the Joint Force is prepared for future threats. If confirmed, I would work closely with Army leadership, OSD and Congress to address how to make any required prudent trades between end-strength, modernization and readiness to field the Army the nation needs within budget constraints.

QUESTIONS SUBMITTED BY SENATOR GARY PETERS

TRI-CARE

9. Senator PETERS. Ms. Wormuth, the medical readiness of our Forces is critical to our national defense. Michigan is a State with a rich history of National Guard service and our soldiers and airmen have stepped up whenever called upon to serve. Expanding Tricare Reserve Select to all National Guard servicemembers and also making it available for purchase to their families is critically important. What are your views on this?

Ms. WORMUTH. The health of all service members is essential to mission readiness. Ensuring the families of service members have access to healthcare is also an important component of readiness. I do not, however, have enough information on the current status of health care coverage for National Guard members and their families to assess expanding the current Tricare Reserve Select coverage program. If confirmed, I will look into this issue in depth and work closely with the Chief of Staff of the Army, other Army senior leaders, and the Department of Defense leadership to ensure we balance the health care coverage needs of our National Guard members and their families within the Army's allocated resources and statutory authorities.

TRI-CARE DEMOBILIZATION

10. Senator PETERS. Ms. Wormuth, additionally, mobilizing soldiers are eligible for Tricare Prime and are disenrolled from Tricare Reserve Select (TRS). Upon demobilization, soldiers are disenrolled from Tricare Prime and have 60 days to re-enroll in TRS or they are treated as a new client and must pay enrollment fees. If confirmed how will you ensure Reserve Forces are not subjected to an excessive financial burden upon redeployment?

Ms. WORMUTH. Ensuring that Reserve component soldiers are not subject to excessive financial burdens is certainly important. At this time I do not have enough information on the current costs associated with re-enrolling into Tricare Reserve Select upon redeployment to assess how best to address this issue. If confirmed, I commit to looking into the nature of the financial impact to Reserve component soldiers upon their redeployment and working closely with the Chief of Staff of the Army, other Army senior leaders, and the Department of Defense leadership to alleviate any excessive financial impact to mobilizing soldiers.

ACTIVE GUARD SUPPORT

11. Senator PETERS. Ms. Wormuth, the full-time support force in the National Guard is critical to soldier and equipment readiness. The National Guard must be ready for domestic missions as well as global defense missions. The Air Force understands this better than the Army when it comes to full-time National Guard manning. The Army Guard is currently funded at about 60 percent of the AGR [Active Guard Reserve] requirements and 52 percent of the Federal Technician requirements. The Air Force funds roughly 80 percent of their requirements. In addition, the Air Force has converted most of their full-time force to AGRs (65 percent over the next 2 years and growing) versus the 50/50 split of AGRs versus Technicians on the Army side. AGRs are offered Tricare, BAH [basic allowance for housing] and additional benefits, but more importantly, AGRs offer commands more flexibility in how personnel are tasked. If confirmed, how will you ensure that the Army adequately resources and characterizes its National Guard full-time force requirements?

Ms. WORMUTH. The full-time support force for both the Army National Guard and the Army Reserve is a critical element to meeting and sustaining required levels of soldier and unit readiness. From past work on Guard and Reserve issues, I know that the Army and Air Force are structured and employed somewhat differently,

and it may be difficult to apply one service's model to another service. There is a RAND study underway to determine and validate the requirements and resourcing levels necessary to meet the 2018 National Defense Strategy, including the proper full-time support allocation under the supervision of respective State Adjutants General. If confirmed, I will review the results of that study to help determine how best to ensure the full-time support force is best postured to ensure the success of units in both the Army National Guard and the Army Reserve.

FACILITIES MODERNIZATION

12. Senator PETERS. Ms. Wormuth, Michigan is home to the National All Domain Warfighting Center (NADWC) which facilitates Joint All Domain Command and Control (JADC2) service concepts including Multi-Domain Operations (MDO), and Joint All Domain Operations (JADO) through various live and constructed joint service and multi domain events such as Northern Strike, Winter Strike, Electromagnetic Spectrum Training/Electronic Warfare (EMS/EW), and small Unmanned Aircraft Systems (sUAS)/Counter sUAS training. Michigan's distinct seasonal environments create four different unique training environments within the NADWC and position Michigan well for a diverse cadre of training exercises (including arctic missions). These capabilities would not have been possible without strategic investments. If confirmed, how will you ensure that National Guard facilities continue to be included in building total Army readiness?

Ms. WORMUTH. The National Guard is a critical component of the Army and essential to its readiness. If confirmed, I will review all National Guard strategic investments, including facilities requirements, to ensure that the Army continues to build total readiness.

NATIONAL GUARD READINESS

13. Senator PETERS. Ms. Wormuth, Michigan is not home to an Active Duty military base, however, we have a longstanding commitment to supporting the national defense through our Reserve components, especially from the brave men and women of the Michigan National Guard. They are the backbone of our State's efforts to respond to natural disasters, current and future pandemics, and have been one of the first groups to be called on to contribute to national defense missions. If confirmed, how will you ensure that the Reserve components, especially the National Guard, are modernized to ensure interoperability within the Total Force?

Ms. WORMUTH. The Army equips units based on Combatant Commander requirements and the National Defense Strategy, within available resources. The current Regionally Aligned Readiness and Modernization Model (ReARMM) is designed to prioritize and synchronize equipment modernization with specific missions, as well as build predictability for the Total Force. The Army National Guard and Army Reserve are critical components of the Total Army and, if confirmed, I will ensure that they are modernized based on their specific mission priority to ensure their deployability, interoperability, and sustainability with the Total Force.

ABRAMS

14. Senator PETERS. Ms. Wormuth, the Abrams Main Battle Tank, as currently upgraded to the M1A2 SEP V3 configuration, remains the world's best tank and is the backbone of the Army's most powerful formation, the Armored Brigade Combat Team (ABCT). Currently, the Army is upgrading Abrams at a rate of one ABCT per year to modernize all 20 ABCT equipment sets, including the Active Force, National Guard, and preposition stocks. To date, the Army has fielded the newest Abrams to only one ABCT in its Active formations and one of its prepositioned equipment sets. Do you agree that rapid modernization of the Abrams as the spearhead of the Army's most powerful formation must continue to be given a top budget priority?

Ms. WORMUTH. The Abrams Main Battle Tank continues to be an important enduring capability for the Army. In ensuring the Army is both ready and modern, the Army must balance legacy, enduring, and modernization priorities across the entire equipment portfolio, ensuring the mix of capabilities is adequate to defeat the Nation's adversaries. If confirmed, I intend to ensure investment in this capability is maintained to achieve balance across the larger priorities of end strength, readiness, and modernization.

15. Senator PETERS. Ms. Wormuth, the Army has wisely invested in new technology for Abrams in response to near-peer competitors like China and Russia who have invested heavily in modernizing their armored formations and related capabilities. The opportunity now exists, however, to further implement next-generation technologies that will keep Abrams ahead of the pacing threats and retain signifi-

cant overmatch. If adopted, these advances would decrease the weight of the tank, increase its lethality and survivability, promote networking between manned and unmanned units, and reduce fuel consumption, heat and sound signature of the power plant. Do you support the Army's pursuit of these new technologies to ensure the Abrams remains the most modern tank in the world and will you ensure funding is prioritized to continue Abrams modernization?

Ms. WORMUTH. Yes. If confirmed, I will ensure the Army appropriately considers all the alternatives to determine how to take Abrams modernization to the next level, improving lethality, survivability, and strategic mobility.

STRYKER

16. Senator PETERS. Ms. Wormuth, the Stryker combat vehicle has proven itself to be one of the Army's most versatile platforms and continues to expand its missions beyond its core function as an infantry carrier. For example, Stryker was selected as the platform for critical fielding of urgently needed short-range air defense systems using both traditional missiles and cannon, as well as cutting-edge technology lasers. Stryker is also the platform for the Army's next generation of electronic warfare and signals intelligence systems and mobile command posts outside the Stryker Brigade formations. The key to being able to perform these expanded missions is the Army's decision in 2018 to upgrade to the newest Stryker A1 configuration that provides more engine and electrical power, a digital network, and a much heavier suspension. The Army funding profile for Stryker currently buys one half of a Stryker Brigade's vehicles per annual cycle to update the Army's nine Stryker Brigades and also build additional Stryker vehicles for new missions. Do you support continuing the pace of modernization of the Army's Stryker Brigades and the need to procure vehicles for the Stryker's expanding missions to support the Army's most pressing urgent needs for air defense and electronic warfare?

Ms. WORMUTH. I support the current pace of fielding of one-half of the Stryker Brigade Combat Team (SBCT) annually, but going forward, this will need to be balanced against other modernization priorities, as well as the broader priorities of end strength and readiness. For the Stryker, modernization includes fielding enhanced capabilities for electronic warfare, signal intelligence, and cyber warfare.

MOBILE PROTECTED FIREPOWER

17. Senator PETERS. Ms. Wormuth, the Army recognized a lethality capability gap in its infantry formations, which lacked a large-caliber direct fire weapon system to move with the infantry under protection and engage lightly-armored or bunkered adversaries in open or urban terrain. This platform is critical to facilitating tactical assault for the Infantry Brigades. Mobile Protected Firepower (MPF) would be lighter than a tank, allowing two vehicles to be transported on a C-17. Progress on MPF has been rapid and prototypes are in the hands of soldiers for the start of assessment and testing. The Army plans to move into Low Rate Initial Production in early fiscal year 2022. Mobile Protected Firepower is a promising answer to a known Army capability gap for its infantry formations that are often the first Army units to be mobilized during a response to an emerging threat. If testing progresses on schedule, do you support moving MPF into production as rapidly as possible?

