

THE NOMINATIONS OF: HONORABLE FRANKLIN
R. PARKER TO BE ASSISTANT SECRETARY
OF THE NAVY FOR MANPOWER AND RESERVE
AFFAIRS; DR. AGNES G. SCHAEFER TO BE
ASSISTANT SECRETARY OF THE ARMY FOR
MANPOWER AND RESERVE AFFAIRS; DR. RAVI
I. CHAUDHARY TO BE ASSISTANT SECRETARY
OF THE AIR FORCE FOR ENERGY, INSTALLA-
TIONS, AND THE ENVIRONMENT; AND MR.
FRANK CALVELLI TO BE ASSISTANT SECRETARY
OF THE AIR FORCE FOR SPACE ACQUISITION
AND INTEGRATION

HEARING

BEFORE THE

COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE

ONE HUNDRED SEVENTEENTH CONGRESS

SECOND SESSION

FEBRUARY 17, 2022

Printed for the use of the Committee on Armed Services



Available via: <http://www.govinfo.gov>

U.S. GOVERNMENT PUBLISHING OFFICE

WASHINGTON : 2026

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This hearing is printed to include all available information
requested or required to be inserted for the record.

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SITION AND INTEGRATION**

THURSDAY, FEBRUARY 17, 2022

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

The Committee met, pursuant to notice, at 10:00 a.m. in room SD-G50, Dirksen Senate Office Building, Senator Jack Reed (Chairman of the Committee) presiding.

Committee Members present: Senators Reed, Hirono, Kaine, King, Peters, Inhofe, Fischer, Cotton, Rounds, Scott, Blackburn, Hawley, and Tuberville.

OPENING STATEMENT OF SENATOR JACK REED

Chairman REED. I will call the hearing to order.

The Committee meets this morning to consider the nominations of Mr. Franklin Parker, to be the Assistant Secretary of the Navy for Manpower and Reserve Affairs; Dr. Agnes Schaefer, to be the Assistant Secretary of the Army for Manpower and Reserve Affairs; Dr. Ravi Chaudhary, to be the Assistant Secretary of the Air Force for Energy, Installations, and the Environment; and Mr. Frank Calvelli, to be Assistant Secretary of the Air Force.

I thank the nominees for their long careers of service to the United States and their willingness to assume these important roles. I would also like to welcome the family members who are with us today.

Mr. Parker, I welcome your wife, Anne; son, Franklin; and daughter, Diana.

Dr. Schaefer, I welcome your husband, David.

Dr. Chaudhary, I welcome your wife, Uma, and daughter, Nina.

Mr. Calvelli, I welcome your wife, Melissa.

Mr. Parker, you are nominated to be Assistant Secretary of the Navy for Manpower and Reserve Affairs. If confirmed, you would be the principal advisor to the Secretary of the Navy with overall supervision of a number of areas, including military and civilian personnel policy, military readiness, quality of life, and health care programs, and the Sexual Assault Prevention and Response Program Office.

You are well qualified, having held this position previously during the Obama administration, in addition to your long career as a legal counsel both, in and out of government.

Our Naval Forces are maintaining an extremely high operations tempo across all areas; as such, the issues of readiness and retention are increasingly important challenges for the Department, and fostering respect within the ranks, including supporting diversity and inclusion, eradicating extremism, and addressing sexual assault and harassment, must be a priority. During your testimony, I would ask you to share your goals with respect to each of these issues.

Dr. Parker, you are nominated to be Assistant Secretary of the Army for—excuse me—Dr. Parker, you are nominated to be Assistant Secretary of the Army for Manpower and Reserve Affairs. You bring a considerable academic background to this position, including your leadership on dozens of RAND studies, assessing various military personnel policies and programs. I would like to know what lessons you plan to bring from those experiences to this position.

If confirmed, you will serve as the principal advisor to the Secretary of the Army with overall supervision of the Army's military and civilian manpower policy, reserve component affairs, human resources, Force structure policy, and other critical matters as part of the Army senior leadership. I hope you will discuss the challenges you see for this position and your plans for meeting them.

Dr. Chaudhary, you are nominated to be Assistant Secretary of the Air Force for Energy, Installations, and the Environment. Your decades of experience across the Department of Transportation, the Federal Aviation Administration, and as an Air Force pilot should serve you well in these roles.

Climate change and extreme weather have already cost DOD billions of dollars in installation damages and will increasingly impact readiness and posture. Just like any other threat, the Air Force must better prepare for the impacts of environmental degradation.

The Air Force is by far the largest consumer of fuel and energy for the Defense Department, and you will be responsible for making progress in its efficiency and resilience. Similarly, contamination from PFAS chemicals remains a serious issue on Air Force installations. I would like to know your plans for addressing these challenges.

Finally, Mr. Calvelli, you are nominated to be Assistant Secretary of the Air Force. With oversight of Space Acquisition, you are the first person to be nominated for this position since the Space Force was authorized in the 2020 NDAA. Your long career

in the National Reconnaissance Office will lend valuable perspective to this role.

The breadth and scope of the Defense Department's acquisition laws, regulations, and directives is expansive.

The Fiscal Year 2022 NDAA improved the ability of your position to oversee not only the acquisition efforts of the Space Force, but to ensure that space acquisition efforts are integrated across the services. I am interested in hearing your views on how to improve the Department's acquisition culture and how you will implement the directions of this year's NDAA.

Thank you, again, to our nominees. I look forward to your testimonies.

Chairman REED. Now, let me recognize the Ranking Member, Senator Inhofe.

STATEMENT OF SENATOR JAMES M. INHOFE

Senator INHOFE. Thank you, Mr. Chairman.

Thanks to our witnesses for being here today.

Our Nation's top military and intelligence leaders have told that we are in the most dangerous position that we have been in as country in maybe forever.

I know that the 2018 National Defense Strategy, which is, I have a copy of it right here, provides a roadmap, and we have been using this roadmap since 2018, to deal with the security challenges, and it has got to continue to be our priority. We have quite a few challenges in the areas that you folks would be overseeing.

Dr. Chaudhary, you have been nominated to oversee the Air Force's infrastructure. Your commentary over the last several years has focused on extremism in the military. I don't disagree that we don't want any extremism in our military. When we find them, we are going to have to act swiftly to remove them from the ranks, but at the same time, this isn't a systemic problem. The Countering Extremist Activity Working Group recently found that fewer than 100 servicemembers engaged in extremist behavior over the past year.

So, when our leaders talk, or the people nominated to serve as leaders like yourselves, call our servicemembers extremists, and the vast majority of them aren't, I get worried about the message that you are sending to the people who would be there to lead. So, I would like to discuss this more with you today.

Mr. Calvelli, you have been nominated to be the first Space Service Acquisition Executive. Congress created this job over 2 years ago, and as I have reviewed those individuals who will be involved in it, you certainly have the credentials that very few other people have.

Now, we know that China and Russia are also making space a priority, so I am interested to hear what you will do to make sure that our Guardians and the Joint Force have the tools that they need to defend our interests in space.

Dr. Schaefer and Mr. Parker, you would be responsible for the readiness and well-being of our military personnel in the Army and Navy; nothing is more important, and I look forward to hearing your comments on how you plan to attack these problems.

I look forward to hearing from you.

Thank you very much, Mr. Chairman.

Chairman REED. Thank you very much, Senator Inhofe.

Dr. Schaefer, I apologize. I think in my introduction, I confused you with Mr. Parker. We are trying to encourage cooperation between the Army and the Navy, but not to that extent.

So, Dr. Schaefer, you are going to be nominated as the Assistant Secretary of the Army for Manpower and Reserve Affairs, and I look forward to your questions.

At this point, let me recognize Mr. Parker for your statement, sir.

STATEMENT OF FRANKLIN PARKER, NOMINEE TO BE ASSISTANT SECRETARY OF THE NAVY FOR MANPOWER AND RESERVE AFFAIRS

Mr. PARKER. Thank you, Chairman Reed.

Chairman Reed, Ranking Member Inhofe, and distinguished Members of the Committee, thank you for allowing me to join you here today.

I am honored by this opportunity to appear before you regarding my nomination for the position of Assistant Secretary of the Navy for Manpower and Reserve Affairs. I wish to thank President Biden, Secretary Austin, and Secretary Del Toro for the confidence they have placed in me.

In addition, I wish to thank my wife, Anne; my son, Franklin; and my daughter, Diana, for their enduring and unwavering support.

There is no greater calling than service to others: service for the benefit of another; service without promise of reward; service for something greater than each of us, but for all of us. For me, this lesson was taught not solely by words, but by example: the example of my father, Franklin Parker, a former Air Force munitions officer who volunteered to serve his nation in Vietnam at the height of conflict; the example of my uncle Glynn Parker, and cousin Frank Harris, also Vietnam veterans who each served distinguished careers in the Army and Air Force, respectively; in addition, I learned the value of service from the example of my grandfather, Fred Curls, who not only served in the National Guard, but dedicated his life afterward to service in the Civil Rights Movement and to inspiring others to achieve what they believe.

No one exemplifies this notion of service more completely than our women and men in uniform and our civilian personnel who complement and support them. Through their courage, dedication, and skill, they comprise the world's greatest fighting force. Through their commitment and sacrifice, they help guarantee the freedoms we enjoy and the way of life we cherish. Through their character, they present America's best foot forward to the world. Indeed, our military is defined by our people; a mosaic of America representing our diversity, our differences, and our greatest strengths.

Mr. Chairman, and Members of the Committee, it is a privilege to be considered for this opportunity to serve our sailors, marines, and our Department of the Navy civilian workforce. I believe my experience in multiple roles within the Department of the Navy, as a senior leader at a civilian agency, and as a private sector attor-

ney provide me with a well-rounded perspective that, if confirmed, I will use to my greatest ability to support those who so readily and ably serve our Nation.

Our people are our most valuable asset, our greatest strength, and our most profound capability, both as a military and as a nation; as such, our servicemembers and the civilian personnel supporting them, deserve our firmest commitment to ensuring they have the tools, policy, and support they require not only to succeed in the mission, but to thrive in life.

If confirmed, I will do my utmost to further our military readiness, combat abuses within our ranks, support our military and civilian families, reduce barriers to mental health support, and to foster a diverse and inclusive environment that prioritizes respect for all its members; further, if confirmed, I commit to working with Congress and the members of this Committee to do so.

Thank you sincerely for your consideration of my nomination. I look forward to your questions.

[The prepared statement of Mr. Parker follows:]

PREPARED STATEMENT BY FRANKLIN R. PARKER

Chairman Reed, Ranking Member Inhofe, and distinguished members of the Committee; thank you for allowing me to join you here today. I am honored by this opportunity to appear before you regarding my nomination for the position of Assistant Secretary of the Navy for Manpower and Reserve Affairs. I wish to thank President Biden, Secretary Austin, and Secretary Del Toro for the confidence they have placed in me. In addition, I wish to thank my family for their enduring and unwavering support.

There is no greater calling than service to others. Service for the benefit of another; service for something greater than each of us, but for all of us. For me, this lesson was taught not solely by words, but by example—the example of my father Franklin Parker, a former Air Force munitions officer who volunteered to serve his nation in Vietnam at the height of conflict. The example of my uncle Glynn Parker, and cousin Frank Harris, also Vietnam veterans who each served distinguished careers in the Army, and Air Force, respectively. In addition, I learned the value of service from the example of my grandfather, Fred Curls—who not only served in the National Guard, but dedicated his life afterward to service in the civil rights movement and to inspiring others to achieve what they believe.

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Mr. Chairman and Members of the Committee, it is a privilege to be considered for this opportunity to again serve our sailors, marines, and our Department of the Navy civilian workforce. I believe my experience in multiple roles within the Department of the Navy, as a senior leader at a civilian agency, and as a private sector attorney provide me with a well-rounded perspective that, if confirmed, I will use—to my greatest ability—to support those who so readily and ably serve our nation.

Our people are our most valuable asset, our greatest strength, and our most profound capability—both as a military and as a nation. As such, our servicemembers and the civilian personnel supporting them deserve our firmest commitment to ensuring they have the tools, policy, and support they require not only to succeed in the mission, but to thrive in life. If confirmed, I will do my utmost to further our military readiness, combat abuses within our ranks, support our military and civilian families, reduce barriers to mental health support, and to foster a diverse and inclusive environment that prioritizes respect for all its members. Further, if confirmed, I commit to working with Congress and the Members of this Committee to do so. Thank you sincerely for your consideration of my nomination. I look forward to your questions.

Chairman REED. Thank you, Mr. Parker.
Dr. Schaefer, please?

STATEMENT OF DR. AGNES SCHAEFER, NOMINEE TO BE ASSISTANT SECRETARY OF THE ARMY FOR MANPOWER AND RESERVE AFFAIRS

Dr. SCHAEFER. Good morning, Chairman Reed, Ranking Member Inhofe, and distinguished Committee Members.

I am deeply honored to come before you today as President Biden's nominee for Assistant Secretary of the Army for Manpower and Reserve Affairs. I am grateful for your consideration of my nomination, and for your long-standing and bipartisan commitment to our national security.

I would like to thank President Biden, Secretary Austin, and Secretary Wormuth for the confidence and trust they have placed in me through this nomination.

I also want to thank my husband, who is here with me today, for his enduring love and support across the seasons of our amazing life together. Unfortunately, my mom and three siblings could not attend today, but they are watching me from various places across the country, and they know how much I love them for their part in shaping who I am.

I sit before you today as an example of the realization of the American Dream. In 1956, as a young couple, my parents fled to Austria from Hungary when the Soviet Union invaded their homeland and quashed the Hungarian revolution against Communism. They were eventually granted asylum by the United States; something for which my parents, siblings, and I are forever grateful.

This gratitude has deeply ingrained the importance of service in my family. My father, an oceanographer by training, dedicated his life's work to United States National Security by using his expertise to better detect Soviet submarines so that we could eventually win the Cold War. One of my brothers and my nephew have served in the Air Force, and my sister has spent more than 30 years working in the Defense industry.

I deeply honor the risks taken and sacrifices made by my brother, nephew, and other servicemembers, civilians, and contractors who bravely serve our Nation. Watching my family, friends, and colleagues navigate the challenges and opportunities posed by a life of service, with a steadfast commitment to our shared mission, has inspired me to work to find solutions to those challenges, expand opportunities, and strengthen our national security.

That inspiration has guided me on my path as a national security researcher. I grew up in the Washington DC area and upon finishing college in Miami, I completed my PhD at Syracuse University's Maxwell School of Citizenship and Public Affairs and then a fellowship at Princeton University, before being hired by the RAND Corporation.

Over the last 16 years as a researcher at RAND, my focus every day has been to improve the lives of our active and servicemember component, our Active and Reserve component member families, and improve our military's readiness to meet the objectives of our national security strategy.

If confirmed, these will continue to be my priorities in service of our soldiers, civilians, contractors, and their families. I can think of no better way to continue working on these issues than by helping the Army succeed in the face of varied, complex challenges.

As our Nation confronts myriad national security threats, we must maintain current and future readiness by putting people first. We must look for creative ways to ensure that our military and civilian workforce have the education, training, and skills necessary to meet both, current and future threats; additionally, we need to ensure that our military and civilian workforce have safe and healthy work environments, free from harmful behaviors such as sexual assault and harassment, domestic abuse, and suicide. Finally, we owe it to our workforce and their families to help them enjoy the highest quality of life possible.

Members of the Committee, if confirmed, I look forward to working closely with you to address the needs of the Army's Total Force, including its active and reserve component, military and civilian workforce, as well as their families to ensure the readiness of our Army to meet, not only today's national security challenges, but tomorrow's as well.

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

[The prepared statement of Dr. Schaefer follows:]

PREPARED STATEMENT BY DR. AGNES SCHAEFER

Good morning, Chairman Reed, Ranking Member Inhofe, and distinguished Committee Members. I am deeply honored to come before you today as President Biden's nominee for Assistant Secretary of the Army for Manpower and Reserve Affairs. I am grateful for your consideration of my nomination, and for your long-standing and bipartisan commitment to our national security. I would like to thank President Biden, Secretary Austin, and Secretary Wormuth for the confidence and trust they have placed in me through this nomination. I also want to thank my husband, who is here with me today, for his enduring love and support across the seasons of our amazing life together. Unfortunately, my mother and three siblings could not attend today, but they are watching from various places across the country, and they know how much I love them for their part in shaping who I am.

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

Chairman REED. Thank you, Dr. Schaefer.
Dr. Chaudhary, please?

STATEMENT OF DR. RAVI CHAUDHARY, NOMINEE TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR ENERGY, INSTALLATIONS, AND THE ENVIRONMENT

Dr. CHAUDHARY. Chairman Reed, Ranking Member Inhofe, and Members of the Committee, it is a privilege to join you today in consideration for the role of Assistant Secretary of the Air Force for Energy, Installations, and the Environment.

I am humbled by the confidence President Biden, Secretary Austin, and Secretary Kendall have placed in me and I extend my heartfelt gratitude to them.

I would also like to acknowledge my family today for their love and support, starting with my parents, who are watching from my hometown in Minnesota; my brother and former state senator, Satveer Chaudhary; and my sister, Dr. Bala Chaudhary, a professor at Dartmouth University.

Like many immigrant families, my parents came to this country over 50 years ago in pursuit of the American Dream and share a remarkable story of patriotism. I am grateful to my son, Krishan, who is watching from Penn State, and my daughter, Nina, a high school senior and aspiring aerospace engineer, who is with us today. Both of you have lived your lives on Air Force installations and know the challenges military children face: to see a headline on TV, followed by endless uncertainty and waiting, and watching your dad go out that door and hear the jets roar. I love you both.

Of course, I cannot thank my lovely wife and eternal anchor, Uma, enough. Alongside me over decades of service, she shares a deep understanding of life on Air Force installations, as well as the sacrifices military families make when they serve, especially during times of war.

I am humbled to have the opportunity to continue a career of service, one that began 30 years ago at the Air Force Academy. I spent a little over 2 decades on active duty, where I led a variety of critical mission-sets as an Air Force pilot and aerospace engineer. From launching the first GPS constellation, to leading critical flight tests and combat operations, these missions afforded me the opportunity work at many different installations and understand their needs.

I have had the honor of serving in operational flying wings, training bases, test ranges, space and logistics centers, and of course, flying into and out of overseas and forward locations. As a result of these experiences, I gained a deep understanding of the vital role installations play in the readiness of our Joint Force.

My service also brought me to the Pentagon, where I worked on high-level strategy, Force posture, budget, and transformation of the Total Force.

Later, I had the privilege of serving as a Senior Executive at the Federal Aviation Administration, where I was responsible for leading a team of regional administrators, and a federal workforce of over 1,000 employees. Among my diverse responsibilities, I oversaw the transformation of major federal facilities and airports, including projects that reduced carbon footprint, increase environmental stewardship, and brought innovation to our Nation's Space Program.

My duties required interagency collaboration with the DOD, EPA, Department of Interior, as well as State, Local, and Tribal Governments on complex issues ranging from navigation and spaceports to protection of our natural resources; if confirmed, these executive experiences will arm me with the skills to be successful in the Department of the Air Force.

Air and Space Forces deliver combat power from their installations. Consequently, the resiliency of our bases, especially at forward locations, is of utmost importance to our military readiness and execution of the National Defense Strategy. Furthermore, technological advances also mean that we can no longer assume installations are a sanctuary from threats across all domains.

Ensuring a resilient, hardened, and dispersed network of installations creates ambiguity for potential adversaries, complicates targeting, and presents operational dilemmas for those who threaten U.S. national interests; additionally, extreme weather events and other climate-related effects adversely impacting installation readiness.