Ms. WORMUTH. I understand that the Mobile Protected Firepower (MPF) provides the Army much needed lethal, direct fire capability to the Infantry Brigade Combat Team (IBCT) and I support it moving to production when it is appropriately tested.

ISRAEL OPERATIONS-TECHNOLOGY WORKING GROUP

18. Senator PETERS. Ms. Wormuth, section 1299M of the Fiscal Year 2021 National Defense Authorization Act (NDAA) Report authorizes the Secretary of Defense to establish a U.S.-Israel Operations-Technology Working Group (OTWG). I would note that this committee voted 27-0 in last year's NDAA markup to require the Department to stand up the working group. The Pentagon owed Congress, by law, a report related to the working group by March 15, 2021. If confirmed, will you commit to working with me and my office in examining how the Army conducts cooperative research and development with tech-savvy countries like Israel to see if we can more systematically work together to prevent shared capability gaps from emerging in the first place?

Ms. WORMUTH. If confirmed, I would ensure that the Army works closely with the Office of the Under Secretary of Defense for Research and Engineering and the Office of the Under Secretary of Defense for Acquisition and Sustainment to advance collaborative defense research, development, test, and evaluation with Israel. In addition, if confirmed, I look forward to reviewing the Army's cooperative research and development engagements with tech-savvy foreign partners to ensure that the Army

will continue to prioritize cooperative programs that leverage foreign technology and investments. I am fully committed to addressing common technology gaps with key coalition partners by harmonizing and aligning modernization priorities. I believe this approach will ensure we are lockstep with our allies and partners in terms of eliminating capability gaps and advancing key technologies to establish capability overmatch against our adversaries.

QUESTIONS SUBMITTED BY SENATOR JOE MANCHIN III

NATIONAL GUARD APACHE AIRCRAFT

19. Senator MANCHIN. Ms. Wormuth, the Army has used their Reserve and National Guard forces extensively over the past 20 years to support the Global War on Terror. However, I am concerned that we have not adapted to supporting them with the same training and assets as if they were an Active component. For example, there are 8 Army National Guard Combat Aviation Brigades with 4 battalions of AH-64 Apache helicopters, each only manned by 18 aircraft instead of the 24 typical of an Active Duty battalion. That number used to be higher, with 8 battalions of Apaches, all manned with 24 aircraft. The reduction itself was a blow to readiness for the National Guard, but we've heard that the Army now plans to phase out its own supply of D-model Apaches without offering conversion of those aircraft to the National Guard to bring their brigades back up to full strength. Is there any reason those aircraft are not appropriate for transfer to the National Guard?

Ms. WORMUTH. The Army is committed to equipping each of the four Army National Guard (ARNG) battalions with 24 AH-64E Apache helicopters. Most D-model units in the Regular Army (RA) are currently below their authorized level of 24 aircraft due to induction requirements to transform the current fleet into E-models. The ARNG will begin fielding the latest Apache version in FY22 and will be complete in FY26 with four battalions equipped with 24 E-model Version Six Apaches each. The RA will continue to maintain and employ the D-model until 2030. Additionally, at least one ARNG Combat Aviation Brigade will be among the first four brigades to receive the Future Armed Reconnaissance Aircraft (FARA) as part of the total Army modernization plan.

20. Senator MANCHIN. Ms. Wormuth, would you commit to working with my office to exploring that option for inclusion in this year's NDAA?

Ms. WORMUTH. If confirmed, I would be pleased to work with your office to ensure the Army is able to fully implement its modernization plans.

FUTURE FORCE

21. Senator MANCHIN. Ms. Wormuth, part of the Army's future fighting force message has been to strengthen existing alliance, develop new partnerships, increase readiness, and build a more lethal force. Every day I am reminded of how vulnerable we are from the cyber domain and I am deeply concerned with the cybersecurity capacity and capabilities to operate seamlessly with our civilian partners. I view the capabilities of our National Guard in the cyber domain as critical enablers to support local authorities and to influence national security, both abroad and domestically. As part of the future 2028 Army concept, how do you see the National Guard being used to influence cyber security?

Ms. WORMUTH. As I noted during my confirmation hearing, I am quite concerned about evolving cyber threats and the challenges they pose for cybersecurity in the Army. I agree that the National Guard is a critical part of expanding the Army's capacity and capabilities in this area. The Army has been working closely with the National Guard in cyberspace operations since 2015. I understand that building capability is just one consideration; the Army also needs the ability to employ the capability when necessary. As I understand it, to operate fully in the cyber domain may require activation of the total force under Title 10. If confirmed, I will assess how we might fully integrate the National Guard to increase our cybersecurity capacity and I look forward to working with you on these issues.

22. Senator MANCHIN. Ms. Wormuth, how will you work to elevate the Army's National Guard as it relates to their abilities to assist in detecting and defeating threats like Solar Winds and the most recent ransomware attacks on the Colonial Pipeline?

Ms. WORMUTH. The Army views growth of National Guard capacity and capability as paramount for the total Army response to protect critical infrastructure against cyber-attacks. It is imperative that the Army harness the expertise resident in the

Reserve Components to expand capacity and capability. If confirmed, I look forward to assessing any limitations on the employment of Reserve Component forces and working to devise solutions to improve the Army's cyber protection posture.

BUDGET

23. Senator MANCHIN. Ms. Wormuth, the Army has stated over the last 2 years that the budget request supports its 2028 future force that is capable of operating amongst a joint and multi-national team that is capable of winning in a multi-domain battlespace. I completely agree with your opening statement where you mentioned that we have a window, a strategic inflection point, to make changes necessary for the next fight. One of these changes that I support is concluding the direct conflict within Afghanistan. However, I am deeply concerned that our 20 years of high spending in a counterterrorism paradigm does not accurately account for today's high-intensity conflict against strategic competitors while also standing ready to engage in low-intensity conflict. What specific weapons systems do you believe are most critical requirements for the Army's future 2028 force?

Ms. WORMUTH. The Army Modernization Strategy lays out the path to the future force of 2035, with 2028 as a key waypoint for Army leaders to make sure it is on the right path. Materiel modernization, including weapons systems—"what we fight with"—is an essential part of this transformation. Army materiel modernization is based on six enduring materiel modernization priorities. Within the six modernization priority categories are the "31+4" signature modernization efforts, which are led by the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, the Rapid Capabilities and Critical Technologies Office (RCCTO), and Army Futures Command. Those signature efforts will provide critical capabilities to the joint force, including the ability to deliver lethality from the ground and air, and the ability to defend Army's people, partners, and assets. These materiel modernization efforts are shaped and informed by the Army's warfighting concept, Multi-Domain Operations, which is based on overall defense strategy, and describes "how we fight" as part of the joint force.

PERSONNEL AND FAMILIES

24. Senator MANCHIN. Ms. Wormuth, I think we all can agree that our servicemembers, civilian employees, and their families are the most important assets within our Armed Forces and there is likely never enough that we can do to support them. As we conclude direct combat operations within Afghanistan, I think this is the prime opportunity for us to address critical issues within our Forces as well as each program that was meant to support them. What are the most important issues for our families that are affecting readiness and their own growth and how will you address them?

Ms. WORMUTH. As I said in my confirmation hearing, the Army's people, including soldiers, whether Active, guard, or Reserve, their families, Army civilians, and our Veterans, are fundamental to the Army's readiness. I intend to prioritize quality of life issues which include housing, healthcare, child care, spouse employment, and permanent change of station moves. If confirmed I also will do everything in my power to ensure we have a healthy command climate at every Army installation that fosters Army values and ensures the well-being of all our people. There is no place in our nation's Army for sexual harassment and assault, domestic violence, racism, extremism or other harmful behaviors that inhibit readiness. These issues are all critical to supporting soldiers, families, and readiness.

If confirmed, I will work to improve and invest in military housing and barracks, partner with the Defense Health Agency to deliver world-class health care, and expand access to quality child care through additional infrastructure, improved staff compensation, and further investment in the Family Child Care program and fee assistance. I would also engage the National Governors Association, state and local governments, and non-government organizations that facilitate and enable spouse employment opportunities. If confirmed, I will support those efforts and any additional efforts within the Army's available authorities and resources that can improve the experience of Army families.

25. Senator MANCHIN. Ms. Wormuth, what are your thoughts on how we can better support retaining talent through the promotion process for Active, Reserve, and Army National Guard personnel?

Ms. WORMUTH. I have learned that the Army has made significant changes in the promotion process to enable greater focus on attracting and retaining talent. For officers the Army has successfully used brevet promotions, the authority to Opt-In and Opt-Out of promotion consideration, market-based assignment processes, and

merit-based promotions for the Active Component to retain talented officers. If confirmed, I will continue to use these programs and likely expand them to the Army National Guard and Army Reserve.

For the noncommissioned officer corps, the Active Army and U.S. Army Reserve recently launched the noncommissioned officer evaluation board that leverages a talent-based order of merit list to promote based on requirements rather than the legacy process of a time in grade sequence number. The Army has launched its third iteration of the Assignment Satisfaction Key—Enlisted Module (ASK-EM) which is enabling the enlisted force to select preferences for future assignments, like their officer counterparts, which in turn is increasing the assignment satisfaction of Army NCOs.