Furthermore, the speed, range, and flexibility of air and space power is dependent upon the amount of energy it can supply and sustain; therefore, the more efficiently the Air Force manages its operational energy, the more effective it will be in delivering effects for combatant commanders.

In closing, perhaps the greatest qualification I have occurred a little over 30 years ago, when I walked up the ramp on my first day at the Air Force Academy. My story is an airman story. It is a Guardian story. On this seventy-fifth anniversary year of the Department, you have my pledge that, if confirmed, I will work hard every day for the airmen, guardians, and their families who serve.

Thank you for considering my nomination, and I look forward to your questions.

[The prepared statement of Dr. Chaudhary follows:]

PREPARED STATEMENT BY DR. RAVI CHAUDHARY

Chairman Reed, Ranking Member Inhofe, and Members of the Committee, it is a privilege to join you today in consideration for the role of Assistant Secretary of the Air Force for Energy, Installations, and the Environment. I am humbled by the confidence President Biden, Secretary Austin, and Secretary Kendall have placed in me and I extend my heartfelt gratitude to them.

I would also like to acknowledge my family today for their love and support. Starting with my parents, who are watching from my hometown in Minnesota, my brother and former State Senator Satveer Chaudhary, and my sister Dr. Bala Chaudhary, Professor at Dartmouth University. Like many immigrant families, my parents came to this country over 50 years ago in pursuit of the American dream, and share a remarkable story of patriotism. I'm grateful to my son, Krishan, who is watching from Penn State, and my daughter, Nina, a high school senior and aspiring Aerospace Engineer who is here with us today. Both of you have lived your lives on Air Force installations; and know the challenges military children face, to see a headline on TV, watch dad walk out that door, then hear the roar of jets taking off—followed by endless uncertainty and waiting. You both are my rocks. Of course, I cannot thank my lovely wife and eternal anchor, Uma, enough. Alongside me over decades of service, she shares a deep understanding of life on Air Force installations, as well as the sacrifices military families make when they serve, especially during times of war.

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Air and Space Forces deliver combat power from their installations. Consequently, the resiliency of our bases, especially at forward locations, is of utmost importance to military readiness, and execution of the National Defense Strategy. Furthermore, technological advances also mean that we can no longer assume installations are a sanctuary from threats across all domains. Ensuring a resilient, hardened, and dispersed network of installations creates ambiguity for potential adversaries, complicates targeting, and presents operational dilemmas for those who threaten U.S. national interests. Additionally, extreme weather events and other climate-related effects are adversely impacting installation readiness.

Furthermore, the speed, range, and flexibility of Air and Space power is dependent upon the amount of energy it can supply and sustain. Therefore, the more efficiently the Air Force manages its operational energy, the more effective it will be in delivering effects for combatant commanders.

In closing, perhaps the greatest qualification I have occurred a little over 30 years ago, when I walked up the ramp on my first day at the Air Force Academy—my story is an airman and guardian story. On this 75th anniversary year of the Department, you have my pledge that, if confirmed, I will work hard every day for the airmen, guardians, and their families who serve. Thank you for considering my nomination. I look forward to your questions.

Chairman REED. Thank you very much, Doctor.
Mr. Calvelli, please?

STATEMENT OF FRANK CALVELLI, NOMINEE TO BE ASSISTANT SECRETARY OF THE AIR FORCE FOR SPACE ACQUISITION AND INTEGRATION

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

Thank you for the opportunity to appear before this Committee and thank you for recognizing the importance of Space Acquisition by creating this new position; if confirmed, I would be honored to serve as the first Assistant Secretary of the Air Force for Space Acquisition and Integration.

Thank you to President Biden and Secretary Austin for supporting my nomination and thank you to Secretary Kendall and Under Secretary Jones for having confidence in my abilities.

I am excited about this opportunity, and if confirmed, will drive the direction of the acquisition for the Space Force. Having served 30 years at the National Reconnaissance Office, 8 years as its principal deputy director and deputy acquisition executive, if confirmed, I will bring my leadership running large organizations and leadership driving successful space acquisitions to the Department and to this new critical position.

As you know, we are at a critical juncture for our Defense Space architecture, and there is a real sense of urgency to act. The Nation needs to outpace its adversaries and maintain the technological advantage we get from Space.

The Nation needs to integrate its Space architecture with other warfighting domains to give its warfighters an advantage. The Nation needs to make its Space architecture more resilient so that it can be counted on during times of crisis and conflict, and the Nation needs to do this with speed.

If confirmed, I will look to drive speed into the Department's Space Acquisitions in order to get new capabilities into the hands of the warfighters faster. From my experience and my expertise in Space Acquisition, speed can be added into acquisitions by ensuring requirements and analysis are coordinated and completed well ahead of capability need; by driving early technology risk reduction and research and development of new capabilities to reduce risk when we get to the acquisition phase; by utilizing the right acquisition strategies, the right contract types, and the right contract incentives that incentivize speed, as well as successful contract execution; driving cost and schedule realism into proposals that we receive from industry; acquiring smaller systems for Space; driving our ground systems to be more open architectures, while developing ground software in smaller, more manageable pieces; and making sure that Space and Ground come together as a system. With Ground ready before launch, we can take advantage of what we just launched.

In addition, speed in acquisitions can be helped by using existing technology, in some cases; limiting contract changes and keeping requirements stable; empowering our program managers and holding them accountable for program success; holding industry accountable for results; driving an organizational focus on meeting schedule, cost, and technical performance commitments across the organization; and creating a culture of successful program execution, while driving a sense of urgency. Based upon my experience, with these approaches, speed can be added back to Space Acquisitions and capability can be delivered to the warfighters quicker.

If confirmed, I will also continue to drive towards a more resilient Space architecture. Being out of the government for the last

year, if confirmed, I will quickly catch up on today's progress and on current threat assessments.

From my experience, resiliency to Space can be added by taking advantage of diverse orbits, adding new technical capabilities, using a mix of traditional satellites and smaller, more proliferated satellites, robust space situational awareness, the ability for rapid reconstitution, and taking advantage and integrating commercial capabilities. Resiliency also includes making sure that our ground systems don't have single-point failures and that they are secure from cyberattacks. Nothing is more important than making sure our Space capabilities are available and can be counted on to support the warfighter and the Nation during times of crisis and conflict.

If confirmed, adding resiliency will be another top priority; in addition, if confirmed, I will also work in a collaborative manner across the Department, across the services, and intelligence community, to ensure the integration of Space with other warfighting domains and to avoid duplication of efforts.

Finally, I like to thank my family; my wife, Melissa, who is proud member of the Federal Government, working currently at the National Reconnaissance Office. Both Melissa and I believe in the importance of public service, and even though I have only been out of the government for a little bit over a year, I definitely missed it.

Thank you to my children: Michael, Sydney, and Samantha, and my step-daughter Ashley, for all their support.

Thank you, again, to the Committee, for creating this new, critical position and for inviting me to this hearing.

If confirmed, I commit to being fully transparent with this Committee on progress, issues, and status of Space Acquisition. I look forward to your questions.

[The prepared statement of Mr. Calvelli follows:]

PREPARED STATEMENT BY MR. FRANK CALVELLI

Good morning Chairman Reed, Ranking Member Inhofe, and Members of the Committee. Thank you for the opportunity to appear before this Committee, and thank you for recognizing the importance of space acquisition by creating this new position. If confirmed, I would be honored to serve as the first Assistant Secretary of the Air Force for Space Acquisition and Integration.

Thank you to President Biden and Secretary Austin for supporting my nomination. Also thank you to Secretary Kendall and Under Secretary Jones for having confidence in my abilities for this position.

I'm excited about this opportunity, and if confirmed will drive the direction of acquisition for the Space Force. Having served 30 years at the National Reconnaissance Office (NRO), 8 years as its principal deputy director and deputy acquisition executive, if confirmed I will bring my leadership running large organizations, and leadership driving successful space acquisitions to the Department and to this new critical position.

As you know, we are at a critical juncture for our defense space architecture, and there is a real sense of urgency to act. The Nation needs to outpace its adversaries and maintain the technological advantage it gets from space. The Nation needs to integrate its space architecture with other war fighting domains to give its warfighters a strategic edge. The Nation needs to make its space architecture more resilient so that it can be counted on during times of crisis and conflict, and the Nation needs to do this with speed.

If confirmed, I will look to drive speed into the Department's space acquisitions in order to get new capabilities into the hands of the warfighters faster. From my experience and expertise in space acquisition, speed can be added to acquisitions by: ensuring requirements and analysis are coordinated and completed ahead of capa-

bility need; driving early technology risk reduction and research and development of new capabilities to reduce risk in the acquisition phase; utilizing the right acquisition strategies, contract types, and contract incentives to incentivize speed as well as successful contract execution; driving cost and schedule realism into proposals; acquiring smaller systems for space; driving ground systems to more open architectures while developing ground software in smaller more manageable pieces; and making sure that space and ground come together as a system, with ground ready before launch.

In addition, speed in acquisition can be helped by: using existing technology; limiting contract changes; keeping requirements stable; empowering our program managers and holding them accountable for program success; holding industry accountable for results; driving organizational focus on meeting schedule, cost, and technical performance commitments; and creating a culture of successful program execution, while driving a sense of urgency.

Based upon my experience, with these approaches, speed can be added back to space acquisitions and capability can be delivered quicker to our warfighters.

If confirmed, I will also continue driving towards a more resilient defense space architecture. After being out of government service this last year, if confirmed I will quickly catch up on today's progress and on current threat assessments. From my experience, resiliency can be added by taking advantage of diverse orbits, adding new technical capabilities, using a mix of traditional satellites and smaller more proliferated satellites, robust space situational awareness, the ability for rapid reconstitution, and taking advantage of commercial capabilities. Resiliency also includes making sure that ground systems don't have single point failures and that they are secure from cyber-attacks. Nothing is more important than making sure our space capabilities are available and can be counted on to support the warfighter and the Nation during times of crisis and conflict. If confirmed, adding resiliency will be a top priority.

In addition, if confirmed, I will also work in a collaborative manner across the Department, Services, and Intelligence Community to insure the integration of space with other war fighting domains and to avoid duplication of efforts.

Finally, I like to thank my family. My wife Melissa who is proud member of the Federal Government, working at the NRO. Both Melissa and I believe in the importance of public service, and even though I've only been out of government for a little over a year, I definitely missed it. Thank you to my children Michael, Sydney, and Samantha, and my step-daughter Ashley for all their support.

Thank you again for creating this new critical position, and for inviting me to this hearing. If confirmed I commit to being fully transparent with this Committee on progress, issues, and status of space acquisition. I look forward to your questions.

Chairman REED. Thank you, Mr. Calvelli.

I have a series of questions that are required for all civilian nominees. You may answer in unison.

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

[All three witnesses answered in the affirmative.]

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

[All three witnesses answered in the negative.]

Chairman REED. Exercising our legislative and oversight responsibilities makes it important that this Committee, its subcommittees, and other appropriate committees of Congress receive testimony, briefings, reports, records, and other information from the Executive Branch on a timely basis.

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

[All three witnesses answered in the affirmative.]

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?

[All three witnesses answered in the affirmative.]

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

[All three witnesses answered in the affirmative.]

Chairman REED. Will you cooperate and provide any witnesses and briefers in response to a congressional request?

[All three witnesses answered in the affirmative.]

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

[All three witnesses answered in the affirmative.]

Chairman REED. Thank you very much.

I am going to address the same question to both, Mr. Parker and Dr. Schaefer, since your services are different, but your roles are quite similar. There is a significant issue in recruiting in multiple aspects; first, as we all recognize, the pool of qualified young people to recruit continues to decrease. Second, the Force is not as geographically diversified as possible, and there is a growing statistical phenomenon of sort of sons and daughters of servicemembers joining and joining and joining so that the number of servicemembers who are children or grandchildren increases, which, again, threatens diversity.

Starting with Mr. Parker, how would you propose to respond?

Mr. PARKER. Senator, expanding the base of recruits to our military is fundamentally important. Our Nation has incredible potential and untapped potential, and so taking advantage of the largest swath of that is critical to maintaining the strength of the Force.

I agree with the observations that you made. I think one of the main ways that we could try to go about doing that is by expanding that geographic diversity, trying to make sure that services are able to tap into populations that, right now, currently, aren't the primary populations where recruiting is taking place, so really trying to draw on the geographic breadth of the Nation, in terms of tapping into that talent.

Separately, as you noted, Senator, so many individuals, like myself, have backgrounds where there has been family service, but really reaching out to people who don't necessarily have that type of family contact, that family history, that type of personal familiarity with the service is fundamentally important, I think, both, for raising the profile of the service, but also in increasing the base of eligible people to serve.

Chairman REED. Thank you.

Dr. Schaefer, please?

Dr. SCHAEFER. Thank you, Senator.

I am extremely concerned about the recruiting environment right now, where all competing for the same talent in that competition is fierce right now. The geographic, aspect, as well, really concerns me. I think that this is, in the case of the Army, a time for a reset in the way that we think about recruiting.

Traditionally, we have recruited in that sunshine smile across the southern part of the United States and I am concerned that we

need to move out into other areas where we haven't traditionally had participation in the Army.

But most concerning to me, I think, is the decrease in propensity that we are seeing, and I think that we need to find out why that is decreasing. I think we need to make the Army more relatable to the American public and push out to those areas, such as the Northeast and the Midwest, where we are not seeing the numbers of recruits that we would like to see. I think that is partly because we don't have many installations in those areas and people don't see folks in Army uniforms walking down the street or they don't know anybody in the Army, and we need to change that.

So, I absolutely share your concerns about this.

Chairman REED. Thank you very much.

Dr. Chaudhary, as I indicated, and you well know, the Air Force consumes the most hydrocarbons in the Department of Defense and that implicates climate changes, but also in terms of military operations, we lost more people trying to get gasoline out to the troops in Iraq and Afghanistan than in many other circumstances, so it is a definite operational factor.

How can the Air Force modify the acquisition process while investing in operational energy improvements? Could you respond quickly, and my time is diminishing, so . . .

Dr. CHAUDHARY. Yes, Senator. Thank you for the question.

It is absolutely critical that the Air Force address operational energy as the largest consumer. I believe that if the operational energy concerns are addressed, we can be more flexible with executing operations. With the acquisition system, I believe early involvement is absolutely critical to understanding how we can effect change and ensuring that the operational energy is addressed very early in the acquisition process and continues.

Chairman REED. Thank you very much.

Mr. Calvelli, you are the first person that is going to take this position, so you are the path breaker or pathfinder. It just strikes me that there is enough issues within the Air Force getting satellites in space and other aspects, but you will have the additional challenge of going to other services and saying, you have got to be able for talk to me and I have got to be able to talk to you in a colloquial sense.

Any thoughts on that challenge?

Mr. CALVELLI. Yes. Thank you, Senator.

That is going to be a really important part in terms of collaborating across the board with everyone, on all of the services. I think this Committee has given me an amazing tool called the acquisition space council or the Space Acquisition Council, I forget the exact name, I am sorry, and I think I could use that tool to my advantage to bring in all—discuss Space architecture, discuss Space Acquisition strategies, and discuss across the services, where we need to go with the Space architecture. So, I think this Committee has given me an important tool to take advantage of and use.

Chairman REED. Thank you very much.

Senator Inhofe, please?

Senator INHOFE. Thank you, Mr. Chairman.

Dr. Chaudhary, I believe, and I could be wrong, and correct me if I am wrong, that you are the one who was advocating using artificial intelligence on our military personnel to identify toxic communications; is that correct?

Where are you?

Dr. CHAUDHARY. Senator, that is correct.

Senator INHOFE. Okay. Well, I think it is a really horrible idea. Tell me why it is a good idea.

Dr. CHAUDHARY. Thank you, Senator, for the opportunity to address that article.

The intent of the article was to engage in a public discussion on addressing extremism, as well as other areas affecting readiness. The article fell short of that, and I regret that, but let me state clearly my feelings on—

Senator INHOFE. Let me do this, because I do want to get two other questions to other witnesses, and I am going to come back to this, so you be thinking of a good answer.

Dr. Schaefer, we are starting to see signs that the Army may have to reduce end-strength in order to comply with the Administration's budget cuts. You know, I am a very old Army guy and it seems that since I have been here in both, the House and the Senate, that the Army is always the first ones that get cut, so I have a little bias in this.

The last time this happened, it was during the Obama administration. The Army cut an average of 20,000 soldiers a year over 5 years, and the Army is basically the same size as it was before September 11th, but the threats from Russia and North Korea and others have only grown, so we can't afford this mistake twice.

Based on your experience, what are the risks associated with a rapid reduction in Army end-strength at this time?

Dr. SCHAEFER. Senator, thank you for this question.

This also concerns me. I think that what we are seeing in Ukraine illustrates the fact that we live in an extremely uncertain world and the Army is being asked to address a variety of threats. In order to be able to carry out those multidomain operations associated with our modernization plans, we need to maintain end-strength and I think decreasing end-strength is a problem.

Senator INHOFE. So, you would support maintaining end-strength, at least where we are today?

Dr. SCHAEFER. That is correct.

Senator INHOFE. Okay.

Dr. SCHAEFER. I would, you know, given the new NDS that is coming out, I think we will need to appropriately calibrate that end-strength to these future requests.

Senator INHOFE. Okay. Well, I appreciate that very much.

Mr. Parker, since the last, you last served in the Navy, there have been civilian preventable, major ship collisions, groundings, fires, and other incidents. Navy investigations attribute the accidents mostly to personnel-related causes, such as, you know, inadequate manpower or training.

The chief of the Navy personnel just recently testified that the Navy is 5,000 to 6,000 sailors short of manning our ships today.

Now, you have a background. You are going to be responsible for some of these things, the problems that we are faced with right now.

What is your assessment of the role that manning and training played in these accidents—you know the accidents that I am referring to and you know that we have observed that we need, that we are short—so, what is your response to that and how are you going to handle that?

Mr. PARKER. Senator, I absolutely share your concern with some of the recent incidents that have occurred within the Navy. You know, I believe many of those, similar to what the Chief of Naval Personnel said, you know, are attributable to manning issues and other challenges within the Force.

I understand that the Department is working hard to address that. I understand that since the McCain and Fitzgerald collisions, the Navy has assessed 23,000 new sailors and has moved 10,000 new to the fleet since that time.

If confirmed, really focusing on those types of manning issues and related cultural issues, I know there are initiatives such as Get Real Get Better, which is really focused on assessing where the Navy has fallen short and then taking lessons learned from that, I think those types of initiatives are helpful both, in terms of the manning piece, but also in terms of operationally ensuring that we learn from our mistakes, and if confirmed, I will support those.

Senator INHOFE. Very good.

Now, Dr. Chaudhary, I would like to have you go ahead and finish answering the question that I started out with.

Dr. CHAUDHARY. Thank you, Senator.

To continue and provide clarity, the men and women who serve, the vast of the men and women who serve, serve with honor, integrity, and excellence. I believe that the constitutional rights of our men and women who serve should be protected, period.

If confirmed, I will work with Secretary Kendall and follow his lead on addressing the extremism in the military.

Senator INHOFE. Okay. Well, except you have already addressed it. You have already talked about it, and I have already expressed my feelings about that issue.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Inhofe.

Senator HIRONO, please?

Senator HIRONO.. I ask all nominees on any of the committees on which I sit the following two initial questions and you can respond in unison.

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?

[All three witnesses answered in the negative.]

Senator HIRONO. Have you ever faced discipline or entered into a settlement related to this kind of conduct?