The Army is in the final stages of releasing the Corporal Initiative directive to create a seamless transition into the noncommissioned officer corps as the Army grows its junior leaders. A byproduct of the success of these efforts can be seen in historical rates of Army Retention statistics. The Army continues to excel in retaining talent as exhibited by closing the FY21 ETS retention mission five (5) months ahead of schedule and remaining 11% ahead of glide path in retaining soldiers scheduled to ETS in Fiscal Year 2022. The Army closely monitors officer and enlisted retention rates and if confirmed, I will not hesitate to ask for any additional authorities required to support our people strategy as new opportunities arise.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

ARMY CYBERSECURITY PERSONNEL

26. Senator ROSEN. Ms. Wormuth, if confirmed, how do you envision retaining high-skilled cyber soldiers when non-commissioned officers (NCO), warrants, and even officers can often find more lucrative and more balanced work-life opportunities in cybersecurity jobs in the private sector?

Ms. WORMUTH. As I stated during my confirmation hearing, the Army needs to think creatively about how it recruits and retains qualified cyber experts. I understand that the Cyber Operations Force is already leveraging pay incentives, advanced training and education opportunities, training with industry partners, and improving the ability to share talent between the three components to improve retention. If confirmed, I will continue to fully leverage the authorities Congress has provided to ensure flexibility in our retention programs, while meeting the mission requirements of the Total Army force.

TACTICAL CYBERSECURITY

27. Senator ROSEN. Ms. Wormuth, in recent years, Army Cyber Command has been fielding units to enhance ground commanders' tactical cyber capabilities—such as the Intelligence, Information, Cyber, Electronic Warfare, and Space detachment and the 915th Cyber Warfare Battalion. If confirmed, what are your plans for the growth of this mission and in which theatres do you see the Army employing these cyber units?

Ms. WORMUTH. Cyber operations continue to increase in importance. If confirmed, I will work to ensure our capabilities and capacity match future requirements. Army cyber units must be able to provide responsive cyberspace and information operations to tactical commanders in any theater. I understand that the Army is building cyber forces with a priority toward Europe and the Indo-Pacific but these capabilities will not be unique to one theater and must be able to meet cyber threats worldwide.

28. Senator ROSEN. Ms. Wormuth, is this a capability the Army envisions for the Indo-Pacific, in Europe with our NATO [North Atlantic Treaty Organization] allies, or in current contingency operations in Iraq, Syria, and Afghanistan?

Ms. WORMUTH. As noted above, the Army is creating new cyber units with a focus on countering adversaries in the Indo-Pacific and in Europe but threats in the cyber domain are not limited by geography. The Army must focus on cyber threats wherever they manifest, and regardless of from where they originate. If confirmed, I will work to ensure that the Army's cyber force structure is postured to support Army Commanders globally.

29. Senator ROSEN. Ms. Wormuth, what is your vision for these missions?

Ms. WORMUTH. If confirmed it is my intention that the Army's cyber forces will provide responsive cyberspace and information operations capabilities to Army Com-

manders in competition and conflict, worldwide. Army Commanders at all levels must have the capability to effectively counter cyber and information threats.

RESERVE COMPONENTS AND ARMY FITNESS TEST

30. Senator ROSEN. Ms. Wormuth, the Reserve components face their own set of challenges as citizen soldiers, with two careers to manage and without access to the day-to-day services available to Active Duty troops on a military installation. One such challenge for the Reserve component will be the transition to the Army Combat Fitness Test (ACFT). This will require Reserve component soldiers to have to pay for, and have access to, specialized gym equipment in order to train for the ACFT, whereas soldiers are able to train for the Army Physical Fitness Test without equipment. While Active Duty soldiers will have ACFT equipment on base—their everyday place of work—Reserve component soldiers will not. This will be especially difficult for soldiers in rural areas and for those without the financial resources to pay for a gym membership. If confirmed how will you ensure the Army addresses this disparity as they implement the ACFT and what is your understanding of the Army's current plan?

Ms. WORMUTH. I understand that the Army Reserve continues to train for the ACFT and has placed more than eight thousand sets of equipment in the field for soldiers to use. If confirmed, I will ensure that the Army provides appropriate resources to the force, including both equipment and alternative methods for training. I am committed to ensuring that no soldier, regardless of component, is required to pay out of pocket to be prepared for the ACFT.

31. Senator ROSEN. Ms. Wormuth, throughout 2020, the Army and specifically U.S. Army Forces Command acquired significant numbers of Gym-in-a-Box container gyms, as well as other commercial-off-the-shelf fitness equipment solutions to help improve soldier health, fitness, and performance, via the SAT [Simplified Acquisition Threshold] Supply Procurement Program. If you are confirmed, what will be the Army's acquisition strategy (contract vehicle, type of funding, management component etc.) for sustaining that equipment over the next 3 to 5 years, and how is the Army going to ensure sustainment and resupply efforts for current and future fitness equipment, facility, and technology requirements are being adequately met and addressed?

Ms. WORMUTH. United States Army Forces Command (FORSCOM) has purchased all the Gym-in-a-Boxes required for its subordinate units. There are no current plans to purchase any more sets. Sustainment for this equipment is a unit responsibility, but broken or deteriorated equipment can be replaced through the normal supply process. Funding will need to be programmed for out years to purchase any necessary new equipment but, in the meantime, unit supply clerks can order any needed items through the Defense Logistics Agency's procurement mechanism.

32. Senator ROSEN. Ms. Wormuth, what is your understanding of their current acquisition strategy?

Ms. WORMUTH. My understanding is that the sustainment of this equipment is now a unit level requirement. Units are responsible for maintaining an adequate and to-standard supply of ACFT equipment to meet unit training and testing needs. The ACFT equipment is available through the Defense Logistics Agency (DLA) which is responsible for procurement policy and oversight of managed defense items. Going forward, unit supply clerks can order what they need through DLA's procurement mechanism.

33. Senator ROSEN. Ms. Wormuth, given the scale of the fitness equipment products and facilities previously purchased and planned to be purchased throughout the Army, what authorities and contract vehicles is the Army leveraging to ensure fitness equipment, facilities, and technology are designed, developed, and sourced by U.S. based companies and are specifically and uniquely made for soldiers as Tactical-Athletes?

Ms. WORMUTH. My understanding is that the US Army is using the standard acquisition process to purchase ACFT equipment. If confirmed, I will ensure that the Army continues to use approved US sources for its equipment needs. Any exceptions to this are only those allowed by law and appropriately justified and approved. Additionally, engagement with industry groups and participation in industry showcase events will ensure that the Army's needs are well-known to ensure that the requisite quality equipment is available to meet the Army's demand.

34. Senator ROSEN. Ms. Wormuth, if confirmed, how will you ensure this takes place?

Ms. WORMUTH. If confirmed, I will reaffirm the Army's preference for U.S. domestic production whenever possible, in strict accordance with procurement laws and regulations. I will also encourage participation by appropriate leadership in key industry showcases across the country, as well as engagements with industry to allow them to demonstrate and display their equipment for the Army's consideration.

35. Senator ROSEN. Ms. Wormuth, for the fitness equipment, facilities, and technology required by the Army, what is your understanding of what controls are in place to ensure all products and facilities meet specs/requirements for the Army in the areas of durability, use case (i.e. predominantly outdoor use), safety, and are consistent with existing equipment that already meets these requirements?

Ms. WORMUTH. If confirmed, I intend to become more familiar with the details of this program to ensure that all equipment purchased to support the ACFT is both safe for soldiers to use and able to withstand its rigorous use as part of a predominantly outdoor physical fitness test. Additionally, I intend to ensure that the Army's equipment standards remain compatible with commercial and collegiate-level equipment.

36. Senator ROSEN. Ms. Wormuth, according to Army Field Manual FM 7-22, a Health and Holistic Fitness campus includes container gyms, ACFT testing fields, Terrain Run Obstacle Courses, Outdoor Training Areas, and Soldier Performance Readiness Centers. If confirmed, what will be the Army's plan (to include timelines, contract vehicles, and management component) to rapidly support soldiers with these key training areas and facilities so they can properly train for the new Army Combat Fitness Test, as well as improve and maintain their operational readiness?

Ms. WORMUTH. I understand that the Holistic Health and Fitness (H2F) Campus provides a road map for future modernization of the Army's fitness enterprise. This concept allows for modernization planning as new construction and recapitalization is established in the Facilities Improvement Plan. However, the H2F Campus is not required for any unit or individual to train for and pass the ACFT. The Army already has drills and exercises for soldiers to train for and pass the ACFT. If confirmed, I intend to ensure soldiers have the facilities, equipment, time, and doctrine to ensure they physically ready for the battlefield.

37. Senator ROSEN. Ms. Wormuth, what is your understanding of their current plan?

Ms. WORMUTH. I understand that the priority investment for Holistic Health and Fitness (H2F) fielding is the "H2F Performance Team," consisting of physical therapists, occupational therapists, registered dietitians, cognitive performance specialists, strength and conditioning coaches, and athletic trainers, with the expertise to improve Physical and Nonphysical readiness, either in person or through a virtual means. I understand that the plan is to field 28 Brigade Combat teams in FY21, and additional brigades each year as funding is available. I understand that the Army National Guard and Reserve are currently conducting the analysis needed to field H2F performance teams for their formations.

QUESTIONS SUBMITTED BY SENATOR JAMES M. INHOFE

FUTURE TO COMBAT THE THREAT OF DRONES

38. Senator INHOFE. Ms. Wormuth, commercial drones have lowered the entry fee to the combined arms race, demonstrating that drones and drone swarms are one threat. Drone synchronized with maneuver and fires, whether that is lethal/non-lethal or combined with electronic warfare, establishes a true combined arms fight. What is the Army working on to defeat drones, both single and swarm, today and in the future?

Ms. WORMUTH. It is my understanding that the Department of Defense recently released a comprehensive strategy for countering drones as well as an implementation plan. The Army is prepared to support this strategy and has established the Joint C-sUAS Office (JCO) to lead and direct C-sUAS doctrine, requirements, materiel, training, and developing joint solutions to address a host of UAS threat capabilities, including drone swarm attacks.