[All three witnesses answered in the negative.]

Senator HIRONO. For Dr. Chaudhary, I am not sure how familiar you are with the Red Hill bulk fuel storage facility on Oahu. It is a massive, underground fuel storage facility located 100 feet over Oahu's aquifer, which is the main supplier of water for our resi-

dents on Oahu. This facility holds 250 million gallons of fuel to support military operations across the Indo-Pacific.

The storage facility has contaminated the Navy's water system, displacing almost 4,000 families since December and impacting, I would say, over 100,000 residents and putting our aquifer at risk. As a result, the State of Hawaii ordered the Navy to de-fuel the tanks. I plan to hold the Navy accountable to do so.

De-fueling must be done safely and will require additional funding beyond what is currently being provided.

The State of Hawaii, through the Hawaii Department of Health, has the authority to shut down Red Hill through its permitting process.

I want to be very clear that I will fully support the Hawaii Department of Health's final permit decision, which at this point, with all of the evidence and information as to how Red Hill was being operated, which will likely shut down Red Hill by denying the Navy a permit to continue operating the facility.

As the Navy complies with the de-fueling order, DOD must come up with alternative solutions to meet our strategic fuel reserve needs in the region. The other facilities operated by the Navy, a majority of the fuel reserves stored in the facility are for Air Force operations, which means meeting our strategic fuel needs in the region will require a collaboration and a Department-wide effort.

If confirmed, how will you aid in determining a long-term solution to Air Force fuel needs in the Indo-Pacific area?

Dr. CHAUDHARY. Thank you, Senator.

Senator HIRONO. Dr. Chaudhary?

Dr. CHAUDHARY. First of all, as a former military member, my heart goes out to the families who have gone through this issue and are meeting the challenges of the Red Hill petroleum spill. When I think of them, I think of my family when we served and the need to ensure that we address the needs of the families and the fact that all of our military families deserve a safe water supply and a safe environment to execute the mission and live in their communities, and that includes the surrounding communities around them.

Senator HIRONO. Of course.

Dr. CHAUDHARY. So, if confirmed, that is my number one priority on that issue. In resolving that, I understand a review is in process to address this issue and I look forward to working with the Committee to continue to address the issue going forward.

Senator HIRONO. Yes. It is pretty clear to me that the Air Force, considering that they use some 40 to 70 percent of the fuel out of Red Hill that they need to be part of the collaborative process to determine how the Air Force's fueling needs will be met if Red Hill is closed. So, I am hopeful that that is where we are heading.

So Mr. Parker and Dr. Schaefer, Secretary Austin said today that the United States Government is not seeing any kind of withdrawal of Russian troops from Ukraine's border, but instead, continues to see Russia add to its capabilities and their troops, even in the last couple of days.

It seems the previous indications that Russia was withdrawing troops was not accurate. As the Department of Defense pivots toward great power competition and is confronted with very real

threats of conflict, how will you recruit and retain the best people with relevant skills for future conflicts?

This is for both, Mr. Parker and Dr. Schaefer.

Mr. PARKER. Senator, I agree, recruitment and retention is fundamentally important, especially with regard to critical skill sets and at this perilous time that we find ourselves in right now. I think part of the challenge specifically for critical skill sets is the intense competition with industry right now, and so I believe we have to focus on both, the accession side and the retention piece.

On the accession side, leveraging all available authorities to bring people in as easily as possible. On the retention side, really taking care of people and trying to put policies and practices in place to make the military an attractive place to make careers, instead of moving to other opportunities.

Senator HIRONO. As we go forward, should you be confirmed, which I think that you will be, that we are going to need to really get down to how you are, in fact, going to be able to recruit and retain, because that has been quite a perennial problem over the last number of years that I have served on this Committee.

Thank you, Mr. Chairman. I do have some other questions that I will submit for the record.

Chairman REED. Thank you very much, Senator Hirono.

Senator Tuberville, please?

Senator TUBERVILLE. Thank you, Mr. Chairman.

I thank everybody for being here today and your willingness to serve.

Mr. Parker, you held this role in 2016 and 2017. What unfinished business do you hope to accomplish, you know, this time around?

Mr. PARKER. Thank you, Senator.

This time around, I think the main priorities of focus for me will be readiness, retention, and respect, really, for our Force.

In my last opportunity to serve, it was a tremendous honor to have that opportunity to really support our men and women of the Navy and Marine Corps, our civilian personnel, and our Reservists, and so, to have this opportunity, again, would just be a tremendous honor to continue to be there for them in that way.

But I would really focus on those three areas: readiness, retention, and respect. Making sure that we maintain readiness is fundamental to everything that the Force is required to do.

The retention piece is required to make sure that not only do we bring in the people we need, but that we are able to keep them in the Force so that they can continue to keep us the strongest Force in the world.

Then the respect piece, just making sure that all our members treat each other respectfully.

Senator TUBERVILLE. Thank you.

Dr. Schaefer, we had a long discussion yesterday about recruiting. In your role, you are going to oversee this. It is going to be a tough chore.

It has been my observation as a recruiter that some of the Army's recruitment campaigns have been ideologically driven and rather than data-driven. In this day and time, we need an Army.

We need somebody that is going to fight. We need somebody who is going to love this country and fight for this country.

I hope you pledge to take that database approach and look at it the way of give everybody that opportunity and give them the chance to do their best, because, again, as we talked, we have a very small percentage of kids now, or kids or young men or young women that are really eligible to be in the military. So, give your thoughts on that.

Dr. SCHAEFER. Well, first of all, Senator, thank you for your time yesterday. I really enjoyed our conversation. Recruiting, as I mentioned previously, I am extremely concerned about the environment right now and I think that we do need a reset on the Army's recruiting efforts to think more broadly and to be able to recruit a wider diversity of people, and I mean diversity in a very holistic sense, in terms of not only representation, but geographical diversity; geographic or a diversity across a wide range of backgrounds, skill sets. I will absolutely take a data-driven approach. It is in my DNA to do that, and so I will naturally lean towards that.

Secretary Wormuth released her objectives recently and one of them was to make the Army more data-driven, and I will absolutely do what I can to help her in that effort.

Senator TUBERVILLE. Thank you.

Mr. Calvelli, last year, the Air Force awarded the National Security Space Launch program, Phase 2 contracts to the United Launch Alliance and SpaceX. How many Phase 2 launches do you think we need to see in order to assess what capabilities will be needed in Phase 3?

Mr. CALVELLI. Well, I don't—thank you, Senator, for that question. It is a great question.

I don't know the, I don't remember the official number of launches that are under contract from the Space Force to both, ULA and to SpaceX, but I know it is over several years, and so we are going to see lots of launches of, you know, Falcons, as well as the future Vulcan system; both very exciting systems to work with.

I think, you know, since Phase 3 is only a few years out, I think we will have enough launches under our belt to understand what we really need to do for Phase 3.

Senator TUBERVILLE. Yeah, I think that we are now just finishing up Phase 1 and we are in 1(a). We are adding and getting ready to start Phase 2, and that will end sometime in 2025, and we are going to need to start to look at the responsibilities and the regulations for Phase 3 coming up, and hopefully, that is in the future.

Dr. Chaudhary, the Chinese, as you said earlier, are tracking us and you gave a good answer. You know, we would hope that we would stay away from that, as Senator Inhofe was saying.

Since he asked my question, I want to ask you about our tanker situation in our Air Force. I flew on one not too long ago and it is 50-something years old. They are old. They get the job done, but we need better and bigger.

What are your plans when you get in? What are your thoughts about having a fair system, in terms of being able to get contracts for the new tankers that, hopefully, we will have in the near future?

Dr. CHAUDHARY. Thank you, Senator.

The beddown of new weapons systems falls within, if confirmed, my bailiwick. I would take a look at the process for strategic basing, assignment of where weapons systems are placed, and ensure that it is a fair and transparent and open process.

So, as a former Air Force pilot, I understand the value of tankers. I have received gas from KC-135s, KC-10s, and I know that KC-46 is going to be a fantastic weapons system.

If confirmed, I will make sure that that process stays open, transparent, and move forward with the Committee and work closely with the Committee to address any issues for a given constituency.

Senator TUBERVILLE. So, you would agree that our tankers are getting a little old; the ones that you have been fueled with?

Dr. CHAUDHARY. Senator, they are getting a little old and it is really important that that fleet remains viable and effective, because, you know, I am going to say it: You can't kick ass without a tank of gas, and that is exactly the way I believe we should proceed.

Senator TUBERVILLE. Thank you.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Tuberville.

Senator Kaine, please?

Senator KAINE. Thank you, Mr. Chair.

Congratulations to the panel of qualified nominees.

To Mr. Parker and Dr. Schaefer, just an issue that I just want to kind of put on your radar screen, not really to ask about, but in your manpower responsibilities, should you be confirmed, we are doing a lot of analysis now of the 20-year Global War on Terror, how the battle was fought, lessons learned, what we need to do differently going forward.

One of the aspects of this 20-year war that I think makes it pretty unique, and there are other aspects, as well, is how much of the burden was borne by contractors. Seven to 8,000 deaths of United States troops in Iraq and Afghanistan and Syria, but there were more contractor deaths: 8,000 to 9,000.

There were many times during the, you know, active phases of war in Iraq and Afghanistan where the number of United States contractors in those countries outnumbered the number of United States troops.

We have spent a lot of time on the Committee during the time that I have been here talking about, you know, the segue from a draft to an all-voluntary military and what a transition that was, but I don't think we spent much time talking about the transition from having troops fight wars to having contractors fight wars. I am a little bit worried that the 8,000 to 9,000 U.S. contractors who died are sort of like the invisible casualties of the war.

We had a hearing recently where, appropriately, witnesses talked about the 7,100 troops who died during these wars but didn't reference the U.S. contractors who did or the 20 DOD civilians who did.

So, I hope as you are analyzing manpower requirements going forward, and as you are involved in assessment of the manpower used during the 20-year Global War on Terror, that we put a crit-

ical eye on this issue of how much of the burden we now put on the shoulders of contractors. I am pretty sure there has never been a war in the history of the United States where the contractor deaths exceeded the troop deaths, and we ought not just to kind of accept that, without analysis going forward.

Dr. Chaudhary, I want to ask you a couple of questions. One of the largest providers of military housing, Balfour Beatty, recently paid a sixty-five-million-dollar fine, agreed to pay that after pleading guilty to fraud, in connection with the military housing program.

Them being held accountable, that is a good thing, but there are still countless homes on our bases around the country and all the service branches that are not up to snuff. If Mr. Parker and Dr. Schaefer do all they can to recruit folks in, but military families, or folks thinking about joining the military, think that the quality of housing is substandard, as somebody who served in the military and lived on these bases, you know how difficult that will be in terms of us meeting our recruiting needs.

So, I would just like to hear you talk about the priority that you would place within your responsibilities in the Air Force, should you be confirmed on just making sure that we are continuing to be up to speed on work orders and doing what we need to do, and your willingness to come back and ask this Committee for more assistance if there are additional authorities that you need to make sure that the quality of housing is what our Air Force members are entitled to.

Dr. CHAUDHARY. Thank you, Senator.

As a former military member, I think about military privatized housing a lot, especially having a special needs child and having their special needs addressed on issues like allergies or anything under the sun that requires support, is really, really important to me, because I have lived that experience.

Our military members and their families deserve to have well-maintained, clean, and excellent housing; not only that, a system in which their grievances can be addressed, as well as any challenges that they are meeting at the same time.

If confirmed, you have my commitment that I will move out on this issue extremely quickly to ensure that we have the right oversight, management, contracts across the board.

I am going to take a top-down look at every aspect of our military privatized housing, because we just absolutely have to get this right. Our military members deserve that.

Senator Kaine. I will just say, I was very, very unhappy with the performance of some of the private military housing providers, but I was more unhappy with the absence of oversight and just, you know, contract supervision by the Pentagon.

Nobody signed up to be a Balfour Beatty tenant; they signed up to be a soldier, sailor, airman/woman, or marine.

The responsibility for their housing was fundamentally a DOD responsibility, and once the private contracts were entered into, there was just a long period of time where the DOD exercised very little oversight and supervision over these contracts. So, we will take you at your word on that and I look forward to more discussions, should you be confirmed.

Thank you, Mr. Chair.

Dr. CHAUDHARY. Thank you, Senator.

Chairman REED. Thank you, Senator Kaine.

Senator Blackburn, please?

Senator BLACKBURN. Thank you, Mr. Chairman.

Congratulations to each of you on your nomination.

Mr. Parker, I want to come to you first and talk a little bit about Esports and I am going to ask you to give me your response in writing, rather than taking the time today.

I represent Tennessee and, of course, we have the Navy Recruiting Command, there in Millington, Tennessee, very pleased to have it in Tennessee, and it has done its own Esports team, Goats & Glory.

So, what I would like to hear from you is how do you think this helps with potential recruits, how this could be built out.

Ms. Schaefer, I want to come to you, and I will give you this one for a written response, too. The Army's talent management strategy, which is going to be important for 21st Century warfare and having the young people who are going to have the skill sets to utilize technology is going to be important.

So, I would like to hear from you, how you see this helping with recruitment and retention for the Army, making the Army a more desirable employer, and then how you can utilize that with the National Guard.

As I have visited deployed troops and talked with some of the commanders, we have talked about the need to recruit the skill sets that someone is using in their day job that can be applicable. As you are well aware, we have the Guard's Intel Unit housed in Nashville, so I would like that one from you in writing, if I may.

Mr. Chaudhary, am I saying that correct?

Dr. CHAUDHARY. That is correct, Senator.

Senator BLACKBURN. All right. I know that Senator Inhofe talked with you about the July 21 op-ed and what I would like from you, a yes-or-no, would you use machine learning and AI to monitor military personnel's electronic footprint?

Dr. CHAUDHARY. Senator, no.

Senator BLACKBURN. You will not. Okay.

We know that AI has been assessed, and this is the ACLU, to deepen racial and economic inequities, and multiple independent studies have uncovered both, gender and racial bias in AI systems that are sold by Microsoft and Amazon and IBM and others.

So, how do you square looking for racism with a tool that is accused of racial bias?

Dr. CHAUDHARY. Thank you, Senator.

The article that you referenced, the intent of that was to enter the public discussion on the issue of extremism and it fell short and I regret that.

Senator BLACKBURN. Okay. I am just asking how you square.

Dr. CHAUDHARY. Yeah. Allow me to be clear on the issue.

Senator BLACKBURN. Okay.

Dr. CHAUDHARY. The constitutional rights of our military members should be protected at all times and I believe that.

Senator BLACKBURN. So, you are committing that you are going to protect their civil liberties?

Dr. CHAUDHARY. You have my commitment that I will protect military members, their civil liberties under the Constitution.

Senator BLACKBURN. Okay. All right.

Let's talk a little bit about DEI and DEI training. What we have seen, there has been so much talk this week about the six million man-hours that have been used on DEI, instead of training our men and women to do the job, that they are recruited, and that they are prepared to do: defending this country.

So, why don't you talk a little bit about, for the record, how you see DEI being central to military readiness?

Dr. CHAUDHARY. Thank you, Senator.

Diversity and inclusion is important to our readiness because it ensures we have a Force that brings in all points of views and is representative of our Nation.

If confirmed, I will make sure that I follow DOD guidance on diversity and inclusion and ensure that I execute programs, as appropriate, from DOD.

Senator BLACKBURN. Okay. Do you prioritize DEI over military readiness and the ability to combat malign actors, such as Iran, Russia, and China?

Dr. CHAUDHARY. Senator, diversity inclusion is important to readiness and readiness is absolutely crucial to addressing the threats our Nation faces. If confirmed, I will make sure that our national security interests are addressed from that angle; not prioritizing one or the other but understanding that it is an integrative process.

But the readiness of our Force is absolutely critical and you have my commitment that I will prioritize that in our national security interests.

Senator BLACKBURN. Thank you. I appreciate that.

I think we all want the best for our men and women in uniform.

Thank you all—

Dr. CHAUDHARY. Yes, ma'am.

Senator BLACKBURN.—for being here today.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Blackburn.

Now, let me recognize Senator Inhofe for a question, additional questions.

Senator INHOFE. Well, thank you, Mr. Chairman. I appreciate that.

First of all, Mr. Chaudhary, I heard your response and I was very pleased to hear that. Is it my understanding, is it accurate, your response to the Senator that this is not a practice that you are anticipating or, better yet, a stronger statement, that you wouldn't use this practice for that type of fact-finding?

What is your position on that issue?

Dr. CHAUDHARY. Senator, my statement to Senator Blackburn was accurate and I would not use that technology in any way to interfere with the constitutional rights of our military members. I will make sure that, if confirmed, I keep that at my highest priority.

Senator INHOFE. Well, let me thank you very much, and I am glad we had a chance for that clarification. Thank you very much.

Dr. CHAUDHARY. Yes, sir.

Senator INHOFE. Mr. Chairman, thank you.

Chairman REED. Thank you, Senator Inhofe.

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

Senator KING. Thank you, Mr. Chairman.

A couple of questions to Mr. Parker and Dr. Schaefer, and not really questions, but both of you testified in response to the question of Senator Reed at the very beginning about a geographic diversity, which is becoming a more and more serious problem. We have gone from about 50:50 on the various regions to 75:25 or so, and in the Northeast, it is a real problem.

I liked your answer; you said the right thing. But I just want to emphasize that correcting this problem is not going to happen by itself; it is going to take conscious, deliberate strategies to place recruiting efforts, and as Dr. Schaefer, as you pointed out, one of the problems is there are no military facilities now, or virtually none, in the Northeast, so young people growing up don't see people in uniform.

So, I appreciate your answers, but I hope that you will take cognizance of the fact that this isn't, this is going to take more than intent; it is going to take some really direct action.

Let me ask a provocative question about the whole military talent management. The military is the only organization that I know of that recruits people in their teens and 20s, and then keeps them for their whole career and there is, nobody enters the system mid-career.

Do we need to think about the option of bringing in people, particularly people with technical skills who didn't necessarily enlist or join from one of the academies at a young age, but at the age of 40, have decided that they would like to serve their country and they have a skill that we need, Dr. Schaefer, give me some thoughts on that.

I realize it is sort of a radical notion, but we have a talent problem throughout our society and in the military, and is that an option that we should be thinking about?

Dr. SCHAEFER. Senator King, thank you for your question.

I definitely think that we should be thinking out of the box on these issues and especially when we are thinking about our technical career fields. We have, you know, explored the option of lateral entry and I greatly appreciate the expanded authorities that this Committee has given to the services regarding the expansion and increasing flexibilities within DOPMA. I have done quite a bit of work on that issue.

The services are taking on those expanded flexibilities, but I think we need to build on that, on increasing that flexibility to be able to recruit the talent that we need right now, especially in this difficult recruiting environment.

So, if confirmed, I would definitely be thinking about these sort of "out of the box" options for ways to bring more people into the Army.

Senator KING. Great. Thank you very much.

Mr. Parker, I hope you will be thinking in the same way.

Dr. Chaudhary, before I begin, you sent a shudder through Hanover, New Hampshire, and the Upper Connecticut River Valley

when you characterized your sister as working at Dartmouth University.

Dartmouth is not a university; it is a college, and it, very proudly, it goes back to the Dartmouth College case and Daniel Webster in the early part of the century. So, if you ask your sister, she will straighten you out.

Dr. CHAUDHARY. Thank you, Senator.

Senator KING. I am somewhat teasing you here, and so it is a special point in the history of my college, that it is a college and not a university.