39. Senator INHOFE. Ms. Wormuth, does the Army currently have the ability to defeat a drone swarm attack and ensure it does not impact our drone and equipment?

Ms. WORMUTH. The Army was designated as the Department of Defense Executive Agent for Counter Small Unmanned Aircraft Systems (C-sUAS). The Army established the Joint C-sUAS Office (JCO) to lead and direct C-sUAS doctrine, requirements, materiel, training, and developing joint solutions to address a host of UAS threat capabilities, including drone swarm attacks.

40. Senator INHOFE. Ms. Wormuth, are you aware of any factors limiting the Army's ability to deploy additional and more capable counter-UAS [unmanned aircraft systems]?

Ms. WORMUTH. I am unaware of any factors limiting the Army's ability to deploy additional and more capable counter-UAS at this time. If confirmed, I will continue every effort to ensure that the Army and the JCO continue to synchronize critical C-UAS efforts across the Joint Force to mitigate any challenges that would limit our warfighter's ability to deploy, fight, and win.

41. Senator INHOFE. Ms. Wormuth, if confirmed, how would you address the threat of single drones and swarms, to the U.S. Army and Joint Force?

Ms. WORMUTH. The Department of Defense, through the Joint Counter Small UAS Office, recently released a comprehensive strategy for countering drones as well as an implementation plan to facilitate its accomplishment. This strategy and supporting implementations plan addresses both single and swarm threats. If confirmed, I will ensure that the Army's efforts are aligned to these strategic guiding documents and that our approach is synchronized with the joint services across the spectrum of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy.

STRATEGY

42. Senator INHOFE. Ms. Wormuth, in your confirmation hearing, you commented that "we have to make sure . . . that we have a strategy that aligns to its resources." To clarify, when you said that, did you intend to mean a budget-driven or a budget-informed strategy?

Ms. WORMUTH. I firmly believe that our national defense strategy should be resource informed, but not resource driven. I have participated in several Quadrennial Defense Reviews and other strategy development efforts over the years, and through those experiences I have come to the view that defense strategies that are wholly resource unconstrained are not useful to senior DoD leaders. At the same time, I have also seen from past experience that it is critical that senior DoD leaders advocate energetically for the defense budget required to provide for the nation's defense. If confirmed, I will advocate for the resources the Army needs to execute its responsibilities in the National Defense Strategy, including ensuring that it is ready for current operational needs and modernized for the future.

43. Senator INHOFE. Ms. Wormuth, do you commit to advocating for a defense budget that is adequate to execute the National Defense Strategy?

Ms. WORMUTH. If confirmed, I will absolutely advocate for a defense budget that will enable the Department of Defense, including the Department of the Army, to execute the National Defense Strategy.

QUESTIONS SUBMITTED BY SENATOR ROGER WICKER

OVERSIGHT OF SENIOR OFFICIALS—SEXUAL ASSAULT AND SEXUAL HARASSMENT

44. Senator WICKER. Ms. Wormuth, the Army serves as DOD's executive agent for theater integrated air and missile defense. The Navy has been looking to transfer responsibility for the Aegis Ashore ballistic missile defense program, which currently has sites located in Romania and Poland. In January, Chief of Naval Operations Admiral Michael Gilday described Aegis Ashore as a non-core mission, saying, "Transferring shore-based ballistic missile defense sites to ground forces enables sailors to focus on their core missions at sea and frees up resources to increase our lethality."

As DOD's executive agent for air and missile defense, would the Aegis Ashore program be better suited for the Army than the Navy?

Ms. WORMUTH. In the 2021 NDAA, Congress directed the Department of Defense to re-examine the roles and responsibilities of each service with respect to inte-

grated air and missile defense and I understand that review is underway. If confirmed, I look forward to the opportunity to contribute to that review, and to assess any implications for the Aegis Ashore program, including proponentcy.

QUESTIONS SUBMITTED BY SENATOR JONI ERNST

COUNTER DRONE ACTIVITIES

45. Senator ERNST. Ms. Wormuth, commercial drones have lowered the entry fee to the combined arms race, demonstrating that drones (commercial and state) can serve as a localized air force (Azerbaijan, Syria, Ukraine, Afghanistan). Drones and drone swarms are one threat. Drones synchronized with maneuver and fires, whether that is lethal/non-lethal or combined with electronic warfare, establishes a true combined arms fight. Do you believe the Army currently has the ability to defeat a drone swarm attack and ensure we do not take out our own drones?

Ms. WORMUTH. The Army continues to improve its ability to defeat drone swarm attacks. Ensuring Army systems do not take out our own drones is an important task capability. I expect that the identification of friend or foe (IFF) technology will continue to evolve.

46. Senator ERNST. Ms. Wormuth, can you describe any factors limiting the Army's ability to deploy additional and more capable counter-UAS systems?

Ms. WORMUTH. If confirmed, I will continue every effort to ensure that the Army and the Joint Counter Small UAS Office continue to synchronize critical C-sUAS efforts across the joint services, mitigating any challenges limiting our warfighter's ability to deploy, fight, and win. At this time, I am unaware of any factors limiting the Army's ability to deploy additional and more capable counter-UAS.

47. Senator ERNST. Ms. Wormuth, if confirmed, how would you address the emerging threat of single drones and drone swarms to the U.S. Army and Joint Force?

Ms. WORMUTH. The DoD, through the Joint Counter Small UAS Office, recently released a comprehensive strategy and implementation plan for countering drones, addressing both single and swarm threats.

If confirmed, I will ensure that the Army's efforts are nested within these strategic guiding documents and that our approach is synchronized with the joint services.

IOWA ARMY AMMUNITION PLANT

48. Senator ERNST. Ms. Wormuth, the Army owned the only "Elmes Press" in the Federal Government, a specialized piece of equipment used to make large warheads for both the Departments of Defense and Energy at the Iowa Army Ammunition Plant. In December 2018, it had a catastrophic failure that the Army attributes solely to age/fatigue, resulting in an explosion that destroyed the press and caused incidental damage to nearby buildings, interrupting active Army ammunition production lines. We had a great discussion about this when we met in my office, and I appreciate your willingness for the Army to address these important issues. If confirmed by the Senate to be the next Secretary of the Army, is it your intent to work with the Committee to resolve all outstanding contractor claims related to Army-directed actions needed to respond to mitigation of damage from the explosion and to restore normal operations of active ammunition production lines?

Ms. WORMUTH. I am aware that the Army continues to work closely with the operator of the Iowa Army Ammunition Plant (IAAP), American Ordnance (AO), to modernize the IAAP's core production processes and infrastructure. The Elmes Press was unfortunately damaged while AO was operating the press in support of a Department of Energy contract; a non-DOD requirement. While AO did not replace the Elmes Press, they did repair the damaged areas impacting Army production operations and normal operations of active Army ammunition production lines have been restored. Subsequent to my hearing, I have been told that the Army has encouraged AO to approach their insurance carrier for restitution since the use of the Elmes Press was not under a DOD contract and AO did not have indemnification while using the Elmes Press. If confirmed, I will work with the Committee to help resolve outstanding contractor claims.

49. Senator ERNST. Ms. Wormuth, if confirmed by the Senate, is it your intent to work with the Committee to begin the engineering design of a new Advanced

Warhead Manufacturing Facility to serve the Departments of Defense and Energy (nuclear weapons) for our vital and ongoing nuclear modernization efforts?

Ms. WORMUTH. The Army remains committed to modernizing the IAAP's core processes and infrastructure that include the manufacturing of artillery, mortar, tank, 40mm, Mine Clearing Charge, C-4 products and warhead production. As part of the Army's Government Owned, Contractor Operated (GOCO) AAP Transformational Modernization Plan, the Army is investing in the design and construction of a modern pressed energetics facility to support DOD requirements. The Army will work with the DOE to collaborate jointly on any unique warhead requirements that benefit National Defense. The Army does not have any nuclear weapons programs but supports the other services, as needed, in this area.

QUESTIONS SUBMITTED BY SENATOR THOM TILLIS

INFANTRY SQUAD VEHICLE

50. Senator TILLIS. Ms. Wormuth, GM Defense delivered the first Army Infantry Squad Vehicles (ISV) within 120 days of award, and established a production facility in 90 days. The ISV program is an important example of successful implementation of acquisition reform, leveraging commercial capabilities and best-practices, rapidly delivering needed capabilities to the warfighter. The ISV program is in a good position to grow both in production and in expanding to different configurations—use ISV acquisition model to accelerate getting additional capabilities to the warfighter.

I recently visited the Army Infantry Squad Vehicle production facility in Concord, NC and had the opportunity to drive the ISV and an all-electric military concept vehicle based on the ISV. Both vehicles handled like my pickup truck. I raise this because what this program seeks to do is address the acquisition problems currently impacting the Department—delays in getting needed capabilities to the warfighter, time from concept to delivery, supply chain issues, cost overruns, and other issues that have plagued the Department over the years. This program is in a good position to grow both in production and different configurations—use ISV model to accelerate getting a much needed capability to the warfighter. What other vehicle programs can benefit from this approach?

Ms. WORMUTH. Balancing commercially available vehicles with the necessary modifications to ensure those vehicles can operate and protect our military in combat environments is key. I understand that with the Infantry Squad Vehicle, a strong partnership between the Assistant Secretary of the Army (Acquisitions, Logistics, and Technology) and Army Futures Command ensured that strategies and decisions were strongly linked to requirements, which supported a creative acquisition approach and the use of multiple Soldier Touch Points. The Army's Heavy Dump Truck is another example where the Army leveraged a commercial truck chassis manufactured by Mack Defense. If confirmed, I will explore the many effective acquisition strategies available for vehicles such as the electric Light Reconnaissance Vehicle (eLRV) and Common Tactical Truck. My intent, if confirmed, would be to use lessons learned and commercial investments wherever possible to give the Army more opportunities to reduce total ownership cost and leverage commercial capabilities such as electric or hybrid electric vehicles.