You used the term, when you were talking about with Senator Tuberville, of the basing decisions being a strategic basing. I hope that you will take cognizance of the fact that there is no more strategic Air Refueling Wing, than the 101st in Bangor. That is the step over the North Atlantic that is such an important part of our system. So, when you are talking about the KC-46s, please keep in mind the maniacs up at Bangor and the 101st.

Dr. CHAUDHARY. Thank you, Senator.

I will definitely do that. and as somebody who has received fuel from the maniacs many times, AR-206 is probably one of the most familiar refueling tracks, I would guess, to ensure my mission was complete from Maine so many times. The one experience I have is actually flying an approach in the weather in a storm and watching the runway break out in front of my face and see that beautiful runway at Bangor, Maine, and knowing that I can complete a safe mission.

So, I really, really appreciate you and value everything that the Bangor, Maine, Airfield—

Senator KING. Keep that thought in mind when you are making decisions about the KC-46.

Mr. Chairman, I will have some questions for the record for Mr. Calvelli. A very important position that he is taking, critically important, I believe, and so I will be following up on the record.

Thank you very much, Mr. Chairman.

I yield back.

Chairman REED. Thank you, Senator King.

Senator Scott, please?

Senator SCOTT. Dr. Chaudhary, in July of last year, you wrote an op-ed for Foreign Policy news and referred to the Naval Air Station Pensacola incident as an indicator of the rise in extremist violence in the U.S. Military.

The shooter and terrorist Mohammed Saeed Alshamrani was a member of the Saudi Arabian military, not a member of the United States military, yet you used this incident as a rise of extremism in the United States military and justification to monitor our servicemembers through artificial intelligence.

You argued that artificial intelligence can be used to monitor our servicemembers to keep tabs on if they are exhibiting extremist behaviors.

In an article for the Atlantic, clearly not a conservative news outlet, they wrote about Communist China's use of AI in September 2020 as saying, Xi wants to use artificial intelligence to build a digital system of social control, patrolled by precog algorithms that could identify dissenters in real time. An algorithm assigned people

a color code—green, yellow, or red—that determined their ability to take transit or enter buildings in China’s megacities. In a sophisticated digital system of social control, codes like these could be used to score a person’s perceived political pliancy as well.

Ancient Chinese emperors well understood the relationship between information flows and power, and the value of surveillance. With AI, Xi can build history’s most oppressive authoritarian apparatus, without the manpower Mao needed to keep information about dissent flowing to a single, centralized node.

Were you aware, and are you aware that Communist China is using AI technologies to identify Uyghur Muslim populations to fuel systemic, discrimination, and persecution?

Dr. CHAUDHARY. Thank you, Senator.

I was not aware of that, and to address the comment, I fully believe that the men and women who serve, the vast majority serve with honor and integrity. I also believe that the constitutional rights of our military members should be protected, period.

If confirmed, I will follow the lead of Secretary Kendall in addressing extremism and to ensure that the men and women who serve have the resources and tools to execute their mission effectively.

Senator SCOTT. So, the AI you are advocating for to track our servicemembers, how is it different than what Communist China is doing right now in how they are tracking Uyghur Muslims, how is it any different?

Dr. CHAUDHARY. Thank you, Senator.

I am unaware of the specific technology and the individual algorithms. The article that you reference was an approach to engage public discussion on addressing extremism and it was, it fell short and I regret that.

As such, I really believe that we should be protecting the constitutional rights of all of our military members.

Senator SCOTT. Communist China is leveraging to say one technology is to identify the political pliancy of individuals through the use of nanny apps. They scan for ideological viruses. Even staying off of social media altogether is also not a solution, as that will also raise suspicion.

Would you require members of the military to install apps so they can be constantly monitored?

Dr. CHAUDHARY. Senator, I can categorically say that I would not do that.

Senator SCOTT. Okay. Do you want the United States Government to use AI to track servicemembers as the Chinese Communist Party does, as though all United States servicemembers are potential criminals and terrorists who need to be surveilled 24/7, have their electronic footprints recorded, regardless if they are constitutionally guaranteed rights?

Dr. CHAUDHARY. Senator, no, absolutely not.

If confirmed, I would make sure that we protect the constitutional rights of all of our military members.

Senator SCOTT. So, if what you just said is all true, then why didn’t you say that before?

The shooter in Pensacola was not in the U.S. Military; you realize that?

Dr. CHAUDHARY. Senator, the article was designed and intended to engage in public discussion on the issue of extremism in the military and I do regret that. Absolutely, the men and women who serve, the vast majority absolutely serve with honor, integrity, and excellence, and that is what I believe.

Senator SCOTT. Have you met an extremist in the military?

Dr. CHAUDHARY. Senator, I do not believe I have ever met one.

Senator SCOTT. You have never met one, but you think it is important that we monitor them, monitor people in case they might be one?

Dr. CHAUDHARY. Senator, again, I do not believe that we should monitor military members for extremism.

Senator SCOTT. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Scott.

Senator Peters, please?

Senator PETERS. Thank you, Mr. Chairman.

To each of the nominees, congratulations on your nomination.

Dr. Chaudhary, Selfridge Air National Guard Base in Michigan is the largest Air National Guard base in the entire Nation. It has a 9,000-foot runway and it has access to the largest overland special-use airspace east of the Mississippi, totaling over 17,000 square miles.

Selfridge was previously the home to a single-engine fighter aircraft, like the F-16, and despite the unparalleled resources and access, Selfridge, unfortunately, has continuously been passed over for future basing decisions. The Air Force has informed my office that there is an encroachment issue for single-engine jets in the south expanded clear zone, due to a few residential homes that were built back in the 1970s. This issue is in direct contrast to both, an agreement the Air Force made with Congress to grandfather in these existing homes and the base's history of operating F-16 and other single-engine aircraft since that time.

So, my question for you, Dr. Chaudhary, is if you are confirmed, will you ensure that the Air Force honors their previous agreement with Congress to grandfather the expanded clear zones of Selfridge Air National Guard Base, and will you commit to no longer using it as a metric against Selfridge during future basing decisions?

Dr. CHAUDHARY. Thank you, Senator.

Let me just first start by saying how much I value, in our discussion recently. I am just proud to share how much I value all that Selfridge has contributed, and it just recently passed its 104th anniversary, and that is a testament to the men and women who serve there.

With regards to basing, I look forward to learning more. I don't know all the details that you shared with me; however, I look forward to learning more about that process, how it occurred, and ensuring that opportunities for basing are done fairly and with transparency so that the men and women at Selfridge have a mission that will execute and I look forward to learning more about that in the future.

So, if confirmed, I look forward to working with the Committee, as well as you, to ensure a fair basing process.

Senator PETERS. Well, I appreciate that, and I appreciate our previous conversation. I look forward to having future conversations, if confirmed.

There is a lot to talk about and a lot of concerns that I have, so I will appreciate the opportunity to have that discussion and inform you on some of the past decisions that have been made and the challenges I think we have to deal with, so I look forward to that.

Dr. Schaefer, Michigan is the home to a command and control, CBRN response element, which is a key component of our nationwide CBRN Response Enterprise. It is comprised of units from the Army Reserve and the Army National Guard that rotate through the same missions, yet, unfortunately, some servicemembers, specifically, the Early Retirement Credit, differ depending on the component that you are in. The unequal application of that benefit is contrary to DOD policy that directs uniform procedures for regular, non-regular retirement.

I would certainly hope, Dr. Schaefer, if confirmed, I could count on your support to help me correct this issue and to ensure that benefits regarding non-regular retirement are applied equally between the Army Reserve and the Army National Guard.

Dr. SCHAEFER. Senator, this is a topic that is near and dear to my heart. You absolutely have my commitment that I will ensure that they are applied equally.

Senator PETERS. Great. Well, I appreciate that.

Mr. Calvelli, a May 2021 GAO report found that the DOD has at least 10 new programs under involvement in numerous mission areas involving the Space domain. Many of these are large-scale, new startup programs that are going to require significant amounts of funding, as well as manpower, the establishment of the U.S. Space Force and the maturation of our Space bureaucracy certainly represent an opportunity to streamline, I believe, our acquisition process.

So, my question for you is, if confirmed, how will you build a Space Acquisition Workforce which has the technical knowledge and practical experience to efficiently lead the DOD through the next phase of Space System Acquisitions?

Mr. CALVELLI. Thank you, Senator.

Having a workforce that is able to do that for the future is really a key to success that we need to do. How I would approach that would be to, is recruiting of some of the top-notch folks that we can get our hands around by training, by just discipline and focus on meeting our scheduled cost and technical commitments, and by just driving forward into the future.

I think one of the biggest things that we, that I, if confirmed, will try to bring is discipline, and discipline in terms of just pure program management. Where I grew up, I mean, the focus was purely on meeting your costs, meeting your schedule, and delivering your technical commitments on time and on schedule.

To me, I would like—I read that—I actually skimmed that GAO report from last May. I saw what they, it was a great report.

I think it is really important to really have a culture of program-management discipline and I think that is going to allow us, also,

to go a little bit faster, as well. So, I think, if confirmed, I intend to bring that to the Space Force.

Senator PETERS. Very good. Thank you.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Peters.

Senator Rounds, please?

Senator ROUNDS. Thank you, Mr. Chairman.

Let me begin by just thanking all of you for your service to our country.

I would like to begin just, with just a quick question for Mr. Calvelli and a statement for the record. As Principal Deputy Director for the National Reconnaissance Office, you were quite clear on the value satellites bring to our Nation's national security. You said, and I am paraphrasing, that satellites you helped launch supply enhanced intelligence capabilities for warfighters and improved decision-making advantage for our policymakers.

With that in mind, what would be the impact if we were to decide that we would not identify Space in the future as a warfighting domain, recognizing very clearly that we have adversaries that may very well have differing points of view, and are you aware of anything that would substantiate the suggestion that they have already moved in the direction of utilizing Space as a warfighting domain?

Mr. CALVELLI. So, thank you, Senator. That is an outstanding question.

I believe we need to treat Space as a domain that we need to integrate in with other domains, whether that be Sea, Air, or Ground. I think Space gives us a strategic advantage as a nation both, economically, as well as militarily.

I believe that as we go forward in the Pentagon with programs like JADC2, Space needs to be fully integrated in order to take full advantage of the capabilities that Space can provide to the warfighter. Is the term "warfighting domain" or just "Space domain," I honestly don't know. If confirmed, something that I would take a look at, what the differences of that really means.

What I think is really important, though, is that we are able to count on our Space assets being there, whether that be peace, crisis, or conflict. The economy depends on Space. The Nation depends on Space. The military depends on Space. So, I think we need to make sure that our architecture is resilient. I think we need to make sure that we maintain a technological advantage over our near-peer adversaries, particularly, China and Russia, and I think we need to add new capabilities to our architecture to stay ahead of any threats.

Senator ROUNDS. Most certainly, it would appear that we should be in a position to defend our Space assets; fair statement?

Mr. CALVELLI. Absolutely. I agree with that.

Senator ROUNDS. Really, the question here is, would the attack against our Space assets, would they begin with the delivery, a missile or something from the ground, or would it be something that would have already been stockpiled in Space by our adversaries? Is that a possibility?

Mr. CALVELLI. I think that is a possibility, but I will tell you that I would imagine anything that is the first volley in terms of a Space war would end up being a cyber.

Senator ROUNDS. Thank you.

Mr. CALVELLI. It is a lot less attribution than a missile being launched from somebody's country.

Senator ROUNDS. I most certainly have the opinion that we should not limit our ability to defend our assets in Space and I think we should be prepared for the possibility, the very strong probability that our adversaries may very well not have any problems with deciding that Space could very well be a location where they could conduct military activities.

Mr. CALVELLI. Right.

Senator ROUNDS. Would you have any problem with that statement?

Mr. CALVELLI. No, sir, I do not.

Senator ROUNDS. Thank you.

Let me go back for just a second, and then I have to say that I have most certainly appreciated the opportunity to visit with some of you in my office.

Dr. Chaudhary, I think we have talked quite a bit about AI and I think in our discussions, you made it very clear that you understand that this Committee would never look upon, you know, the investigation or the use of AI in the oversight of our men and women in uniform would never be considered to be an acceptable thing.

Is that a fair statement, sir?

Dr. CHAUDHARY. Senator, that is absolutely correct.

You have my commitment that we will protect the civil liberties and the constitutional rights of all of our military members, if confirmed.

Senator ROUNDS. Thank you.

Let me go on to this. There is an item that I think is very important and, in fact, there has been some more public discussions lately about PFAS and PFOB.

At Ellsworth Air Force Base, we have, we have had for a number of years, because we have aircraft there. We also practice. Our firemen and women fight, actually taking out the fire, stopping the fires from expanding and so forth.

But when they test it, they have been using the PFAS, which is, and I am going to probably mess this up, but it is perfluoroalkyl and polyfluoroalkyl, as chemicals that are in these firefighting liquids. There has been some discussion about the fact that some of those same chemicals may very well have been used in the creation of equipment for firefighters for years. But in this particular case, we have been concerned about the possibilities of that being in the groundwater in multiple locations around the United States.

Would I have your commitment that as we continue to investigate and take care of the claims that come from water supplies and systems that have this in them, that you would work to make sure that those individuals that have their water supplies impacted by this, that they be appropriately treated and that we do everything we can to clean up the water supplies that have been tainted, and, furthermore, that we make sure that those individuals that

might have been impacted, in terms of their health, that we recognize it and we get to the bottom of it and do everything we can to make sure that they get the services needed to correct any health problems that they may have due to the release of this by the Air Force and other branches, with regard to what they thought was simply a matter of practicing to put out fires.

Dr. CHAUDHARY. Thank you, Senator.

The challenge of the PFAS has been very, very close to an issue that I have been watching in the public domain, especially at our military bases. Our men and women in uniform deserve to have an environment to execute the mission that is free of contaminants. That goes for surrounding communities of these installations.

You have my commitment that I will give this my fullest attention and I will work with the Committee on understanding the current impacts, potential future impacts, and actions going forward to address them. So, to answer your question, Senator, if confirmed, yes.

Senator ROUNDS. Thank you, Mr. Chairman, for your patience.

Chairman REED. Thank you, Senator Rounds.

Senator Cotton, please?

Senator COTTON. Thank you all for your appearance here today and congratulations on your nominations.

Mr. Calvelli, is Space a warfighting domain today?

Mr. CALVELLI. Senator Cotton, I believe that we created the United States Space Force, so I would imagine it can be considered a warfighting domain.

Senator COTTON. Yeah. I think that is right, and I think the fact that we created it might suggest that we are a little bit behind the curve when it comes to engaging in that domain, relative to Russia and China. Wars, typically, are not won just on the defense, right?

Mr. CALVELLI. Right.

Senator COTTON. There is a combination of defense and offense. So, do you believe that we need offensive Space capabilities to be predominate in Space?

Mr. CALVELLI. I believe we would need whatever capability that we can get that is going to protect our assets. I think that a day without Space would be a really bad day for our country; whether that is in peacetime or in crisis and conflict. We need to make sure our Space assets are always available for our warfighters and for our Nation.

Senator COTTON. It is fair to say that we depend on those Space assets even more than does Russia or China, because we would be fighting away games against each of those countries and they would be fighting home games, right?

Mr. CALVELLI. At this point in time, yes, sir; I think you are correct.

Senator COTTON. Yeah. So, it is very important that we be able to defend everything that we have both, defend our legacy systems and that we design our satellites and other Space assets going forward in a way that make them even more defensible.

Mr. CALVELLI. I agree with that, Senator.

Senator COTTON. Like in every other domain, I think it is true in Space, we have to be able to hold China and Russia's assets at risk, as well, with offensive capabilities.

Mr. CALVELLI. I agree.

Senator COTTON. So, DOD is, unfortunately, littered with a lot of expensive programs that have gone wrong, where the taxpayer doesn't get what we paid for and sometimes that due to immature technology. Sometimes, it is due to leadership and management of programs. Sometimes, maybe every now and then, it is due to a little bit of Congress meddling and parochial politics back home.

But are you going to be willing to take a sharp eye in looking at all the programs that we have, and if necessary, to end programs that aren't performing and that are not delivering value for the taxpayer and the capabilities that are troopers need on the ground and in the air?

Mr. CALVELLI. Yeah, thank you, Senator.

I am a firm believer of delivering programs on cost, on schedule, and meeting our requirements. If there are programs that are awry or not heading in the right direction, I have no problem either taking corrective action or terminating them.

Senator COTTON. Well, thank you.

I know that you served a great career in the intelligence community, concluding at the NRO, and I look forward to you being an outstanding Assistant Secretary.

Mr. CALVELLI. Thank you, sir.

Senator COTTON. Mr. Parker, several members of Congress earlier this year, including myself, commissioned an oversight report about Navy culture.

Have you had a chance to read that report?

Mr. PARKER. Senator, I have not read that report.

Senator COTTON. Okay. I will send it to you. I encourage you to read it.

We didn't do it ourselves; we just asked retired flag officers to review it. I provided it to the Secretary as well, and as a former service combatant commander, I think he agreed with a lot of what we found; unfortunately, the report found that 94 percent of sailors interviewed believe that the Navy suffers from a crisis in leadership and culture. This is especially true of the Surface Navy.

Some specific issues raised were an insufficient focus on warfighting skills, a culture of micromanagement, a zero-risk and zero-defect mentality that ended up jettisoning careers of chiefs or officers who had served 20 or 30 years because they made a single mistake, and just the crushing administrative and paperwork regime.

As you can see, those aren't really political issues or partisan issues; it is all about the kind of burdens we put on sailors and the distractions they face when they should be training for and operating in a warfighting environment.

Could you please share your thoughts about all of these noncombat-related training programs and additional administrative tasks, do you think these things are excessive? What can we do to reduce them? What specific kind of trainings might we consider eliminating to get sailors back focused on warfighting?

Mr. PARKER. Senator, and thank you for your leadership on this issue, and I will review your report.

You know, I believe our Surface Warfare Officers are absolutely critical to everything that the Navy needs to accomplish and to

readiness and to the ability to have that, to have that worldwide, deployable Force. Issues of culture are deeply important in ensuring that our SWOs really have the ability to perform those duties and are best-positioned to do so.

I understand these are areas that the Navy is looking at very closely in terms of talent management and the requirements on officers, as well as the manning piece, which I think is big, as well; making sure that there is adequate manning, so that our officers can perform and they aren't overly fatigued.

You know, I agree with you on concerns with regard to a zero-defect mentality. There are high standards that must be maintained, but there needs to be a balance, because at the same time, everyone does make mistakes, so how do you really make that balance.

But, Senator, if confirmed, I will absolutely take these issues seriously and will work very closely with the Navy to help ensure that we have the healthiest culture for our Surface Warfare Officers.

Senator COTTON. Right. Good. Thank you.

My time is expired, but why don't we connect after you have had about 90 days on the job and talk about what you have learned and what you can take forward. I mean, our young men and women, they join the Navy for excitement and danger and adventure, whether they grew up sailing in New England or they grew up in the mountains of Arkansas and have never seen the oceans and wanted to get out and see the world. We don't want to PowerPoint them to death; we want them to be ready to fight and, therefore, deter the war of the future on the high seas. So, maybe about 90 days after you are on the job, we will have a check-in.

Mr. PARKER. I will be happy to do that, Senator.

Senator COTTON. Thank you.

Chairman REED. Thank you, Senator Cotton.

Senator Hawley, please?

Senator HAWLEY. Thank you, Mr. Chairman.

Congratulations to the nominees. Thank you for being here.