51. Senator TILLIS. Ms. Wormuth, about 90 percent of the ISV's parts (including the chassis, engine, drivetrain, electronic locking differentials, transfer case, suspension, and more) are off-the-shelf components that one could walk into a Chevy dealership and buy. As we have discussed over the last year, supply chain improvement is an important area that needs to be considered for our military assets—General Motors economies of scale and global supply network are helping to address this issue. How can the Department further leverage commercial off-the-shelf components to reduce costs, grow efficiencies, and further secure our supply chains on additional vehicle platforms?

Ms. WORMUTH. As the Army continues to modernize its Tactical Wheeled Vehicle Fleets, the Army must continue to use commercial content, where appropriate, to support affordable and military capable vehicles. Many of the Army's current tactical wheeled vehicles rely on the commercial supply chain for key components, including engines and transmissions. If confirmed, I will ensure that the Army continues to engage with the U.S. commercial truck market to understand product lines and component life-cycles—important factors to consider as the Army not only procures new capabilities, but considers long-term sustainment and fleet readiness. This exchange would also inform optimizing operational requirements to support maximum use of commercial content to deliver more affordable vehicles. Addition-

ally, feedback from the commercial sector will help the Army fine tune future competitive procurements.

DATA ANALYTICS

52. Senator TILLIS. Ms. Wormuth, as budget constraints continue to challenge Army readiness goals, it is critical to ensure Army training programs are leveraging technology advancements such as simulation training capabilities that are capable of robust data collection and analytics to maximize and validate soldier training and readiness outcomes. An area that has the opportunity to benefit significantly from data focused technology advancements is the Army's small arms simulation training program. Unfortunately, while the Army has made the important decision to replace its legacy small arms simulation training systems, which do not meet the Army's new .40 small arms qualification requirements, the Army has struggled for several years to implement an effective replacement program. It is the Committee's understanding the Army's planned Soldier Virtual Training (SVT) program is not currently slated to be fielded until 2025 and the intended gap filler program, Squad Advanced Marksmanship Trainer, does not provide data collection and analytics capabilities or advanced cognitive and human performance training protocols essential to achieving a more lethal, decision dominant force, creating a significant training gap for small arms training between now and 2025.

If confirmed as Secretary of the Army, do you commit to prioritizing the Army's use of data analytics and human performance capabilities to achieve and validate a more lethal and cognitive, decision dominant Force to support Army Talent Management and critical readiness goals?

Ms. WORMUTH. I agree that the Army must ensure training programs using simulation leverage the latest technology and are capable of robust data collection and analytics to maximize soldier training outcomes. I understand the current marksmanship training simulation—the Engagement Skills Trainer II—gathers limited data from instrumented weapons, but it uses old technology, which does not meet the objectives that can be achieved by current and future technologies. I am aware that earlier this year, the Army implemented software updates to the Engagement Skills Trainer II that allow soldiers to train qualification tables for the Army's new .40 small arms qualification requirements while the Army continues to work toward acquisition of the next generation trainer—the Soldier Virtual Trainer (SVT). I understand that the Squad Advanced Marksmanship Training (SAMT), as an interim capability, does not provide the desired level of data collection and the Army has decided to end the SAMT program in November of this year. The SVT procurement funding is programmed beginning in FY25. TRADOC is working with AFC to determine new acquisition strategies for SVT with the goal of beginning procurement in FY24. Additionally, the SVT program is already moving forward with research and development funding in FY22 to ensure the latest technology advancements are leveraged for this critical program.

53. Senator TILLIS. Ms. Wormuth, can you also 1) commit to prioritizing a review of the Army's SVT program to ensure it includes a focused approach to data collection, analytics, and cognitive, human performance training, and 2) provide the Committee with the Army's plan for addressing the current small arms simulation Program of Record training gap to ensure the Army can train to the Army's new .40 small arms qualification requirements and achieve human performance and data analytics goals, between now and its planned delivery of a new SVT program in 2025?

Ms. WORMUTH. I understand the Abbreviated Capability Document for the Soldier Virtual Trainer clearly states the requirement for collection of individual performance data, biometric data, and collective performance data, and the use of tutorials to improve Soldier Lethality. If confirmed, I commit to ensuring it will not be delivered to the force without these capabilities. I also understand the Army has already provided an interim solution for meeting current .40 small arms qualification Table II requirements by providing an Army-wide software update for the Engagement Skills Trainer II systems this year. As SVT is procured and delivered to the force, it will also meet these qualification requirements with the added capability to use data analytics and biometrics to improve performance. If confirmed, I will ensure the Army provides you the details you seek on this plan.

BUDGET

54. Senator TILLIS. Ms. Wormuth, I submitted several questions for the record to Secretary Lloyd Austin following his confirmation hearing. One of the issues that I am concerned about is Pope Army Airfield (AAF) and the current state of the in-

infrastructure at that airfield. As you know, Pope was transferred from the Air Force to the Army, and it supports some of the units at Fort Bragg that are national level assets. I was pleased with Secretary Austin's answer that stated: "The Army remains committed to ensuring Pope Army Airfield can support all deployment missions. In fiscal year 2021, the Army is funding a \$90 million project to make critical improvements to the primary runway and lighting system. The Army has also identified future requirements to improve the airfield, totaling \$224 million in Military Construction [MILCON], as well as in Restoration and Modernization funding. These requirements will be a priority for funding within the Army's Facility Investment Plan." We still haven't seen the President's Budget but I understand that it has undergone significant revisions since Secretary Austin's confirmation hearing. Is the Secretary's statement still accurate?

Ms. WORMUTH. If confirmed, I am committed to ensuring that Pope Army Airfield can support all deployment missions. I understand that the Army has committed over \$200M to the repair of Pope Army Airfield (AAF) over the last ten years. Most recently, in Fiscal Year 2021 the Army funded a \$90M project to improve the primary runway and lighting system. This project repairs the main fixed wing runway, intersecting taxiways and aprons, the storm water infrastructure and the lighting system. The Army is also tracking future requirements to improve and sustain the airfield totaling \$224M in Military Construction, Sustainment and Restoration and Modernization funding. The Army is continuing to assess revisions to the President's Budget to determine funding impact on the Pope AAF projects and all other priority MILCON and R&M projects in the Facility Investment Plan.

55. Senator TILLIS. Ms. Wormuth, we are well into fiscal year 2021, is the Army executing \$90 million as promised?

Ms. WORMUTH. Yes, I am told that the Army has funded and awarded a \$90M contract to improve the primary runway and lighting system. This project repairs the main fixed wing runway, intersecting taxiways and aprons, the storm water infrastructure and the lighting system. This project is currently in execution.

56. Senator TILLIS. Ms. Wormuth, does the Army still plan to invest \$224 million in MILCON and FSRM [facilities, sustainment, restoration, and modernization] funding?

Ms. WORMUTH. I understand that the Army remains committed to ensuring Pope Army Airfield can support all deployment missions. The Army is tracking future requirements to improve and sustain the airfield totaling \$224M in Military Construction, Sustainment, Restoration and Modernization funding. The Army is continuing to assess revisions to the President's Budget to determine funding impact on the Pope AAF projects and all other priority MILCON and R&M projects in the Facility Investment Plan.

57. Senator TILLIS. Ms. Wormuth, Secretary Austin also stated that the Army recognized the requirement to extend the Pope AAF runway to accommodate strategic airlift to support some of the unique military units stationed at Fort Bragg. Is this runway lengthening being budgeted for and included in the Army's Future Years Defense Program (FYDP)?

Ms. WORMUTH. I am aware that the Army is tracking the requirement to extend the Pope AAF runway by 3,000 feet to accommodate strategic airlift associated with the Global Response Force, 82nd Airborne Division, and Army Special Operations Command. This requirement will be assessed against total Army requirements within the Army's Facility Investment Plan.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

GREAT POWER COMPETITION IN THE ARCTIC

58. Senator SULLIVAN. Ms. Wormuth, given the National Defense Strategy's focus on great power competition and the rapid development of Russia and China's capabilities in the Arctic, would you agree that the Arctic is an emerging front-line for great power competition and rivalry? Please elaborate.

Ms. WORMUTH. Yes, as noted in the unclassified version of the Army's Arctic Strategy, the Arctic is a region of increasing strategic competition. The Russian Federation has built up its military capability in the region, while also making claims to sovereignty over the Northern Sea Route. The People's Republic of China has declared its interest in the Arctic and has been active in the area, particularly in terms of pursuing research and exploring economic opportunities. Many of our allies

share U.S. concerns about protecting national interests and territory in the Arctic. I anticipate that competition in the region will increase in the future, in part because climate change is increasing access to and activity in the region.

59. Senator SULLIVAN. Ms. Wormuth, in your personal opinion, what makes Alaska an important strategic region for the United States, and why would our adversaries want to limit our presence and power projection capabilities in the Arctic region? Please elaborate.

Ms. WORMUTH. Alaska is an important strategic location for several reasons. Alaska is important in terms of its role in ensuring defense of the U.S. homeland, which is DoD's highest priority. Its geographic location makes it a potential avenue of attack for air and missile strikes on the continental United States. Alaska also has a critical position astride lines of communication and resource-rich areas that due to climate change will see increased traffic and economic exploitation in the years and decades to come.

60. Senator SULLIVAN. Ms. Wormuth, in your personal opinion, what capability gaps presently exist that inhibit our ability to effectively project and sustain power in the Arctic, and compete with Russia and China in the northern latitudes? Please elaborate.

Ms. WORMUTH. I agree with the conclusion in the Army's Arctic Strategy that over the last two decades, the Army's ability to operate in the Arctic, as well as other extreme cold weather, mountainous, and high-altitude environments has eroded. At this time, I cannot speculate about what specific capability gaps might exist, but I've noted that the Arctic Strategy commits the Army to conduct a capability gaps assessment. If confirmed, I look forward to reviewing the results of that assessment.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

AFGHANISTAN

61. Senator BLACKBURN. Ms. Wormuth, I understand that you support President Biden's decision to withdraw troops from Afghanistan by September 11, 2021, because we have "achieved what we set out to do there". Could you please elaborate on your support for President Biden's decision?

Ms. WORMUTH. I support the policy decision. The United States sent troops to Afghanistan to deliver justice to those who attacked us on September 11 and to disrupt terrorists from using Afghanistan as a safe haven to attack the United States. We have achieved that objective, and the Administration has assessed that the threat to the United States emanating from Afghanistan today is at a level that can be addressed without a persistent footprint in the country. If confirmed, I will ensure the Army supports bringing operations to a responsible close within the timelines set by the President.

62. Senator BLACKBURN. Ms. Wormuth, what would be your specific priorities for the Army over the course of the current withdrawal timeline in Afghanistan?

Ms. WORMUTH. If confirmed, I will work with the CENTCOM Commander, as well as joint and coalition partners to ensure conditions for a responsible withdrawal, the coordinated transfer to our Afghan partners, and the safe return of our soldiers.

63. Senator BLACKBURN. Ms. Wormuth, in your assessment, how will the conflict in Afghanistan evolve without a stable U.S. military presence in the country? Please explain.

Ms. WORMUTH. Regrettably, based on existing assessments, I am concerned of the likelihood that the high levels of violence will continue after we depart. However, we have long known there is no military solution to Afghanistan's internal conflict. If confirmed, I will ensure that as the Army supports bringing operations to a responsible end.

GREAT POWER COMPETITION

64. Senator BLACKBURN. Ms. Wormuth, in your assessment, how will the United States' withdrawal from Afghanistan likely impact China's activities in the Middle East? Please explain.

Ms. WORMUTH. I see little-to-no change in the People's Republic of China's activities in the Middle East as a consequence of the United States' withdrawal from Afghanistan. China will likely continue to apply a mix of economic and diplomatic "carrots and sticks" to try to increase its influence in the region. The People's Re-

public of China would follow this course of action irrespective of U.S. involvement in Afghanistan. That said, I would expect to see the PRC attempt to paint the U.S. withdrawal as a sign of declining power and influence.

65. Senator BLACKBURN. Ms. Wormuth, in your advance policy question responses, you wrote “Over the last 4 years, the Army placed special emphasis and focus on modernization, and recent concepts show promise in deterring and, if necessary, defeating a great power adversary.” What capabilities—unique to the Army—are either resident, or may be in development, that will posture the Service for Great Power Competition?

Ms. WORMUTH. The Army Modernization Strategy lays out the path to the future force of 2035, with ‘2028’ as a key waypoint enabling Army leaders to make sure it is on the right path. Army materiel modernization is based on six enduring materiel modernization priorities. Within the six modernization priority categories are the “31+4” signature modernization efforts, which are led by the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, the Rapid Capabilities and Critical Technologies Office (RCCTO), and Army Futures Command. These materiel modernization efforts are shaped and informed by the Army’s warfighting concept, “Multi-Domain Operations,” which is based on overall defense strategy, and describes “how we fight” as part of the joint force.

66. Senator BLACKBURN. Ms. Wormuth, do you believe land power to be indispensable to U.S. National Security in the Indo-Pacific? If so, please identify the challenges and capabilities that make landpower indispensable.

Ms. WORMUTH. Land power is indispensable to U.S. National Security and will play an important role in the Indo-Pacific for several reasons. First, history demonstrates that conflicts and their resultant political settlements are often ultimately decided on land. Army land power needs to be positioned and postured to support the joint force and policy makers as they manage strategic competition, while also having the ability to prevail in conflict and shape political outcomes favorable to the United States.

The Army will enable and support the multi-domain nature of competition, crisis, and conflict in the Indo-Pacific in the 21st century through its land-based multi-domain operations and capabilities. Appropriately postured Army forces equipped and trained for multi-domain operations can provide speed and range to the joint force, opening or enabling avenues of approach into competitive spaces and contested environments.

Finally, nothing signals a nation’s commitment to friend more than the presence of Army soldiers forward postured, working alongside allies and partners, on mutual security interests. These three things make land power indispensable in the Indo-Pacific in the era of great power competition.

67. Senator BLACKBURN. Ms. Wormuth, during the next 5 years of Great Power Competition, how do you see the Army integrating modern capability, forward posture, and synchronization with sister services, partners, and allies? Please explain.

Ms. WORMUTH. The Chief of Staff of the Army Paper #2, The Army in Military Competition, provides an extensive description of how the Army can: achieve national objectives; support other services and other elements of the U.S. government; and allies and partners in strategic competition. As the Army experiments, develops and fields multi-domain capabilities it will work with the other services and our Allies and partners to seek integration and, ultimately, interoperability. The Army’s Project Convergence effort is already working with other services to ensure interoperability with respect to experimentation. The Army’s Defender and Pathway series of exercises have also begun to incorporate Allies and partners as required. As the Army develops and fields these capabilities, ongoing engagement with Allies and partners as part of a whole of government approach will help determine where the Army postures these—leading to a calibrated force posture of Multi-Domain capabilities.

INNOVATION

68. Senator BLACKBURN. Ms. Wormuth, do you agree that the Pathfinder Program improves technology outcomes through incorporating soldier feedback into the research and development process? Please explain.

Ms. WORMUTH. Yes. Pathfinder programs are designed to identify soldier problems that are not addressed in current requirements. They integrate soldier input early into solution design cycles through engagements with universities to rapidly develop new solutions to meet soldier needs.

69. Ms. Wormuth, what opportunities do you identify for the Army to continue solving its challenges through the incorporation of soldier insights in the formulation and execution of projects?

Ms. WORMUTH. The Army currently incorporates ‘Soldier-Centered Design’ into every aspect of its modernization programs. This innovation model involves frequent soldier touchpoints which bring together engineers, scientists, industry experts, and soldiers from operational units. Soldier touchpoints allow the Army to ‘learn early and often’ and refine requirements in a more thoughtful and iterative manner. The process has proven efficient and effective, and delivers materiel that soldiers want and need.

70. Senator BLACKBURN. Ms. Wormuth, do you identify opportunities for the Pathfinder model to grow to deliver emerging technologies and software at the speed of relevance? Please explain how the Pathfinder might spread to additional States and units.

Ms. WORMUTH. Pathfinder programs have been established in Tennessee and North Carolina. Although these programs are in their initial stages of execution, the Army expects that forthcoming results will provide a template for further expansion of the program to other States and additional Army units.

71. Senator BLACKBURN. Ms. Wormuth, if confirmed, as a Member of the Defense Acquisitions Board, will you commit to safeguarding the U.S. research enterprise against the Chinese Communist Party’s intellectual espionage within graduate and post-graduate STEM [science, technology, engineering, and math] programs aligned to support Department of the Army? Please identify the near-term actions you would take to reflect this commitment.

Ms. WORMUTH. A strong research program is necessary to keep the US Army the best equipped and advanced land force in the world. I also recognize that we must ensure that the Army’s research efforts are protected from the risk of adversarial exploitation and compromise beginning in the science and technology phase and continuing through development and acquisition. If confirmed, I will ensure the Army is collaborating with Research and Technology Protection stakeholders across DoD and leveraging best practices to identify and mitigate recruitment and retention activities by competing talent recruitment programs and enhance protection for critical programs and technologies.

INDUSTRIAL BASE ANALYSIS AND SUSTAINMENT

72. Senator BLACKBURN. Ms. Wormuth, within the Army, what specific opportunities do you identify to invest with appropriated Industrial Base Funds? Please explain the desired outcomes of these potential investments.

Ms. WORMUTH. If confirmed, I would continue the Army’s collaboration with OSD to identify opportunities to expand the Industrial Base, address supply chain vulnerabilities, and to develop and implement advanced manufacturing processes. I would work with OSD to leverage the existing authorities within the Defense Production Act Title III Program, Industrial Base Analysis and Sustainment Program, and Manufacturing Technology (ManTech) Program to address these critical challenges.”

73. Senator BLACKBURN. Ms. Wormuth, how can the Army better leverage the power of public-private partnerships in order to identify, attract, and cultivate next generation and emerging defense manufacturing and technology sectors? Please explain.

Ms. WORMUTH. The Army uses Title 10 United States Code (USC) 2474 to designate its depots and arsenals as Centers of Industrial and Technical Excellence (CITE) in order to encourage public-private partnerships (PPP) with commercial firms and other entities such as academia. The Army also designated the Rock Island Arsenal Joint Manufacturing and Technology Center (RIA-JMTC) as a Center of Excellence (CoE) in advanced and additive manufacturing. Additive manufacturing, also known as 3D printing, uses a layer-by-layer approach to manufacture products vice the conventional subtractive approach. The CoE designation at RIA-JMTC allows that facility to be the focal point for Army to create and implement advanced and additive manufacturing policy, especially in the Army Organic Industrial Base, thereby increasing opportunities for PPPs. The Army also uses 10 USC 2474 in conjunction with its CITE designations and the Army Manufacturing Technology (ManTech) Program to generate PPPs with commercial firms and other enti-

ties to improve efficiencies, reduce costs, and increase the knowledge base in the Army Organic Industrial Base.