Dr. Chaudhary, let me start with you. I want to come back to this article in which you advocated using artificial intelligence to monitor members of the United States military. You said that the time has come to shift the fulcrum, I am quoting you, shift the fulcrum in the battle against violent extremism from reactive to proactive, and take the fight to the extremists, meaning members of the military.

You say the key to disrupting them is uncovering and understanding their initial behaviors, initial behaviors; elements that are contained in their electronic footprints.

In other words, disturbing patterns and other activities, views, statements that may advance evince a troubling pattern, but before they would actually do anything that is illegal, objectionable, or against military regulations, right?

I mean, what am I missing here?

Dr. CHAUDHARY. Thank you, Senator.

To address the article, it was submitted to start, to continue public discussion on the issue of extremism. I believe it fell short, and I regret that, but I do want to be clear that the vast majority of

men and women who serve, serve with honor, serve with integrity, and serve with excellence. I believe that the constitutional rights of all of our members of the military need to be protected.

If confirmed, I would lead of Secretary Kendall to ensure that the mission and guidance under extremism is accepted.

Senator HAWLEY. Well, I have heard you give that answer and I want to be clear, I think you have served with honor and integrity and excellence, and I just want that reflected in the record. I thank you to your service, it has been long and varied, to our country. So, thank you for what you have done.

But I have to tell you that the views that you advocate here, and it is not just disputes, I mean, you certainly did start a public discussion on them, and if that was the goal, then you have absolutely achieved it. You have started a public discussion. What you are advocating here, I think, is extremely dangerous. Extremely dangerous.

Let's read some more from your article. You say a common thread of all of these threats is that they find their origins in rudimentary human behavior. Subtle in nature, these behaviors often go unnoticed by front line managers and supervisors who miss signals of toxicity that worsen until they lead to more pronounced behavior.

So, you advocate monitoring, gathering data, using artificial intelligence to monitor members of the military whose activities are not illegal, whose activities are not in violation of the military code; the code of justice. To monitor them because they might lead to behavior that you would later deem toxic.

I mean, this is exactly, exactly what our opponents in China do with their social credit regime, where they rank their citizens and monitor their every behavior online and elsewhere. I am just astounded that you are advocating this.

What led you to advocate this?

By the way, this was written in July of last year, right. July 2021, and this wasn't like 10 years ago; it was just last year, right?

That is a question, July 2021?

Dr. CHAUDHARY. Yes, sir.

Senator HAWLEY. I want to make sure I have that right. What led you to advocate the use of artificial intelligence to monitor military members, just, what, 7 months ago, 8 months ago?

Dr. CHAUDHARY. Thank you, Senator.

Again, the publication was intended to enter the public discussion and I do regret that.

Senator HAWLEY. Well, wait. What do you regret? You regret that you published it or you regret that you advocated using artificial intelligence to gather information on members of the military?

Dr. CHAUDHARY. Yes, sir. Let me be clear and state, again, that AI should not be used to monitor military members.

Senator HAWLEY. When did you change your mind on that, because you just wrote this in July; it is February, so when did your mind shift, that is a pretty quick change in a pretty quick amount of time, when you were nominated?

Dr. CHAUDHARY. No, sir.

Senator, I regret the article and——

Senator HAWLEY. But when—that is not my question; I know you regret it——

Dr. CHAUDHARY. Yes, sir.

Senator HAWLEY.—you are getting grilled on it.

When did you change your mind about it?

You have advocated in print a policy, and by the way, it is not just this article. I mean, for years now, you said in May of 2016 that you think we need authentic leaders with a message who are ready to deliver for our Nation with passion and conviction. These are the leaders that will guide the future of our Nation, not by being colorblind.

You said in November of 2015 that the military has a culture of xenophobic cronyism. Xenophobic cronyism.

Then by 2021, in July, you are advocating using artificial intelligence to monitor your fellow members of the military in order to root out behavior that you disprove of. So, this is a longstanding set of views. Now, you say you have changed them.

When did you change them?

Dr. CHAUDHARY. Senator, the article was submitted to enter the discussion on extremism. I regret it. It fell short.

My views on this are clear: the men and women who serve in our military, serve with excellence; they serve with honor, and I have seen it in my career, and I have served alongside them, and I truly believe that.

I also believe that constitutional protections and feel that their constitutional protections should be protected at all times.

I don't advocate AI to monitor our military members, and if confirmed, I will follow Secretary Kendall's lead on this issue and on extremism, as well as Secretary Austin's lead on extremism and ensure that our military members have the resources to do the job that they are expected to do.

Senator HAWLEY. Well, my time is expired, Dr. Chaudhary.

You are right about the constitutional issues that this raises. I think this would be grossly unconstitutional to consistently and constantly monitor members of the military. As someone who has vociferously objected to China doing it, who has, in our own country, fought our own tech companies, who, as you know, monitor every keystroke that Americans take, follow them around without their permission on the web, sell their data without their approval, I think that is so objectionable when private companies do it, but let alone our Government doing it to members of the military, I think this is just astounding.

I am, frankly, astounded that you have been nominated in light of these views. I just, I think it is exceptional. So, I thank you for your service.

I cannot support you for your nomination for these reasons.

Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Hawley.

I want to thank the witnesses and the nominees for their previous service to the Nation and for their commitment to serve again. I really appreciate the opportunity, I am sure my colleagues do, to ask you questions.

With that, I will declare the hearing adjourned.

[Whereupon, at 11:41 a.m., the Committee adjourned.]

[Prepared questions submitted to the Mr. Franklin Parker by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND QUALIFICATIONS

Question. What is your understanding of the duties and functions of the Assistant Secretary of the Navy for Manpower and Reserve Affairs (ASN(M&RA))?

Answer. The ASN (M&RA) is responsible for the overall supervision and oversight of manpower and reserve component affairs of the DON, including the development of programs and policy related to military personnel (active, reserve, and retired), their family members, and the civilian workforce; the tracking of the contractor workforce; and, the oversight of Human Resources systems with the DON. ASN (M&RA) also serves as the Chief Diversity Officer and the Senior Advisor for Diversity and Inclusion for the DON.

Question. What background and experience do you have that qualify you for this position?

Answer. I possess over two decades as an attorney, and have held leadership positions in both industry and government. I have served as the chief legal officer and third ranking official in a civilian agency, as well as in two roles with the Department of the Navy; both as an attorney and most recently (from January 2016 to January 2017) occupying the position for which I am currently nominated. I am deeply committed to service. This, combined with my broad experience across multiple sectors, affords me a skillset, commitment, and perspective that well qualify me for this role.

MAJOR CHALLENGES AND PRIORITIES

Question. In your view, what are the major challenges confronting the ASN(M&RA), and how would you address them, if confirmed?

Answer. The major challenges include maintaining the readiness of the force, retaining the talent within the DON workforce and fostering a culture of respect among all Navy, Marine Corps and civilian personnel. I would address these challenges through close coordination with my military and civilian counterparts and key stakeholders and through personal engagement on key issues. I also would prioritize significant efforts directly influencing the themes above such as implementation of critical sexual assault prevention reforms, fostering an inclusive environment for all servicemembers and civilians, and overall supervision of the administrative systems that care for servicemembers in the Navy and Marine Corps, such as compensation, health care (including mental health), and family programs, so these systems are responsive to the needs of our modern workforce and readiness requirements.

CIVILIAN CONTROL OF THE MILITARY

Question. If confirmed, how would you adhere to and further the fundamental principle of civilian control of the armed forces?

Answer. Civilian control of the military is a fundamental principle of the Constitution. If confirmed, I will work closely with Congress, the Secretary of the Navy, the Chief of Naval Operations (CNO), the Commandant of the Marine Corps (CMC), and the Office of the Secretary of Defense. I will arduously fulfill my Constitutional and statutory responsibilities to exercise control and oversight over the policies and duties of the ASN(MR&A) portfolio.

Question. If confirmed, how would you ensure your inclusion in the discussion, debate, and resolution of U.S. defense and national security issues?

Answer. Title 10 of the United States Code, Section 8016 outlines the duties and responsibilities, as prescribed by the Secretary of the Navy, of the Assistant Secretary of the Navy for Manpower and Reserve Affairs. If confirmed, I am committed to carrying out my statutory duties, and any additional duties assigned by the Secretary of the Navy, to ensure I am involved in any discussions, debates, or resolutions that pertain to U.S. defense and national security issues, especially where they are within my portfolio. In addition, I am committed to working closely with the Secretary of the Navy, the Chief of Naval Operations (CNO), the Commandant of the Marine Corps (CMC), and the Office of the Secretary of Defense to ensure we fully support the mission of the Department of the Navy.

PERSONNEL POLICY IMPLEMENTATION

Question. If confirmed, what Department of the Navy personnel policies and processes would you implement to improve the efficiency and effectiveness of human resources management—both military and civilian—across the Department of the Navy?

Answer. If confirmed, I will work closely with the Navy and Marine Corps and civilian leadership, to include DOD, to review the military and civilian personnel policies and practices to determine what, if any, need to be addressed to improve organizational effectiveness and remove barriers.

Question. What is your understanding of your responsibility, if confirmed, to inform and consult with this Committee and other appropriate Committees of Congress, on the implementation of Department of the Navy personnel policies directed by law?

Answer. If confirmed, I will keep Congress informed and will continue to promote open and frequent dialog between Senate Members as well as the professional staffers who support the Senate Armed Services Committee regarding DON personnel matters to ensure compliance with all personnel policies directed by law.

Question. If confirmed, what specific steps would you take to ensure consultation with the Committee on significant changes to Department of the Navy personnel policies, including when the changes are not directed by law?

Answer. If confirmed, I will continue to promote open and frequent dialog between Senate Members as well as the professional staffers who support the Senate Armed Services Committee.

NON-DEPLOYABLE SERVICEMEMBERS

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

Answer. Sailors and marines must be able to deploy to support operational requirements, as the Navy and Marine Corps are expeditionary forces. I do, however, recognize that there are various reasons that could lead to situations where it may be in the best interest of the service for a sailor or marine who is non-deployable to be retained. For example, the expected duration of a sailor or marine's non-deployable status, cause of that status, criticality of the sailor or marine's skills, and deployment tempo for that skillset should all be considered when determining the best interest of the service. If confirmed, I look forward to working with Navy and Marine Corps leadership to develop policies that will enable everyone who enters the Navy or Marine Corps, and those already serving, to remain deployable.

Question. Under what circumstances would the retention of a sailor or marine who has been non-deployable for more than 12 months be in the best interest of the Department of the Navy?

Answer. It is my understanding that servicemembers can be retained even if they are non-deployable for greater than 12 months on a case by case basis, if determined to be in the best interest of the service. There are certain circumstances that might merit retention which include the expected duration of a sailor or marine's non-deployable status, cause of that status, and criticality of the sailor or marine's skills and deployment tempo for that skillset. If confirmed, I will work with Navy and Marine Corps leadership to ensure that sailors and marines' retention determinations for non-deployability are made judiciously and fairly.

Question. In your view, how should this policy be applied to sailors and marines with HIV?

Answer. I believe that Department of the Navy policies should align with current clinical data and developments in medical treatment, and if confirmed, I will work to ensure that those policies are consistently applied to sailors and marines.

Question. In your view, how should this policy be applied to sailors and marines who identify as transgender?

Answer. If confirmed, I will work with Navy and Marine Corps leadership to fully understand the policy. Based on my knowledge of the standards and policies, transgender servicemembers will be treated the same as other sailors and marines, including those undergoing comparable medical procedures and treatments unrelated to gender transition, and they will be required to meet the same deployability standards.

The new Department of Defense policy on service by transgender persons, as set forth in DOD Instruction 1300.28, provides that "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.”

Question. Please provide an example of a “comparable circumstance” that would be used to determine deployability of a transgender servicemember.

Answer. I have not had the opportunity to review the details of the policy. Medical diagnoses can be variable and complex in nature, and there are medical requirements that can prevent sailors or marines from meeting the necessary standards to fulfill the operational demands of a deployment. If confirmed, I will work with Navy and Marine Corps leadership to develop a full understanding of current policy and how it will be applied in such situations.

Question. In your view, should a servicemember’s readiness to perform specific missions, functions, and tasks required in the context of a particular deployment also be considered in determining whether that servicemember is deployable?

Answer. Yes, I believe that sailors and marines’ readiness to perform specific missions, functions, and tasks of a particular deployment should be considered in determining their deployability status. If confirmed, I will work with Navy and Marine Corps leadership to develop policies that will enable our sailors and marines to remain deployable.

Question. What are your ideas for addressing the challenges of medical non-deployability in the Department of the Navy’s reserve components?

Answer. Medical readiness is a part of warfighting readiness. The ability to deploy at a moment’s notice if called into action makes a sailor or marine a true force multiplier. In order to make a fair assessment, I will need further data on why specific servicemembers are medically non-deployable. If confirmed, I will work with Navy and Marine Corps leadership to determine the challenges and identify or enhance existing solutions for the reserve component.

DIVERSITY AND INCLUSION

Question. In general, what is your assessment of the diversity of the Department of the Navy military and civilian workforces?

Answer. I believe that diversity, in all its forms, contributes to the Navy’s and Marine Corps’ capability to solve problems on and off the battlefield. While the DON has made progress in promoting an environment that embraces Diversity, Equity, and Inclusion (DE&I), I understand that racial/ethnic minorities and women continue to remain under-represented among senior military and civilian leadership ranks across the DON enterprise. If confirmed, I look forward to working with Navy and Marine Corps leadership to find lawful ways to address this and ensure they have the most diverse and capable Department possible.

Question. If confirmed, to what extent would you seek to increase diversity and inclusion within the Department of the Navy writ large?

Answer. If confirmed, I will work with the Services and leaders across the DON to utilize authoritative data and other mechanisms to continuously assess DEI capabilities and progress, and investigate opportunities to advance initiatives. I understand that the DON is focused on identifying under-representation in its military and civilian occupational series; I will work to ensure that effort is lawfully advanced and that equal opportunity is provided to all members of the DON.

Question. If confirmed, to what extent would you seek to take actions to ensure that the Navy and Marine Corps, at all levels, especially within the senior officer ranks, reflect the broad diversity of those eligible to serve?

Answer. I know from their public statements that the Commandant and the CNO believe in the value of diversity. If confirmed, I will work with the CMC and CNO to amplify their efforts. I also understand that the DON is building the capability to identify under-representation in its military and civilian occupational series. If confirmed, I will work to ensure that effort is lawfully advanced and that equal opportunity is provided to all members of the DON. I’ll work closely with leaders of the Navy and Marine Corps to identify under-representation in military occupational specialties and civilian job series and to continuously identify and monitor under-representation to advance diversity and reduce under-representation.

Question. If confirmed, to what extent would you seek to increase diversity and inclusion in the Department of the Navy’s civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?

Answer. I believe that diversity, in all its forms, contributes to the Navy and Marine Corps’ capability to solve problems on and away from the battlefield. While the DON has made progress in promoting an environment that embraces Diversity, Equity, and Inclusion (DE&I), I understand that racial/ethnic minorities and women continue to remain under-represented across the DON enterprise. If confirmed, I look forward to working with Navy and Marine Corps leaders to find lawful ways

to address this and ensure they have the most diverse and capable Department possible. If confirmed, I will also work with leaders across the DON to identify effective leadership development programs available for high performing employees to ensure there is a healthy flow of talent available to compete for senior positions.

Question. If confirmed, to what extent would you seek to increase geographical diversity in the Navy and Marine Corps—promoting the accession or enlistment of persons from areas of the country and local communities that are currently under-represented in the armed forces?

Answer. I believe that diversity, in all its forms—including geographic—contributes to the services' capability to solve problems on and away from the battlefield. I recognize the value the DON derives from the varying perspectives people bring from different regions of our country. If confirmed, I'll work with the services to examine marketing and outreach capabilities to ensure we recruit diverse talent from all zip codes.

EXTREMISM

Question. What is your view of the prevalence and effect of extremism within the Navy and Marine Corps?

Answer. Participation in extremist activities is a violation of Department of the Navy policy and contrary to our values. My experience working in the Department suggests the vast majority of sailors and marines serve honorably and continue to uphold their sworn oath to support and defend the Constitution of the United States, though a small minority may engage in extremist activities that have a disproportionate impact on public safety and trust in the military. If confirmed, I will support the efforts already underway across the Department to counter extremist activity in our ranks, and to promote a culture of respect, trust, and professionalism in the DON.

Question. If confirmed, what would you recommend the Secretary of the Navy do to eliminate extremism within the ranks?

Answer. If confirmed, I will support the efforts already underway across the Department to counter extremist activity in our ranks. Focusing on activities rather than beliefs is necessary to counter extremism while avoiding infringing on constitutionally protected liberties. The First Amendment to the US Constitution, which all servicemembers have sworn to support and defend, protects its servicemembers' freedom of speech and other rights. I believe the DON is committed to respecting these rights in a manner consistent with good order and discipline, and ensuring commanders have tools available to hold offenders accountable. I also believe that dangerous ideologies can be addressed through persistent efforts to educate.

SEXUAL ASSAULT PREVENTION AND RESPONSE

Question. In your view, to what extent are Department of the Navy policies, programs, and training in regard to the prevention of and response to sexual assault in the Navy and Marine Corps adequate and effective?

Answer. Sexual assault and other harmful behaviors are unacceptable behaviors and abuses of power that must not be tolerated. Marines, sailors, and civilians who experience sexual assault should have access to the support they need, and offenders must be held accountable. I understand that both Services within the Department are tirelessly working to reduce the prevalence of these behaviors and ensuring comprehensive care to those who seek help. However, there is more to be done. If confirmed, I will prioritize these programs, ensuring leaders are fostering healthy climates and recognizing and addressing precursor behaviors early and before they escalate.

It is my understanding that the Department of the Navy is currently implementing the approved policy changes recommended by the Independent Review Commission on Sexual Assault in the Military, as well as implementing changes mandated by the Fiscal Year 2022 NDAA. If confirmed, I will focus on cultural transformation, promoting the Department's efforts to strengthen healthy relationship skills across the career cycle to increase respect, trust, communication, and ensuring accountability for those who cause harm.

Question. If confirmed, to what extent would you take actions to increase focus on the prevention of sexual assaults in the Navy and Marine Corps?

Answer. If confirmed, I will continue the Department's efforts to take a cross-cutting, integrated approach to address risk factors related to sexual assault, including sexual harassment, gender discrimination, and other negative behaviors that set the conditions for sexual assault to occur. I will leverage data to identify locations and populations of sailors and marines with higher risk and will ensure the Department has the appropriate resources aligned to support changes and hold leaders account-

able. I will focus on innovative and evidence-informed prevention programs that hold the most promise for working in the unique context of the military. I support the transformational nature of the recommendations of the Independent Review Commission on Sexual Assault in the Military, and the Department of the Navy's ongoing efforts on integrated prevention, to include development of a dedicated prevention workforce. If confirmed, I will continue to prioritize leadership and professional development, ensuring that leaders at all levels have the knowledge and competencies to effectively prevent sexual assault and foster positive behaviors. I will also continue to create policies and response programs that support survivors of sexual assault, and ensure appropriate accountability for perpetrators of sexual assault.

Question. What is your assessment of the Department of the Navy's implementation of protections against retaliation—most notably social ostracism and reputation damage—against sailors and marines who report sexual assault?

Answer. Retaliation and reprisal are detrimental actions that are at odds with our core values. These harmful measures not only negatively impact the individual victim, but also erode unit trust and cohesion, which is toxic to warfighting units and substantially degrades combat-readiness. The Department of the Navy has a responsibility to prevent retaliation and reprisal, and hold leaders accountable when victims' lives and careers are harmed because they reported experiences of sexual assault or harassment. If confirmed, I intend to continue these efforts and identify other ways to train and educate the total force on how to recognize and report instances of retaliation and reprisal so that the Department can better protect victims' rights and hold leaders accountable when they fail to do so.