QUESTIONS SUBMITTED BY SENATOR JOSH HAWLEY

ARMY COMBAT SUPPORT CAPABILITIES

74. Senator HAWLEY. Ms. Wormuth, Fort Leonard Wood in Missouri is home to the Army's Engineer, Military Police, and CBRN [chemical, biological, radiological and nuclear] schools. In your view, why are the combat support capabilities provided by the Army's engineer, military police, and CBRN units so important for our Nation's defense, especially as Department of Defense (DOD) shifts focus to China?

Ms. WORMUTH. I view these three combat support branches and Fort Leonard Wood as critical to the Army's mission to deter or defeat our Nation's adversaries in the Land Domain. As you know, Fort Leonard Wood is one of four Army installations within TRADOC that conducts Initial Military Training for every new Soldier that joins the Army's ranks; also, nearly 80,000 service members across the Department of Defense train there annually. The three branch schools located on Fort Leonard Wood—Engineers, Military Police, and CBRN (Chemical, Biological, Radiological, and Nuclear)—are critical enabling capabilities for the Joint force. In competition and conflict, soldiers in these three branches deliver critical, specialized skills that deter, mitigate and defeat battlefield obstacles and hazards that the Joint Force would likely face in a conflict with a near-peer competitor. They are equally critical to our Homeland Defense mission, providing key skills and capabilities to Defense Support to Civil Authorities when called upon to do so.

CHINA

75. Senator HAWLEY. Ms. Wormuth, we also spoke about how the Army can contribute to America's ability to deny a Chinese fait accompli against Taiwan. From a deterrence standpoint, why is it so important for us to be able to convince Beijing not just that taking Taiwan will be costly but that they simply won't be able to do it?

Ms. WORMUTH. The best way to deter aggression and prevent a future conflict is to convince a potential adversary that it cannot achieve its objectives so that it consistently assesses the costs of such an undertaking outweigh the benefits. To deter Chinese aggression against Taiwan, and in accordance with the Taiwan Relations Act, the Joint Force and the Army must possess the capabilities and posture to deny China's military objectives and maintain the capacity of the United States to resist any resort to force or other forms of coercion that would jeopardize the security of the people of Taiwan. While deterrence relies in part on the ability to impose costs, convincing China it will not be able to accomplish its objectives through deterrence by denial is a more appropriate strategy.

76. Senator HAWLEY. Ms. Wormuth, how do you see Army long-range precision fires contributing to our ability to execute sea denial operations in the early stages of a conflict with China?

Ms. WORMUTH. Army contributions to anti-ship warfare and sea denial operations will free up US Navy and Air Force platforms to prioritize other targets and maximize their use of limited resources. The Army is developing and procuring several land based anti-ship missile (LBASM) systems. Forward postured LBASMs could contribute to deterring China during competition and below the level of armed conflict, and thus help shape the larger strategic environment to benefit the United States should competition escalate to crisis or conflict.

ARMY FUTURE LONG RANGE ASSAULT AIRCRAFT PROGRAM

77. Senator HAWLEY. Ms. Wormuth, why is speed and range so critical for the Future Long Range Assault Aircraft, especially as the Army shifts its focus to the Indo-Pacific?

Ms. WORMUTH. Speed and range are critical to Army aviation in the Indo-Pacific because of the rapidly increasing pace of war in the information age and the great distances over which a war would be fought, which includes vast expanses of water between hundreds of potential sites for bases to refuel and rearm. Army modeling has demonstrated the value of transformational speed, range, and endurance required to operate successfully across the Indo-Pacific. Recent experimentation at western test ranges validates Army analysis.

[The nomination reference of The Honorable Christine E. Wormuth follows:]

NOMINATION REFERENCE AND REPORT

PN361

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
April 15, 2021.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Christine Elizabeth Wormuth, of Virginia, to be Secretary of the Army, vice Ryan McCarthy.

_____, 2021.
(Date)

Reported by Mr. Reed _____
(Signature)

with the recommendation that the nomination be confirmed.

□ The nominee has agreed to respond to requests to appear and testify before any duly constituted committee of the Senate.

[The biographical sketch of The Honorable Christine E. Wormuth, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Christine Elizabeth Wormuth

Education:

- **Williams College**, Williamstown, Massachusetts
 - August 1987-June 1991
 - Attended *L'Institut d'Etudes Politiques* in Paris, 1989-1990
 - *Bachelor of Arts cum laude* in political science and studio arts, 1991
- **School of Public Affairs**, University of Maryland, College Park, Maryland
 - August 1992-August 1995
 - *Masters of Public Policy*, specialized in international economic and security policy

Employment Record:

- **The RAND Corporation, Washington, DC**
 - Director, International Security and Defense Policy Center
 - June 2018 -present
- **The Atlantic Council, Washington, DC**
 - Director, Adrienne Arsht Center for Resilience
 - June 2017-June 2018
- **Office of the Secretary of Defense, Department of Defense, Pentagon, Washington, DC**
 - Under Secretary of Defense for Policy
 - June 2014-June 2016
- **Office of the Secretary of Defense, Department of Defense, Pentagon, Washington, DC,**
 - Deputy Under Secretary of Defense for Strategy, Plans and Forces
 - August 2012-June 2014

- **National Security Council, The White House, Washington DC**
 - Special Assistant to the President for National Security Affairs and Senior Director for Defense
 - December 2010-August 2012
- **Office of the Secretary of Defense, Department of Defense, Pentagon, Washington, DC**
 - Principal Deputy Assistant Secretary of Defense for Homeland Defense and Americas Security Affairs
 - March 2009-December 2010
- **Center for Strategic and International Studies, Washington DC**
 - Senior Fellow, International Security Program
 - December 2004-March 2009
- **DFI International, Washington DC**
 - Principal
 - April 2002-December 2004
- **OASD for International Security Policy, Department of Defense, Pentagon, Washington DC**
 - Country Director for France, Belgium, Netherlands & Luxembourg, Office of European Policy
 - September 2001-March 2002
- **Office of Under Secretary of Defense for Policy, Department of Defense, Pentagon, Washington DC**
 - Special Assistant to the Under Secretary of Defense for Policy
 - March 2000– June 2001
- **OASD for Strategy and Threat Reduction, Department of Defense, Pentagon, Washington DC**
 - Senior Assistant for Strategy Development, Strategy Office
 - January 1998-February 2000
- **Office of the Secretary of Defense, Department of Defense, Pentagon, Washington, DC**
 - Presidential Management Intern, Office of the Secretary of Defense
 - January 1996-December 1997

- **The Henry L. Stimson Center, Washington DC**
 - Senior Research Assistant
 - January 1995-December 1995
- **Alliance for International Educational & Cultural Exchange, Washington DC**
 - Policy Analyst
 - April 1994-January 1995
- **U.S House of Representatives, U.S. Congress, Washington DC**
 - Professional Staff, House Foreign Affairs Europe/Middle East Subcommittee
 - July 1993-April 1994
- **Sidley & Austin, Washington DC**
 - Legal Assistant,
 - June 1991-August 1992

Honors and Awards:

- Department of Defense Medal for Distinguished Public Service, 2015
- Department of Defense Medal for Distinguished Public Service, Bronze Palm 2016
- Department of the Navy Distinguished Public Service Award, 2016
- University of Maryland Alumni Association 2016 Award for Distinguished Alumna, School of Public Policy

[The Committee on Armed Services requires all individuals nominated from civilian life by the President to positions requiring the advice and consent of the Senate to complete a form that details the biographical, financial, and other information of the nominee. The form executed by The Honorable Christine E. Wormuth in connection with her nomination follows:]

117th CONGRESS, 2020--2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR-228
WASHINGTON, D.C. 20510-6050
(202) 224-3871

COMMITTEE ON ARMED SERVICES QUESTIONNAIRE
INFORMATION REQUESTED OF CIVILIAN NOMINEES

INSTRUCTIONS TO THE NOMINEE: Answer all questions and provide all requested information. If more space is needed, attach an additional sheet of paper to the Questionnaire and cite the part of the Questionnaire and the question number (e.g., A-9, B-4) to which the continuation of your answer applies. Unless otherwise required, an answer of "yes", "no", or "not applicable" is appropriate.

QUESTIONNAIRE, PART A

NOTE: Information furnished in this part of the Questionnaire will be made available in Committee offices for public inspection prior to the hearing, if any, and will be entered in the hearing record, also available to the public.

BIOGRAPHICAL INFORMATION TO BE MADE PUBLIC

1. **Name (Include any former names you have used):**
Christine Elizabeth Wormuth
2. **Position to which nominated:**
Secretary of the Army
3. **Date of nomination:**
April 15, 2021
4. **Education (List names of secondary and higher education institution attended, type of school [vocational, technical, trade school, college, university, military college, correspondence, distance, extension, and on-**

line], dates attended, degree received, and date degree granted):

- Williams College, Williamstown, Massachusetts
 - o August 1987-June 1991
 - o Attended L'Institut d'Etudes Politiques in Paris, 1989-1990
 - o Bachelor of Arts cum laude in political science and studio arts, 1991
- School of Public Affairs, University of Maryland, College Park, Maryland
 - o August 1992-August 1995
 - o Masters of Public Policy, specialized in international economic and security policy, 1995

5. Employment record (List all jobs held since college, or in the last 10 years, whichever is less, including the title or description of the job, name of employer, location of work, and dates of employment. If the employment activity was military duty, show each change of military duty station as a separate period of employment):

Director, International Security and Defense Policy Center, Washington, DC
The RAND Corporation (June 2018-present)

Director, Adrienne Arsht Center for Resilience, Washington, DC
The Atlantic Council (June 2017-June 2018)

Under Secretary of Defense for Policy, The Pentagon, Washington, DC
Office of the Secretary of Defense, Department of Defense (June 2014-June 2016)

Deputy Under Secretary of Defense for Strategy, Plans and Forces, Pentagon, Washington, DC
Office of the Secretary of Defense, Department of Defense (August 2012-June 2014)

Special Assistant to the President for National Security Affairs and Senior Director for Defense, Washington, DC
National Security Council, The White House (December 2010-August 2012)

Principal Deputy Assistant Secretary of Defense for Homeland Defense and Americas Security Affairs, Pentagon, Washington, DC
Office of the Secretary of Defense, Department of Defense (March 2009-December 2010)

6. Government experience (List any advisory, consultative, honorary, and other part-time service or positions with Federal, State, or local

governments, other than those listed in response to question 5, above):
N/A

7. **Business relationships** (List all positions currently held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, firm, partnership, or other business enterprise, and of any educational or other institution): N/A
8. **Memberships** (List all memberships and offices that you currently hold, as well as any memberships and offices you have previously held in professional, fraternal, scholarly, civic, business, charitable and other organizations): N/A
9. **Political affiliations and activities:**
 - a. If you have ever been a candidate for, or have been elected or appointed to a political office, list the name of the office(s); whether you were a candidate/elected/appointed; the year(s) during which you were a candidate, or in which the election was held or the appointment was made; and the term of office (if applicable): N/A
 - b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years: N/A
 - c. Itemize all individual political contributions of \$100 or more to any individual, campaign organization, political party, political action committee, or similar entity during the past 5 years. List each individual contribution (not the total amount contributed to the person or entity) over this period:

2016

- \$100, Hillary for American, 9/6/2016
- \$250, Hillary for America, 10/29/2016
- \$500 Hillary for America 5/10/2016

2018

- \$1000, Elissa Slotkin, 1/30/2018
- \$475, Elissa Slotkin, 6/11/2018
- \$100, Elissa Slotkin 6/29/2018
- \$1000, Elissa Slotkin, 9/11/2018
- \$250, Beto O'Rourke, 9/23/2018

- \$250, Elissa Slotkin, 9/30/2019
 - \$100, Heidi Heitkamp, 10/14/2018
 - \$250, Elissa Slotkin, 10/25/2018
 - \$100, Elissa Slotkin, 11/1/2018
- 2019
- \$250, Elissa Slotkin, 3/31/2019
 - \$100, Joe Biden 4/25/2019
 - \$250, Jean Shaheen, 5/22/2019
 - \$250, Elissa Slotkin, 6/1/2019
 - \$100, Kamala Harris, 6/29/2019
 - \$100, Elissa Slotkin, 9/28/2019
 - \$250, Joe Biden, 9/29/2019
 - \$500, Joe Biden, 11/10/2019
 - \$300, Joe Biden, 12/28/2019
 - \$150, Evelyn Farkas, 12/31/2019
- 2020
- \$250, Joe Biden, 1/31/2020
 - \$250, Elissa Slotkin, 2/8/2020
 - \$500, Joe Biden, 2/8/2020
 - \$500, Joe Biden, 2/26/2020
 - \$500, Dan Feehan, 4/21/2020
 - \$500, Joe Biden, 4/30/2020
 - \$500, Elissa Slotkin, 6/19/2020
 - \$250, Elissa Slotkin, 6/30/2020
 - \$500, Joe Biden, 7/16/2020
 - \$500, Joe Biden 9/19/2020
 - \$200, Dan Feehan, 10/7/2020
 - \$1,000, Biden Victory Fund 10/12/2020
 - \$100, Josh Hicks, 10/28/2020
- 2021
- \$100, Elissa Slotkin, 3/27/2021

10. **Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements)**
 - Department of Defense Medal for Distinguished Public Service, 2015
 - Department of Defense Medal for Distinguished Public Service, Bronze Palm 2016
 - Department of the Navy Distinguished Public Service Award, 2016
 - University of Maryland Alumni Association 2016 Award for Distinguished Alumna, School of Public Policy
11. **Published writings (List the titles, publishers, and dates of books, articles, reports, or other published materials that you have written or for which you served as co-author or editor, including articles and blogs published on the internet):**

Beyond Goldwater-Nichols: U.S. Government and Defense Reform for a New Strategic Era Phase 2 Report, Center for Strategic and International Studies, July 2005

The Future of the National Guard and Reserves: The Beyond Goldwater-Nichols Phase III Report, Center for Strategic and International Studies, July 2006

"Is a Goldwater-Nichols Act Needed for Homeland Security" in *Threats at Our Threshold: Homeland Defense and Homeland Security in the Next Century*, edited by Bert B. Tussing, United States Army War College, (2006)

"Transformation of the Reserve Component: Opportunity for Real Change" in *Threats at Our Threshold: Homeland Defense and Homeland Security in the Next Century*, edited by Bert B. Tussing, United States Army War College, (2006)

"Total Force Policy: The Sequel" in *The US Citizen-Soldier at War: A Retrospective Look and the Road Ahead*, McCormick Tribune Foundation, 2007

The Report of the Independent Commission on the Security Forces of Iraq, September 6, 2007

Managing the Next Domestic Catastrophe, Center for Strategic and International Studies, June 2008

The Future of US Civil Affairs Forces, Center for Strategic and International Studies, February 2009

"The Next Catastrophe: Ready or Not?," The Washington Quarterly, 32:1, 93-106, (2009)

"Stronger Together: Merging the Homeland Security Council and the National Security Council," The Journal of Homeland Security Affairs, January 2009.

12. Speeches (Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years—of which you have copies—in which you addressed matters relevant to the position to which you have been nominated). I do not have written copies of any formal speeches given in the last 5 years, but I have made a number of appearances on panels, podcasts, media outlets etc. that can be found via internet search. Please find a list of those appearances below.

- March 10, 2014 CSIS panel discussion on the 2014 QDR
 - <https://www.csis.org/events/discussion-2014-qdr-and-fy15-defense-budget>
- CSIS Global Security Forum 12/1/ 2016 "Challenges with North Korea"
 - <https://www.csis.org/events/global-security-forum-2016-challenges-north-korea>
- CSIS Podcast episode "Global Challenges for the Trump Administration" 3/1/2017
 - <https://www.csis.org/node/40123>
- CNBC appearance on Trump Administration in the Middle East 4/10/2017
 - https://www.cnbc.com/video/2017/04/12/trump-realizing-russian-relations-cant-be-solved-with-slap-on-the-back-with-putin-allen.html?utm_source=CSIS+All&utm_campaign=ddd63ee653-EMAIL_CAMPAIGN_2017_04_28&utm_medium=email&utm_term=0_f326fc46b6-ddd63ee653-140945581
- CSIS Panel Formulating National Strategy 10/10/2017
 - <https://www.csis.org/events/formulating-national-security-strategy>
- CSIS Coping with Surprise in Great Power Competition
 - <https://www.csis.org/events/coping-surprise-great-power-conflicts>
- Deep State Radio podcast appearances
 - <https://podcasts.apple.com/us/podcast/to-celebrate-200-episodes-little-piece-thorny-crown/id1245002955?i=1000444734808>

- <https://shows.acast.com/deepstateradio/episodes/200-podcast-episodes-later-how-bad-have-things-gotten-for-am>
 - <https://www.podchaser.com/podcasts/deep-state-radio-533231/episodes/armageddon-one-of-those-silos-24986880>
- Other podcast episodes
 - <https://www.cnas.org/publications/podcast/women-in-national-security-christine-wormuth>
 - <https://www.atlanticcouncil.org/insight-impact/in-the-news/wormuth-joins-foreign-policy-s-the-editor-s-roundtable-podcast-to-discuss-us-china-relations/>
 - <https://www.scpr.org/programs/airtalk/2008/01/08/4215/anniversary-of-the-surge-in-iraq/>
- “Resilient World” podcast – I hosted a podcast series at the Atlantic Council, it has seven episodes and can be found just by searching in the Apple podcast app.
- Chicago Council on Foreign Relations panel event on defense priorities
 - <https://www.thechicagocouncil.org/events/defense-priorities-new-decade>
- CSIS Podcast: Defense 2020, April 3, 2020 episode “COVID-19 and the military”
- May 1, 2020 CSIS Panel Event
 - <https://www.csis.org/events/online-event-establishing-bipartisan-covid-19-commission>
- February 24, 2020 CSIS Panel Discussion
 - <https://www.csis.org/events/after-suleimani-crisis-opportunity-and-future-gulf>
- December 4, 2017 CSIS Panel Event
 - <https://www.csis.org/events/security-maghreb-identifying-threats-assessing-strategies-and-defining-success>

COMMITMENTS IN FURTHERANCE OF CONGRESSIONAL OVERSIGHT

NOTE: In order to exercise their legislative and oversight responsibilities, it is important that this Committee, its subcommittees, and other appropriate committees of Congress timely receive testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

13. Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress? Yes
14. Do you agree, 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 timely? Yes
15. Do you agree, 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? Yes.
16. Do you agree, 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? Yes.
17. Do you agree, 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? Yes
18. Do you agree, 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? Yes.
19. Do you agree, 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? Yes.

[The nominee responded to Parts B-F of the Committee questionnaire. The text of the questionnaire is set forth in the Appendix to this volume. The nominee's answers to Parts B-F are contained in the Committee's executive files.]

SIGNATURE AND DATE

I hereby state that I have read and signed Parts A and B of the foregoing Senate Armed Services Committee Questionnaire, and that the information provided therein and in any document appended thereto, is, to the best of my knowledge and belief, current, accurate, and complete.

Christie E. Warmath

○