Question. The recently enacted National Defense Authorization Act for Fiscal Year 2022 makes significant changes to how the military will investigate and prosecute certain offenses, including sexual assault. What is your understanding of these changes and your role, if confirmed, in the implementation of these reforms?

Answer. I understand that the National Defense Authorization Act for Fiscal Year 2022 requires the establishment of Special Trial Counsel, responsible for the investigation and prosecution of certain covered offenses under the Uniform Code of Military Justice, to include sexual assault, domestic violence, and other crimes. Among other authorities, these special trial counsel will have the exclusive authority to refer charges to trial by special or general courts-martial. Prior to this important reform, that authority was vested in commanders, who have not had the same level of legal training that Special Trial Counsel would. If confirmed, I will work diligently and expeditiously to stand up the Department of the Navy's Offices of Special Trial Counsel within the United States Navy and United States Marine Corps and ensure both offices are staffed and equipped to begin their work upon the statute's effective date in December 2023.

Question. The Government Accountability Office (GAO) recently found that the timing, amount, and mix of legal training provided to commanders may not be meeting the commanders' needs.

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

Answer. The President, the Secretary of Defense, and the Secretary of the Navy have each stated clearly that we must do more to end sexual assault, sexual harassment, and other destructive behaviors that undermine the readiness of our forces. If confirmed, I am committed to doing just that and taking any action within the authority of the office to ensure that the sailors, marines, and civilian employees of the Department of the Navy can thrive. While I am aware of this GAO report and its findings, I have not had the opportunity to thoroughly review the legal training provided to Department of the Navy commanders and senior leaders. If confirmed, I will ensure that this training is thoroughly reviewed to identify any areas in which it might be improved. If that examination identifies that our leaders need additional training, authorities, or resources to hold subordinates accountable for the prevention and response to sexual assault and retaliation, I will work to quickly equip our leaders with whatever is necessary to do so.

Question. If confirmed, to what extent would you seek to improve legal training for commanders?

Answer. The commander plays a central role in our Armed Forces and is responsible for all that occurs within his or her unit. Commanders both set and enforce standards and in so doing are a driving force of a unit's culture. I believe that it is imperative that the Department of the Navy provides our commanders with the training and tools they need to promote a culture in which all people are treated with dignity and respect. If confirmed, I will ensure that the training provided by

the Department of the Navy, including any specific legal training, is thoroughly examined to identify areas in which it might be improved.

Sexual Harassment in the Civilian Workforce:

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

Question. In your view, do Department of the Navy 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 prevalence of these adverse behaviors in the Navy and Marine Corps?

Answer. I believe that sexual harassment and gender discrimination are destructive behaviors that can establish conditions that serve as a precursor to sexual assault. I accept that these behaviors may be underreported, and that prevalence of these behaviors may be higher than the Department’s statistics indicate. I have not yet been able to review all of the DON’s policies in this area and so I cannot render an opinion on whether the policies in question contribute to this underreporting.

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

Answer. I am firmly committed to ensuring we have a workplace that is free of harassment or discrimination in all forms. If confirmed, I am committed to reviewing the Navy’s policies and procedures that are currently in place to identify and address this type of workplace misconduct to ensure we are taking all possible steps to identify and prevent harassment and discrimination.

Question. What is your understanding of the actions the Department of the Navy has taken to establish a modern, comprehensive harassment prevention and response policy and program for the Department’s civilian workforce?

Answer. It is my understanding that the Department of the Navy (DON) leverages an integrated violence prevention approach to more effectively address and reduce the risk of sexual assault, sexual harassment, suicide, domestic violence and other high-risk behaviors. DON’s cross-cutting prevention approach recognizes the benefits of addressing common risk and protective factors to promote healthy cultures and climates and sets the conditions for every sailor, marine, and civilian employee to thrive. This strategy focuses on the root causes of harmful behaviors and targets upstream prevention factors to build resilience and address emerging behaviors. It is also my understanding that the DON has made significant progress in advancing its violence prevention capabilities by establishing the requirements for a dedicated prevention workforce, promoting evidence-informed and evidence-based prevention approaches and leveraging partnerships across the Services and within academia, industry, and other government agencies to build capacity of prevention stakeholders and drive innovation.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from a civilian employee of the Office of the ASN(M&RA)?

Answer. If I were to receive a complaint of sexual harassment or discrimination from an employee of the Office of ASN(M&RA), I would refer the employee to the Equal Employment Opportunity Office to ensure the employee received the assistance s/he needs to address the matter in accordance with the laws and regulations governing the processing and investigation of such allegations. I would also ensure the employee

was made aware of employee assistance programs that might assist in addressing any personal harm or trauma associated with such an incident. If a properly executed investigation confirmed the employee’s allegation, I would commence appropriate administrative or disciplinary action against the perpetrator. I would also institute staff-wide training to ensure such behaviors were clearly identified as well as the proper procedures for addressing them.

UNITED STATES NAVAL ACADEMY

Question. What is your assessment of the diversity of midshipmen at the United States Naval Academy (USNA)?

Answer. Similar to my assessment of the DON workforce, racial/ethnic minorities and women continue to remain under-represented. If confirmed, I look forward to working with Navy and Marine Corps leadership to find ways to address this and ensure we have the most diverse and capable Department possible.

Question. In your view, are additional measures warranted to increase diversity at USNA? If so, please explain.

Answer. I have not had an opportunity to review all of the measures and specific policies in place to increase diversity at the USNA. However, I recognize that racial/ethnic minorities and women continue to remain under-represented at the USNA. If confirmed, I look forward to working with Navy and Marine Corps leadership to find ways to address this and to assess whether additional accession and retention policies and measures may be warranted.

Question. What is your assessment of the efficacy of the policies and processes in place at USNA to prevent sexual assault and sexual harassment, and to ensure that midshipmen who do report assault or harassment are not subject to retaliation, including social ostracism and reputation damage in particular?

Answer. It is my understanding that the Department of the Navy (DON) leverages an integrated violence prevention approach to more effectively address and reduce the risk of sexual assault, sexual harassment, suicide, domestic violence, and other high-risk behaviors. DON's cross-cutting prevention approach recognizes the benefits of addressing common risk and protective factors to promote healthy cultures and climates and set the conditions for every sailor, marine, and civilian employee to thrive. These policies also prohibit retaliation against those who come forward with allegations of retaliation and ostracism. I have not yet been able to review the application of these policies at the USNA, and so cannot render an opinion on their efficacy.

Question. What is your assessment of the efficacy of suicide prevention programs at USNA?

Answer. Suicide is a preventable loss that impacts unit readiness, morale, and mission effectiveness. It is critical that all Midshipmen are able to receive supportive resources when they seek help, and to address the upstream factors that contribute to suicide. I have not yet learned the details of the suicide prevention program at USNA, but I understand that there is a concerted focus on providing leaders with the skills to appropriately respond to Midshipmen seeking support as well as opportunities for midshipmen to build life-skills that increase personal resiliency, maintain mental wellness, recognize warning signs in peers, and enhance the coping skills necessary to reduce risk of self-harm or other destructive behaviors. These skills include the healthy management of stress, resolution of conflict, responsible use of alcohol, and support for healthy relationships. If confirmed, I will support these programs to promote good health and overall wellness and to develop midshipmen ready to complete the mission.

Question. Do you believe the current 5-year minimum Active Duty service commitment for Military Service Academy graduates is sufficient return on investment for the U.S. Military and the American taxpayer?

Answer. The Naval Academy is an outstanding accession source that provides some of America's most talented youth the training and education needed to develop into our nation's future leaders. As junior officers, they serve in different career fields and a wide variety of jobs. Many Naval Academy graduates already enter career fields that require longer service obligations. If confirmed, I will work with Navy and Marine Corps leadership to fully understand how the commitment aligns with Service needs and if any changes are appropriate.

Question. In your view, does USNA contribute to the pool of military officer accessions commensurate with its attendant costs? Why or why not?

Answer. Though I have not yet had the opportunity to review all the pertinent information, I understand that the officers produced by the Naval Academy often have longer retention rates than other accession sources. To my understanding, the Naval Academy is a tremendous asset that effectively prepares our future leaders for military service. If confirmed, I will consult with Service leadership to fully understand the benefits and contributions of all the Department's accession sources.

Question. Under what conditions would you deem it appropriate, if confirmed, to permit a USNA graduate to play professional sports prior to completing at least two consecutive years of commissioned service following graduation?

Answer. I have not had the opportunity to fully assess the situation regarding Naval Academy graduates playing professional sports. The main purpose of the Naval Academy is to educate, train, and commission naval officers to meet the Department of the Navy's readiness and leadership requirements in the Fleet. However, sports programs at the Naval Academy play a critical role as a recruiting tool and provide exposure to the Navy. The potential benefits for the Department when permitting a graduate to play professional sports may include public marketing, advertising, and recruiting, especially when the graduate has an opportunity to play in televised games. To my understanding, these opportunities are relatively rare. If confirmed, I will work with the Secretary of the Navy along with Navy and Marine

Corps leadership to fully assess and understand the potential benefits compared to the costs of allowing graduates to participate in professional sports.

Question. In recent years, there have been a number of notable and reported honor code violations at the military academies.

If confirmed, what criteria will you use to determine whether a midshipman who violates the honor code deserves to be expelled from USNA?

Answer. From past experience I know that USNA Midshipmen disenrollment is governed by statute as well as Department of Defense and Department of the Navy regulations. Determining if a Midshipman should be expelled requires assessing the individual facts of each case within the procedures established by those authorities. If confirmed, I will ensure that each case is judged fairly and with respect for due process.

41. If confirmed, what criteria will you use to determine whether a midshipman who is expelled from USNA should be enlisted or required to reimburse the government for the cost of his or her Academy education?

I understand that existing Department of Defense and Department of the Navy regulations define service and monetary recoupment obligations for Midshipmen who are disenrolled from USNA due to misconduct, including honor concept violations. Determining whether enlisted service or monetary recoupment is appropriate must be done on a case by case basis with due consideration of the underlying facts and the individual's suitability for further service.

Question. Do you believe that the current honor program at USNA successfully trains, and when necessary, rehabilitates and improves the integrity and ethical behavior of midshipmen? Why or why not?

Answer. I do not have sufficient information about the USNA's current honor concept program to form an opinion about its effectiveness. Nonetheless, I support all efforts to ensure that USNA has the appropriate policies and procedures necessary to educate and promote the highest standards of integrity and ethical behavior in the Brigade of Midshipmen.

SENIOR RESERVE OFFICERS' TRAINING CORPS (SROTC)

Question. In your view, to what extent is the Senior Reserve Officers' Training Corps (SROTC) program still a viable source of officer accessions for the Navy and Marine Corps?

Answer. The triad of Officer accession programs (USNA, SROTC, and OCS) continuously provides the Navy and Marine Corps with high quality Officers. The Reserve Officers' Training Corps has proven to be an effective commissioning source because of the highly effective and valuable education and training it provides for the future leaders of our country. If confirmed, I will consult with Navy and Marine Corps leadership to fully understand the viability of the SROTC program and the role it plays in Officer accessions.

Question. What is your assessment of the diversity in Department of the Navy SROTC programs? Are additional measures warranted to increase their diversity? If so, please explain.

Answer. Similar to my assessment of USNA and the DON workforce, racial/ethnic minorities and women continue to remain under-represented in Navy SROTC programs. Yes, measures are warranted to increase diversity and if confirmed, I look forward to working with Navy and Marine Corps leadership to find ways to address this and ensure we have the most diverse and capable Department possible.

Question. In your view, should the Department of the Navy continue to operate SROTC units at colleges and universities that fail to meet their minimum annual commissioning requirements? If not, please explain the factors you believe should be used to determine which units should be terminated.

Answer. I have not had the opportunity to fully assess the SROTC program. The Department needs to ensure SROTC units are providing high quality education and training, and operating in such a capacity that offers good value to the Department of the Navy and the taxpayer. If confirmed, I will consult with Navy and Marine Corps leadership to understand the requirements, operating conditions, and yield of our SROTC program.

Question. To what extent would you seek to modify the SROTC scholarship program to attract the top talent that our armed forces need to meet national defense requirements?

Answer. To my understanding, the Department's SROTC scholarship program has been successful in attracting top talent and developing high quality officers that help it meet the Service's requirements. If confirmed, I will work to fully understand the current scholarship program and how it contributes to the Department's national defense requirements.

Question. To what extent would you seek to modify the SROTC program to enhance geographic diversity in Navy and Marine Corps officer accessions?

Answer. I have not had an opportunity to review the relevant data to make an assessment of the current geographic diversity of our SROTC program. I do believe it is important the Officer Corps reflects the diversity of the nation, to include geographic diversity. If confirmed, I will consult with Navy and Marine Corps leadership to fully understand the current program and determine if modifications are required.

GENDER INTEGRATED TRAINING IN THE MARINE CORPS

Question. The Fiscal Year 2020 NDAA requires the Marine Corps to gender integrate basic training at Parris Island within five years, and at San Diego within eight years.

In your view, can the Marine Corps fully execute the gender integrated basic training mandate, on the timeline prescribed by the NDAA, while maintaining the readiness and lethality of the Corps?

Answer. While I am not entirely knowledgeable of Marine Corps' plans to integrate its recruit training at its recruit depots at Parris Island and San Diego, I believe the Marine Corps is on track to meet the timelines associated with the recruit training gender integration requirements of the Fiscal Year 2020 NDAA. I believe that the Marine Corps is committed to ensuring integration is completed in such a way that will promote lethality, unit cohesion, accountability, equity, diversity, and sustainability. If confirmed, I will work with Marine Corps leadership to ensure they continue to comply with the Fiscal Year 2020 NDAA requirements.

49. What lessons have been learned from the integration progress and effort to date?

I am aware of both Marine Corps Recruit Depots (MCRD Parris Island and MCRD San Diego) integrating their Regimental, Battalion, Company, and Support Instructor Staffs. I am confident the Marine Corps will incorporate lessons learned from both recruit depots' experiences to continue building towards a comprehensive, phased, supportable, and sustainable transition to gender integrated training that continues the noble mission of transforming civilians into marines.

MILITARY COMPENSATION

Question. Do you agree that the primary purpose of a competitive military pay and benefits package is to recruit and retain a military of sufficient size and quality to meet national defense objectives?

Answer. Yes, I agree that the primary objective of competitive pay and benefits is to recruit and retain a talented workforce of the right size, skill, and quality. The demands of naval service are great for sailors and marines, necessitating competitive pay and benefits to attract top talent. Taking care of the Department's people is of the utmost importance to me, which begins with ensuring our servicemembers are compensated fairly.

Question. What is your assessment of the adequacy of the current military pay package in achieving this goal?

Answer. In general, military compensation appears to be adequate when examining recruiting and retention levels. However, there are unique exceptions for sailors and marines possessing highly sought after skill sets in the civilian sector. The Services remain in continuous competition with the civilian sector to recruit and retain a highly talented workforce. If confirmed, I plan to work closely with Navy and Marine Corps leadership to ensure we are adequately compensating our sailors and marines. The Department of the Navy must maintain focus on providing additional monetary and non-monetary incentives to retain our sailors and marines who possess skills in high demand.

Question. What changes, if any, would you recommend to the current military pay and benefits package, if confirmed?

Answer. From my previous experience in this role, I know just how dynamic and expensive recruiting, retention, and development of a highly-skilled workforce in the Navy and Marine Corps can be, especially when competing with the civilian sector. While I do not have enough recent information to make an informed recommendation on any specific changes to pay and benefits at this time, I know that balancing the compensation needed to attract and retain top talent with other fiscal demands within DOD budget constraints is always challenging. If confirmed, I look forward to working with Navy and Marine Corps leadership to develop any proposals appropriate to ensure the Department of the Navy continues to recruit and retain top talent.

Question. What specific recommendations do you have for controlling rising military personnel costs, including entitlement spending?

Answer. The strength of the Department of the Navy resides in our sailors and marines. Recruiting, developing, promoting, and retaining a high quality force takes time and resources to ensure that we are a competitive choice for sailors and marines. If confirmed, I look forward to working within the Secretary's strategic guidance alongside the Department's leaders to streamline processes and target opportunities to reduce rising costs and entitlement spending, while attracting and retaining sufficient sailors and marines with the required talents to man the Fleet.

PROFESSIONAL MILITARY EDUCATION

Question. The National Defense Strategy notes that professional military education (PME) has stagnated and does not foster the skills and abilities needed for independent action during combat.

Question. If confirmed, to what extent would you take actions to improve the quality of Navy and Marine Corps professional education programs?

Answer. If confirmed, I will strengthen the Department's education programs, institutions, and systems to ensure that all sailors and marines obtain quality, accessible education throughout their careers that is relevant to the current and future fight. Each of the Department's naval education institutions and programs contribute to developing our force's cognitive skills to navigate highly complex situations. The Naval Community College's establishment, for example, will improve the quality and number of enlisted education opportunities to develop cognitive skills in domains that support national defense objectives.

END STRENGTH

Question. Are the Navy and Marine Corps current end strengths sufficient to meet current national security objectives and execute the associated operational plans? If not, what end strengths do you believe are necessary? Please explain your answer.

Answer. I do not have enough information on the current operational plans and the Navy and Marine Corps end strength requirements for those plans to provide an informed answer. Increased end strength leads to improved readiness, with all other things remaining equal. If confirmed, I plan to work with the Secretary of the Navy and leadership of the Navy and Marine Corps to ensure the budget process provides the required end strength to achieve all warfighting readiness requirements in the future across the Department of the Navy.

READY RELEVANT LEARNING

Question. What is your understanding of the Navy's Ready Relevant Learning initiative?

Answer. My understanding of the Ready Relevant Learning (RRL) initiative is that it fundamentally changes the way our sailors train by transforming industrial-era, conveyor-belt training into a modern, proactive system that provides sailors with the right training, at the right time, to maximize their ability to operate and ultimately win in a high-end fight.

Question. What is your understanding of the congressional requirements of section 545 of the National Defense Authorization Act (NDAA) for Fiscal Year 2018 as amended by section 574 of the NDAA for Fiscal Year 2021?

Answer. My understanding is that section 545 of the Fiscal Year 2018 NDAA required the Secretary of the Navy to submit an annual report on the status of implementation of the RRL initiative for each applicable enlisted rating to the Committees on Armed Services of the Senate and the House of Representatives. Section 574 of the Fiscal Year 2021 NDAA added additional requirements to the report including a life cycle sustainment plan and report on the use of readiness assessment teams.

Question. If confirmed, will you ensure that Navy officials continue to comply with the requirements of sections 545 and 574?

Answer. If confirmed, I will continue and reinforce the efforts currently underway to provide the Committees with timely, appropriate, and sufficiently detailed information, consistent with congressional direction.

RECRUITING AND RETENTION

Question. What do you believe to be the primary reasons that fewer than 30 percent of American youth in the 17 to 24-year range are eligible for military service, and how would you propose increasing the size of that pool?

Answer. I believe medical conditions disqualify youth in the target age demographic, some of whom are disqualified for being overweight as an example. In addition, other factors such as drug use, tattoos, financial and legal issues contribute to decreasing the population of eligible recruits. If confirmed, I look forward to working with Navy and Marine Corps leadership to review initiatives and ensure the Department is able to sustain our force while maintaining the necessary qualification standards.

Question. Similarly, why do you believe the propensity of American youth to serve in the military continues to drop and is at its lowest level in years? What would you do, if confirmed, to address this issue?

Answer. To increase propensity for military service, I believe the Navy and Marine Corps must continue to work toward educating today's youth on the opportunities and benefits that military service can offer. Due to a decrease in family ties to the military for today's youth, there are misperceptions and a lack of knowledge surrounding military service. If confirmed, I will consult with Navy and Marine Corps leadership to expand our reach within the available recruiting market, and work to improve perceptions of military service.

Question. Do you believe that non-native English speakers are disadvantaged in qualifying for military service by current testing processes?

Answer. I understand the ability to effectively communicate is essential to maintaining readiness within the Navy and Marine Corps. If confirmed, I will consult with Service leadership to understand the current testing processes to ensure that all qualifying tests provide valid determinations of eligibility for military service or entry into specific career fields.

Question. How would you address any such disadvantages to increase the pool of eligible and interested youth?

Answer. If confirmed, I will work with Navy and Marine Corps leadership to fully understand any disadvantages and remedy any instances in which qualifying tests are not found to be valid predictors of test takers' abilities to perform the essential skills of Navy and Marine Corps occupational specialties.

Question. In your view, should existing medical and other qualification standards be reconsidered to accommodate youth willing to enlist for service in certain high-demand specialties, such as pilots or the cyber workforce?

Answer. I understand the Navy and Marine Corps set qualification and medical standards to ensure an individual can successfully accomplish the mission, and our recruiters work with individuals who have the propensity to serve and strive toward achieving required standards. It is my understanding the Services continuously reevaluate medical standards with the Department of Defense to balance Service needs with the overall medical readiness of the Department. If confirmed, I will consult with Navy and Marine Corps leadership to fully understand their standards and strive to maintain balance among those standards, the needs of the Services, and individuals' desires to serve in uniform.

SUICIDE PREVENTION

Question. The number of suicides in each of the Services continues to concern the Committee. During the past few years, five sailors assigned to the USS *George H.W. Bush* committed suicide.

What actions has the Navy taken to address suicides in the wake of the Bush suicides, and what lessons have been learned?

Answer. I understand that the Navy has spearheaded numerous initiatives to train, educate, and equip sailors with the skills to recognize stressors, build resilience, and access behavioral health resources. If confirmed, I will remain committed to ensuring the wellness of each and every sailor, marine, and civilian and continue to support the Department's current prevention strategies that address multiple forms of violence, including suicide. I will work throughout the Department to identify and mitigate unnecessary stressors, encourage help-seeking behaviors, and remove barriers to care and support services. I will support and advance efforts to encourage, develop, and promote leaders at every level who make the mental and physical well-being of their teams a priority and enable every sailor, marine, and civilian to thrive both personally and professionally.

Though I am not privy to the specific actions taken following the suicides on the USS *George H.W. Bush*, I understand that every year the Navy brings together a comprehensive team of experts to conduct an in-depth review of all sailor suicides. These reviews leverage personnel, investigative, and command climate data to better understand risk factors and identify lessons learned that the Department of the Navy can use to prevent any further and tragic loss of life.

Question. If confirmed, what actions would you take to prevent suicides within the Navy and Marine Corps, including within the Navy and Marine Corps reserve components, and within the families of sailors and marines across all Components?

Answer. Loss of life of even one sailor, marine, or civilian to suicide is one too many. Zero is the only acceptable number when it comes to suicide. If confirmed, I will remain steadfast in my commitment to ensuring the wellbeing of all sailors, marines, and civilians and continue to support the Department's current efforts to eliminate suicide, which include leading a campaign focused on encouraging positive, health-seeking behaviors, eliminating the stigma associated with seeking self-care, and increasing access to critical resources. If confirmed, I will demand we have the necessary critical conversations essential in reducing suicide myths and increasing knowledge regarding the safe storage of lethal means and the important role team and family members play in recognizing and addressing warning signs. These team and family members are often the first to observe such warning signs and the Department must be committed to equipping them with the skills to detect changes in behavior, recognize risk, and have the conversations needed to intervene and support sailors, marines, and civilians.

If confirmed, I will promote the Department's work that aligns with the President's National Strategy on Reducing Military and Veteran Suicide by reducing risk early on, and strengthening protective factors long before suicide is a consideration. I will address the health of unit climates and hold leaders at every level accountable for creating environments that foster trust, connectedness, and belongingness, healthy communication and the safety and well-being of sailors, marines, and civilians. The health of our teams and the readiness of our personnel is mission-essential for ensuring that the Navy and Marine Corps can successfully defend our country and allies.

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

Answer. If confirmed, I will review existing reporting and tracking tools used by the Navy and Marine Corps and work with the Services not only to enhance the use of military and civilian data but also to explore what other tools or methods are available to help the Department better understand and prevent suicides. I will also work to identify new data sources that, in conjunction with current suicide data, will provide a more comprehensive picture of risk and protective factors. In addition, I will ensure the Department has and maintains the talent necessary to leverage existing data and leads the way forward in our suicide prevention efforts. I will also work closely with key stakeholders across the Department of Defense, the Department of Veterans Affairs, and academic leaders, to continue evolving the Department's data analytics approaches, to leverage evidence-based strategies, to identify trends and to share resources. It is my goal to make the Navy and Marine Corps leaders in the elimination of suicide across the Services.

DEPARTMENT OF THE NAVY RESERVE COMPONENTS

Question. What is your vision for the roles and missions of the Navy and Marine Corps Reserves?

Answer. The Reserve Force is critical to the Department of the Navy's mission. Reserve sailors and marines provide operational capacity and strategic depth that is vital to mission success. If confirmed, I will work with the leaders of the Navy and Marine Corps to ensure we maintain a reserve structure that meets the operational and strategic capabilities required as a Total Force.

Question. In your view, do the reserve components serve as an operational reserve, a strategic reserve, or both? In light of your answer, should the reserve components be supported by increased training, improved equipment, and/or higher levels of overall resourcing for readiness?

Answer. In my opinion, the reserve components serve both as an operational reserve and a strategic reserve. Navy and Marine Corps reservists require training support, equipment support, and resourcing in order to execute the mission of the Total Force. I need more information on the current readiness of the Department's Reserve Force in order to determine if these areas require increased support. If confirmed, I will work with Navy and Marine Corps reserve leadership to ensure the Department properly allocates resources to the reserve components for mission success.

Question. In your view, to what extent should actions be taken to improve permeability between the active and reserve components of the Department of the Navy?

Answer. In my opinion, the active and reserve components should maximize permeability to ensure success of the Total Force. At this time I do not have the re-

quired data to know if any process or procedure needs improvement. If confirmed, I will work with Navy and Marine Corps leadership to ensure the Department retains talented sailors and marines, and to ensure personnel can move between the active and reserve components without barriers.

Question. In your view, are the current requirements for becoming a Joint Qualified Officer appropriate for reserve component officers? If not, how should they be revised to better meet the needs of reserve component officers?

Answer. While both Navy and Marine Corps reserve officers can become Joint Qualified Officers, without the proper data, I am not able to determine whether current requirements are appropriate. If confirmed, I will work with Navy and Marine Corps leadership to assess the need to revise current requirements for the reserve components in order to support the Joint Force.

Question. In your view, is the current Department of the Navy PME system appropriate for the Navy and Marine Corps reserve components? If not, what changes would you recommend if confirmed?

Answer. Professional military education (PME) fosters leadership within sailors and marines and develops their knowledge, skills, competencies, and understanding. I believe naval education needs to be continually assessed for alignment with National Defense Strategy objectives so that it is relevant to the current and future fight. If confirmed, I will assess the Department's PME system with Navy and Marine Corps leadership to ensure it satisfies the requirement for the Department's reserve component to be a force multiplier.

MANDATORY VACCINATION FOR COVID-19

Question. What is your view of the Secretary of Defense's requirement that all servicemembers be vaccinated for COVID-19 unless they meet established exemption criteria?

Answer. I fully support the Secretary of Defense's policy that mandatory vaccination against COVID-19 is necessary to protect the Force. If confirmed, I will work with Navy and Marine Corps leadership to ensure that all sailors and marines are vaccinated or exempted in accordance with existing Department policies.

Question. In your view, should sailors and marines who decline to be vaccinated be separated, even if they have skills and experience that the Navy and Marine Corps need?

Answer. I fully support the Secretary of Defense's policy that mandatory vaccination against COVID-19 is necessary to protect the Force. If confirmed, I will work with Navy and Marine Corps leadership to understand our separation policies and to ensure that all sailors and marines are vaccinated or exempted in accordance with existing Department policies.

Thousands of sailors and marines have requested a religious exemption from the COVID-19 vaccine requirement. The Navy has not approved any such requests to date. The Marine Corps has granted three requests, but only to marines who already had plans to leave the military.

Question. If the Department of the Navy continues to deny requests for religious exemptions from the COVID-19 vaccine mandate and separate sailors and marines who refuse the vaccine, at what point would you become concerned about the Navy's ability to achieve authorized end strength?

Answer. It is my understanding that the Navy and Marine Corps is already a highly vaccinated Force. If confirmed, I will review vaccination percentages of the Navy and Marine Corps to determine if mandatory vaccination is affecting the Navy's ability to achieve authorized end strength.

Question. As the Department of the Navy balances the sincerely held religious beliefs of its personnel with legitimate military requirements, do you believe that an individual's military specialty should be a factor in determining whether to grant a religious exemption to the COVID-19 vaccine requirement? Why or why not?

Answer. I am not privy to how the Department is applying law and policy to requests for religious accommodation to the COVID-19 vaccine requirement. However, it is my understanding that the Navy and Marine Corps is already a highly vaccinated Force. I also understand that the Department is committed to adjudicating all requests for religious accommodation on a case by case basis and in accordance with the law. If confirmed, I will work to ensure that current law and policy within this area are consistently applied to all requests by sailors and marines.

Question. What impact will the discharge of several thousand sailors and marines who refuse the vaccine have on Navy and Marine Corps readiness?

Answer. It is my understanding that the Navy and Marine Corps are already a highly vaccinated Force. If confirmed, I will review vaccination percentages of the

Navy and Marine Corps to determine if mandatory vaccination is affecting readiness within the Department of the Navy.

MILITARY QUALITY OF LIFE

Question. If confirmed, what qualify of life and morale, welfare, and recreation (MWR) programs would you consider to be priorities?

Answer. If confirmed, I am committed to supporting the programs that have the greatest impact on readiness, retention, and resiliency. I believe a broad collection of MWR programs, including single servicemember programs, health and wellness programs, and fitness centers are necessary to support the mental and physical health of our sailors, marines, and their families. I would work with Navy and Marine Corps leadership to ensure the Department is delivering programs that support servicemembers and their families.

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

Answer. I believe that sailors, marines, and their families can provide valuable program input regarding what truly works for them, and provide suggestions to enhance and enable new avenues that promote the health and welfare of the Navy and Marine Corps family. If confirmed, I will work with Service leadership to identify the best manner to assess these programs.

MILITARY FAMILY READINESS AND SUPPORT

Question. What do you consider to be the most important family readiness issues for servicemembers and their families?

Answer. Military Family Readiness is part of the foundation to secure unit readiness and our ability to achieve the National Defense Strategy mission. Sailors and marines need to know their families are well supported, particularly when they are deployed far from home. If confirmed, I will be dedicated in my support of programs that bolster the military community, spouses, and families, from child care to spouse employment, and other programs that develop life skills like financial management.

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

Answer. Family readiness is a key component of military readiness, and the ability to access high-quality childcare is a vital part of ensuring family readiness. If confirmed, I will study all the current efforts underway to ensure the Department's families have access to high-quality child care at an appropriate cost. I understand that the Navy and Marine Corps are working multiple strategies to increase access to care both on and off base. Buildings are being renovated and repurposed. Installations are collaborating to nurture community partnerships with local and national agencies, and expand fee assistance for families who rely on community based care. I will examine these initiatives and other innovative ways to address this important issue.

Question. In the past, the Navy has struggled to provide childcare to military families through the fee assistance program. If confirmed, how would you improve the Department of the Navy's childcare fee assistance program?

Answer. Military child care is an important contributing factor to family readiness and military life. If confirmed, I would want to hear directly from families and Senior Enlisted Advisors, regarding their challenges and needs, and solicit recommendations. With the assistance of Navy and Marine Corps leadership, I would review current Department of Defense and Department of Navy policies for the fee assistance program and look to incorporate best practices from fellow military departments.

Question. If confirmed, how would you ensure that sailors and marines with family members with special needs are assigned to duty stations where services are available to address those needs?

Answer. As a father, I appreciate the importance of ensuring families have the best care and resources available. The Exceptional Family Member Program is one such program that provides families resources, educational support, and information about medical services at their assigned location. Currently, I do not have the necessary information to understand the specific challenges sailors, marines, and their families face when relocating. If confirmed, I will work with Navy and Marine Corps stakeholders to assess the challenges and potential solutions to ensure our servicemembers and their families with special needs are provided the support and resources they deserve, regardless of where they are located.

Question. If confirmed, how would you ensure outreach to those military families with special needs dependents so they are able to obtain the support they need?

Answer. Our sailors and marines support each other every day, and it is the Department's duty to support them, and their families, in every way possible. If confirmed, I will engage with Navy and Marine Corps leaders, and Exceptional Family Member Program stakeholders to better understand how outreach efforts are executed and identify any barriers to communicating with sailors and marines and their families. I will work to understand these barriers and determine the best means to eliminate them.

USE OF MILITARY LEAVE AND CARRYOVER AUTHORITY

Question. The Department of Defense has authorized enhanced leave carryover authority for servicemembers unable to use military leave due to COVID-19 travel restrictions, effective through the end of fiscal year 2024, despite data showing that the only ranks with leave balances in excess of the existing statutory carryover authority are general officers.

What is your understanding of the importance of servicemembers using their available leave, even if travel is limited due to COVID or other factors?

Answer. Affording servicemembers a respite from their duties has been shown to be beneficial in maintaining manageable operational stress levels and improving mental health. I believe that although travel has been restricted, time away from the job is still an essential need for sailors and marines. To that end, FEML was recently approved by OSD based on a DON (USMC) request.

Question. Do you believe the use of military leave is important for the mental health of the force, and family readiness, and that it should be used rather than accumulated?

Answer. We place great demands on our sailors and marines, creating an increased need for time away to focus on family and themselves when compared to civilian counterparts. I believe that leave and time away from the job are required to recharge and maintain mental health and reduce operational stress levels. I can also understand servicemembers' desires to maintain healthy leave balances to allow for emergency situations that could arise, the ability to take leave for a longer duration, and to provide flexibility when transitioning back to civilian life.

Question. If confirmed, what actions would you take to encourage sailors and marines to use, rather than accumulate, their military leave?

Answer. I believe leaders in the Navy and Marine Corps continue to encourage their sailors and marines to take leave to recharge and spend needed time with their families. If confirmed, taking care of the Department's people will be my highest priority. I will work with the Department's leaders to ensure sailors and marines are properly educated on the need to take time for themselves and their families to maintain their mental health and operational readiness.

Question. Do you believe that existing leave sell back authorities may inappropriately disincentivize servicemembers from using their leave?

Answer. Providing sailors and marines the opportunity to spend time away from their duties to recharge is important. However, operational schedules and other factors sometimes make it difficult for servicemembers to use leave in a manner they value. I believe the authorities granted to servicemembers to sell back leave fairly compensate servicemembers for leave not taken at the end of a contract or at the time of resignation. If confirmed, I will work with Navy and Marine Corps leadership to ensure the authorities to sell back leave are in line with the Department's objectives to encourage sailors and marines to take their authorized leave to focus on themselves and their families.

DEPARTMENT OF THE NAVY CIVILIAN WORKFORCE MATTERS

Question. How would you describe the current state of the Department of the Navy's civilian workforce, including workforce morale, as well as the Department's ability to successfully recruit and retain top talent?

I found the civilian workforce and civilian leadership to be among the best and brightest who have an unwavering commitment and sense of purpose for the mission of the Department of the Navy. To ensure future capabilities, the DON must leverage all the capabilities that we can to secure excellence in its human capital talent. Taking care of its people is paramount to mission success. While I am not aware of the current morale of the civilian workforce, I am certain that they have been impacted by the effects of the past two years. That said, based on my experience, these men and women are incredibly resilient, committed and talented. They take great pride in what they do and what they contribute; they inspire others to want to come and work for the department, supporting the mission.

Question. In your judgment, what are the biggest challenges facing the Department of the Navy in effectively and efficiently managing its civilian workforce?

Answer. I believe one of the biggest challenges facing the Department of the Navy will continue to be advancing the mission, keeping pace with technology and innovation, while also preparing for the post-pandemic workplace model (as are businesses across the globe). If confirmed, I will work with the leadership toward a model that advances the DON's mission while also positioning them as an employer of choice in recruiting and retaining the best-in-class talent, maximizing the available workplace flexibilities, to ensure they maintain a global competitive edge against our adversaries.

Question. In your view, to what extent would there be value in eliminating the moratorium on the use of A-76 public/private competitions that has been in effect since 2009?

Answer. In my view, eliminating the moratorium on the use of A-76 public/private competitions may be a good approach if targeted toward areas that have become more commercially available since 2009. To achieve the best mix of talent in the total force, DON must have hiring permeability between public and private sectors, across the Department and Services, and between military and civilian workforces. If confirmed, I will continue to enable policies that further these opportunities.

Question. In your view, how could the Department of the Navy better utilize telework, while maintaining supervisory and employee accountability for high quality performance and the appropriate use of official time?

Answer. If confirmed, I will work with the leadership toward a model that advances the DON's mission while also positioning us as an employer of choice in recruiting and retaining the best-in-class talent, maximizing the available workplace flexibilities (incorporating best practices and lessons learned from the public and the private sector experiences gained from the COVID-19 pandemic), and driving accountability to ensure DON maintains a global competitive edge against our adversaries.

Question. In your view, are the various direct hire, extended probationary period, and special compensation authorities provided to the Department of the Navy useful in recruiting and retaining high-quality civilian employees?

Answer. When I served in this position previously, we worked closely with DOD and Congress to identify direct hire opportunities in mission critical areas. This enabled the Department to recruit top talent, expedite hiring and compete with private sector counterparts. Similarly, there are special compensation flexibilities that enable DON to remain competitive. They need these mechanisms to ensure mission success. Generally, probationary periods provide opportunities for both the employer and employee to ensure a good fit for all, recognizing the importance of candid and informative performance conversations. Our world is increasingly complex and incredibly unpredictable; if confirmed, I will continue to work to maximize departmental flexibilities to recruit, retain and develop the best and brightest talent to proactively tackle emerging requirements.

Question. Would you be supportive of extending and renewing these authorities as necessary?

Answer. If confirmed, I will work with the appropriate offices in the Department, DOD and OPM to maximize flexibilities and authorities to recruit, retain and develop the talent needed and provide the workplace mechanisms to achieve mission success.

TECHNICAL WORKFORCE

Question. In your view, what are the pros and cons of having active-duty personnel—as opposed to civilian employees—trained and working as scientists, engineers, software coders, and in other technical positions across the Department of the Navy research, development, and acquisition enterprise?

Answer. I believe delivering new capabilities to the Fleet requires a mixed active-duty and civilian workforce in the research, development, and acquisition enterprise. I understand there are multiple factors that contribute to workforce mix decisions. Active duty personnel can apply their experiences as warfighters in the Fleet to the research, development, or acquisition projects to which they are assigned; yet, the extensive technical education and experience may not be available through the typical career progression, requiring a civilian or contractor presence. If confirmed, I look forward to working across the Department to continue to develop an optimally balanced active-duty and civilian workforce in all mission areas.

SENIOR EXECUTIVE SERVICE

Question. Given that competent and caring leadership is one of the most significant factors in shaping a high-performing civilian workforce, what factors and char-

acteristics would be most important to you in selecting candidates for appointment to the Senior Executive Service (SES)?

Answer. I have found that successful leaders are those that truly care about their people in a multi-dimensional manner. People advance objectives through their daily contributions to the mission. I value leaders who communicate with their employees, who recognize their employees—by letting them know they are valued and appreciated, and who explain some of the contextual drivers for the decisions they make and how those employees fit into a broader framework. I look for leaders who are comfortable with receiving input from diverse perspectives and different points of view, open to new ideas and who provide an environment that encourages innovation and creativity. I also look for leaders who can tackle the tough, hard issues and are resilient when challenges are uncertain and difficult.

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

Answer. Based on my experience, members of the DON's senior executive cadre are remarkable group of men and women who made the conscious decision for a higher calling—to serve the Navy and Corps team as a civilian leader, serving the public good, improving our services, ensuring the infrastructure, and managing large, complex organizations. They undergo a rigorous process to get these critical positions and annually must meet tough performance standards that demand they deliver results, ensure performance management that develops and ensures accountability, while also providing an environment for employees to thrive, innovate and tackle challenges for mission success. If confirmed, I will work with the senior executive cadre to provide them with the opportunity to continue to develop the skills and expertise they need to lead and sustain high-performing teams.

ACQUISITION WORKFORCE

Question. In your view, in what ways could the Department of the Navy better train military and civilian personnel to be acquisition professionals?

Answer. The Department of the Navy's Acquisition Workforce Strategic Plan provides the building blocks to shape and inform the priorities of the Acquisition Workforce (AWF) and guide efforts to train the over 71,000 members of the AWF community. The academic skills taught at the Defense Acquisition University are robust, comprehensive and have demonstrated clear utility in the development of the military and civilian acquisition workforce. However, I understand that the Navy is also leveraging commercial best practices, expanded training opportunities, modern training tools, and experiential learning to build a workforce that can compete and win. If confirmed, I will work with OSD and across the Department of the Navy to utilize all available tools to further elevate the professionalism of the Navy's AWF.

Question. In your opinion, to what extent should acquisition workforce management policies be modified to make and hold leaders accountable for cost overruns on procurement contracts?

Answer. It is essential that the acquisition workforce is properly trained and incentivized, fully empowered to meet their responsibilities, and held accountable for their performance. If confirmed, I will carefully review the Department's acquisition workforce management policies and work with the Assistant Secretary of the Navy for Research, Development, and Acquisition to make any necessary modifications.

Question. In your judgement, how should acquisition program offices decide which tasks are best accomplished by government civilian employees, military personnel, and support contractors?

Answer. The construct of determining military essentiality and inherently governmental function related to military and civilian billet management is codified in 10 U.S.C. §129; 2017 and 2019 NDAA's; and DODD 1100.4. This policy clearly outlines when a function is required to be performed by a military member and if not, addresses the question of whether a position performs inherently governmental functions such as government decision making. Any work determined to be neither military essential or inherently governmental is eligible to be contracted.

LABORATORY, SCIENCE AND TECHNOLOGY, AND TEST RANGE STEM PERSONNEL

Question. If confirmed, specifically what would you do to support the maximum use of the personnel flexibilities provided by Congress to improve the quality of the Department of the Navy's STEM workforce?

Answer. I understand that the Department of the Navy has been extremely successful in using the personnel flexibilities authorized by Congress to support the hir-

ing of a technical workforce, including those from STEM programs. There are a number of Direct Hiring Authorities that target those completing post-secondary education and recent graduates. The Domestic Defense Industrial Base (DDIB) and the Major Range Test Facilities Base (MRTFB) authorities are two examples of the kinds of authorities available. If confirmed, I will work to maximize the use of these authorities to attract top STEM talent.

Question. If confirmed, what approach would you take to delegating authority for the use of these flexibilities to the lowest appropriate level in the organization, so they can be exercised with the speed necessary to compete with private sector hiring practices?

Answer. It is my understanding that the authorities granted by Congress reside at the command and/or HR Operations Center levels and are available for use today.

STEM EDUCATIONAL OPPORTUNITIES FOR MILITARY DEPENDENTS

Question. What role do you think the military services should play in supporting STEM educational opportunities for military children?

Answer. In my view, the Department of the Navy has a vital role in supporting STEM educational opportunities for the children of military families from kindergarten through graduate school. STEM programs not only inspire the next generation of scientists and engineers, but are also deliberate investments in the future Navy workforce. If confirmed, I will support efforts to connect military servicemembers with local STEM educational opportunities to ensure that military children, as well as children located near military bases, benefit from the Navy's STEM education and outreach activities.

Question. If confirmed, to what extent would you seek to work with the Department of Defense research and development organizations to increase STEM educational opportunities for children of military personnel?

Answer. The Department of Defense Education Activity (DODEA) is the umbrella organization that unites efforts to provide quality educational opportunities and services to military dependents around the globe. If confirmed, I will seek opportunities to enhance collaboration between the Navy's research and development organizations and DODEA to increase STEM opportunities for children of military personnel. This will be among one of my highest DON priorities.

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

MENTAL HEALTH AND SUICIDE PREVENTION

1. Senator HIRONO. Mr. Parker, I am very concerned with the persistent issue of mental health and suicide among U.S. servicemembers and veterans, as well as those transitioning from Active Duty. If confirmed, how will you prioritize what your respective Service can do to ensure mental health is treated as part of the holistic health of each servicemember?

Mr. PARKER. If confirmed, I will work with the Navy and Marine Corps to ensure that all appropriate resources are made available to each and every marine, sailor, family member, and Department of the Navy civilian at every stage of their careers.

I understand that the Department of the Navy and the Services have a variety of evidence-based and evidence-informed programs available to support the unique needs of civilians, Servicemembers and family members—from Employee Assistance programs, behavioral health support (in person and telemedicine), confidential support (i.e., Military Family Life Counselors; Chaplains), and/or ongoing risk assessment for those who have recently had a suicide attempt.

Additionally, I am prepared to consider what resources and recruitment strategies are needed to ensure we can continue to attract and retain a robust pool of providers to support our servicemembers and their families. Treating mental health with the same urgency that we treat physical health may encourage increased help-seeking and given this, we need to be ready to adapt and scale our behavioral health workforce to support the need.

In support of these strategies, I would, if confirmed, want to ensure that those who are supporting our servicemembers have been trained in evidence-based approaches proven to reduce suicide and promote more effective ways of coping with stressors that our members are bound to face during their service. Our sailors, marines, and their families sacrifice a great deal in service to our Nation and the Department owes it to each of them to provide the best service and care our country has to offer.

2. Senator HIRONO. Mr. Parker, if confirmed, how will you ensure that adequate resources are available to your servicemembers to seek the help they need?

Mr. PARKER. If confirmed, I will work with the Navy and Marine Corps to ensure that all appropriate resources are made available to each and every marine, sailor, family member, and Department of the Navy civilian at every stage of their careers.

I understand that the Department of the Navy and the Services have a variety of evidence-based and evidence-informed programs available to support the unique needs of civilians, Servicemembers and family members—from Employee Assistance programs, behavioral health support (in person and telemedicine), confidential support (i.e., Military Family Life Counselors; Chaplains), and/or ongoing risk assessment for those who have recently had a suicide attempt.

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In support of these strategies, I would, if confirmed, want to ensure that those who are supporting our servicemembers have been trained in evidence-based approaches proven to reduce suicide and promote more effective ways of coping with stressors that our members are bound to face during their service. Sailors, marines, and their families sacrifice a great deal in service to our Nation and the Department owes it to each of them to provide the best service and care our country has to offer.

3. Senator HIRONO. Mr. Parker, in your opinion, what single improvement can best address the ongoing issue of servicemember mental health issues and suicides?

Mr. PARKER. Suicide is a very complex phenomenon that is often attributed to a number of factors that are sometimes years in the making (i.e., relationship challenges, financial struggles, workplace stressors). Despite significant investment and research by world-class experts into both the drivers for suicide and identifying effective strategies for prevention and intervention; there is still so much we do not know.

With that in mind, and recognizing that I would want to meet with the Department of the Navy's key experts and advisors on this issue, I think there are a few critical areas that the Department needs to explore in greater depth. The first is in relation to its overall framing of mental health. I would like to see the Department shift to an approach that recognizes consistent engagement with behavioral health systems and resources as the status quo. In the same way the Services perform constant checks of our weapons systems or engage in physical training regiments, they need to give people the tools to discuss mental health challenges and engage mental health resources without fear of repercussions.

To make this fundamental shift, policies and messaging need to positively reinforce active involvement with behavioral health systems and ensure sailors and marines are not punished—either administratively or socially—for maintaining or strengthening their mental health. Every member of the Navy and Marine Corps must fully understand that in order to be mission-ready, they must be solid in both their physical and mental health and they must trust that coming forward to seek help will not have negative career impacts.

Additionally, the Department cannot outsource effective leadership when it comes to mental health. The Department of the Navy's behavioral health providers, programs and resources are some of the best resources available to support servicemembers and their families, but the first line of defense in preventing suicide or fostering mental health starts with each of us. We know from the research that we are most influenced by those closest to us. In a military context, we cannot underestimate the incredible power team members and leaders have on our mental and physical health and ultimately our performance. At all levels, servicemembers need to be educated on what to look for, and to correct myths that reinforce behavioral health stigma, and they need to be willing to engage in the uncomfortable conversations that can save lives.

Servicemembers need more senior leaders to discuss their own mental health challenges and tools they have found most helpful in facilitating healing or recovery. The bottom line is that for most of us, at some point in our lives, we are going to need additional support. Acknowledging this will help normalize some of these discussions and hopefully pave the way for more junior personnel to come forward.

DIVERSITY AND INCLUSION IN THE NAVY

4. Senator HIRONO. Mr. Parker, in 2020, the Navy stood up Task Force One to address systemic racism and unconscious bias in the ranks. In 2021, Acting Secretary of the Navy Thomas Harker directed a series of reviews aimed at promoting diversity in contracting, selection and assignment boards, and in hiring members of the Senior Executive Service. Are you familiar with these initiatives, and if confirmed, how do you intend to follow up with their progress?

Mr. PARKER. If confirmed, I would provide oversight of the immediate actions directed by the previous Acting Secretary of the Navy, as well as all efforts to advance the Department's Diversity, Equity and Inclusions (DE&I) efforts. While the U.S. Navy is implementing the strategy to operationalize the Task Force One Navy (TF1N) final report recommendations, the DON has established a DE&I Office and capabilities, to build on the TF1N framework and the DE&I efforts in progress with USMC. The DON DE&I Office will establish our strategic vision,

Implementation Strategy, Governance and organizational structure for an enterprise DE&I program. The focus is to create an enduring and measurable program that champions signature leadership behaviors with linkage to culture.

5. Senator HIRONO. Mr. Parker, a large part of the ultimate success in an officer's career, and their promotion potential, is superior achievement in high profile, challenging jobs. If confirmed, what steps will you take taking to ensure women and minorities are getting a chance to fill these types of career enhancing jobs?

Mr. PARKER. If confirmed, I would work with leaders to ensure that the Department has talent and capabilities as diverse as the challenges and opportunities it faces to support our national security strategy and objectives. If confirmed, I would ensure the Services have mechanisms in place to leverage data to help monitor policies and talent management systems with the goal of increasing representation and removing barriers regarding assignment to key developmental opportunities; and a holistic approach to attracting and recruiting diverse talent, ensuring equity in promotion, and maintaining a culture of inclusion. Success is achieved when the demographic makeup of a representative cohort is maintained across the career lifecycle; specifically, a representative accession cohort and voluntary retention, administrative selection, and promotion rates that are similar across demographic groups.

SEXUAL ASSAULT IN THE MILITARY

6. Senator HIRONO. Mr. Parker, last fall, Deputy Secretary of Defense Kathleen Hicks detailed the Department's strategy as approved by the Secretary of Defense to act on the recommendations of the 90-day Independent Review Commission on Sexual Assault and Sexual Harassment in the Military. Secretary of Defense Lloyd Austin directed all Services to develop implementation plans and resource mapping by the end of January 2022 for all actions. What is the status of progress on those plans for the Service you are about to help lead?

Mr. PARKER. I understand that the Department of Defense, through the leadership of Secretary Austin, Deputy Secretary Hicks, and others, have prioritized eliminating incidents of sexual assault by implementing the recommendations of the Independent Review Commission. I similarly understand that the Department of the Navy, through its senior leaders, including Secretary Del Toro, have also committed to this effort and directed the Department, the United States Navy and the United States Marine Corps to embrace reform expeditiously in an effort to rebuild trust and promote prevention.

As a nominee, I am not yet aware of the specific progress that the Department of the Navy and its two Services have yet made with respect to planning and resource mapping. However, I understand that this is a priority and one that all are committed to achieving. If confirmed, I will share that commitment and similarly prioritize these efforts. I firmly believe that we owe it to our sailors, marines, and Department of the Navy civilian employees to promote a culture of dignity and respect where all can thrive. If confirmed, I aim to do just that.

7. Senator HIRONO. Mr. Parker, if confirmed, how will you continue the efforts to eliminate sexual assault in our military?

Mr. PARKER. The President, the Secretary of Defense, and the Secretary of the Navy have each stated clearly that we must do more to end sexual assault, sexual harassment, and other destructive behaviors that undermine the readiness of our forces. If confirmed, I am committed to taking actions within the authority of the office to ensure that the sailors, marines, and civilian employees of the Department of the Navy can thrive with dignity and respect.

If confirmed, I will continue the Department's efforts to take a cross-cutting, integrated approach to address risk factors related to sexual assault, including sexual harassment, gender discrimination, and other negative behaviors that set the conditions for sexual assault to occur. I support the transformational nature of the recommendations of the Independent Review Commission on Sexual Assault in the Military, and the Department of the Navy's ongoing efforts with regards to integrated prevention, to include development of a dedicated prevention workforce. If confirmed, I will continue to prioritize leadership and professional development, ensuring that leaders at all levels have the knowledge and competencies to effectively prevent sexual assault and foster positive behaviors. I will also continue to create policies and response programs that support survivors of sexual assault, and ensure appropriate accountability for perpetrators of sexual assault.

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

TALENT MANAGEMENT

8. Senator KING. Mr. Parker, how can the Navy improve its talent management processes to ensure the best leaders and sailors are in the right job at the right time?

Mr. PARKER. It's my understanding that the Department of the Navy has started using many of the talent management authorities that Congress has provided over the last few years, improving the Department's ability to get the right sailor, marine or leader in the right job at the right time. I suspect there is more that can be done. If confirmed, I look forward to partnering with the Chief of Naval Personnel and the Deputy Commandant for Manpower and Reserve Affairs to understand current initiatives and develop next steps.

9. Senator KING. Mr. Parker, what processes can you establish to allow mid-career specialty recruiting?

Mr. PARKER. I would like to thank the Congress for the expanded authorities for lateral entry and constructive credit that were provided in the last few years. While these authorities are not appropriate for many military occupations, they can be critical to attracting talent the Department lacks in other fields. It is my understanding the Department of the Navy has already implemented processes to use constructive credit in a few new occupations to facilitate recruiting mid-career specialists. If confirmed, I will work to fully understand current processes and review the potential expansion of constructive credit and lateral entry processes that may be necessary to recruit specialty skills to meet emerging requirements.

10. Senator KING. Mr. Parker, what is your specific strategy to increase not only racial, cultural, and gender diversity in the Navy but also geographical diversity to include all regions of the country?

Mr. PARKER. I will, if confirmed, continue to support efforts by Navy and Marine Corps to attract a diverse workforce including by maintaining a presence in all zip codes across the Nation and by having recruiting content that reflects the diversity of the Department of the Navy. Furthermore, I will, if confirmed, continue to support outreach with affinity groups representing under-served populations and work to cultivate partnerships to obtain direct access to high-achieving prospects and key influencers.

QUESTIONS SUBMITTED BY SENATOR JOE MANCHIN

TALENT MANAGEMENT 2030—INVEST AND RETAIN ENLISTED MARINES

11. Senator MANCHIN. Mr. Parker, according to Talent Management 2030, approximately 75 percent of first term enlisted marines are discharged every year. This requires the Marine Corps to recruit approximately 36,000 new marines every year. Are you familiar with Talent Management 2030 and the Marine Corps initiative to mature the force via a focus on the retention of first term marines vice a "recruit and replace" model?

Mr. PARKER. Yes, I am familiar with Talent Management 2030. If confirmed, I look forward to working with the Commandant of the Marine Corps to modernize the Marine Corps personnel management system into a talent management system that recruits, develops, and retains the right marines for today's era of renewed global competition.

12. Senator MANCHIN. Mr. Parker, if so, are you supportive and what will you do as Assistant Secretary to assist the Marine Corps achieve this goal?

Mr. PARKER. Talent Management 2030 is the Commandant of the Marine Corps vision that lays the ground work to execute a complete overhaul of the current manpower management system. As he states in that document, "Marines make the Marine Corps." A Marine Corps that matches a marine's unique skills, strengths, interests, and motivations to their duties will perform at a higher level in the operating environments of today and tomorrow. If confirmed, I am excited to work with the Commandant to implement the new authorities Congress granted in 2019, examine industry best practices, and ensure we do everything we can to retain the best and brightest.

TALENT MANAGEMENT 2030—LATERAL ENTRY

13. Senator MANCHIN. Mr. Parker, another proposal within Talent Management 2030 is the concept of allowing individuals with extensive experience outside the Department of Defense to enter or re-enter the Marine Corps after a period of separation at a rank commensurate with their knowledge and abilities. What are the biggest obstacles that you foresee to this proposal and what will you do as Assistant Secretary to overcome them?

Mr. PARKER. Shaping a military force during heightened global competition requires new ways to create competitive advantages, particularly given the extraordinary pace of technological change. Creating new competitive advantages through lateral entry or return to service for individuals with specific skill sets or experience could have secondary and tertiary effects. I believe one example is the potential impact on Marine Corps culture. The Marine Corps is built on shared experiences like The Basic School and Boot Camp to forge unbreakable bonds. Lateral entry candidates will have a different experience, which I think is an area we must consider. If confirmed, I will work with the Commandant of the Marine Corps on how best to implement Congressional authority to award career credit to highly qualified individuals in hard to fill occupational fields.

RETENTION OF NAVAL AVIATORS

14. Senator MANCHIN. Mr. Parker, airline industry data suggests an emerging increase in demand for commercial pilots. For instance, according to the Aircraft Owners and Pilots Association (AOPA), demand for commercial pilots rose from 100 a month in January 2021 to 600 a month between August and September 2021. Previous studies conducted by RAND analyzing retention of Air Force pilots suggest difficulties in retaining military pilots when the demand for commercial pilots increases. Do you believe that there is a coming crisis in retaining naval aviators?

Mr. PARKER. From my prior experience, I recall the challenge of retaining aviators. Airline hiring tends to be cyclical in nature, with periods of growth and elevated hiring, followed by lower demand. The Navy and Marine Corps have faced the challenge of increased hiring demand in the civilian sector in the past, and will continue to do so in the future. I believe compensation is a major factor in an aviator's decision to continue their military service, but not the only factor. I think men and women in the Navy and Marine Corps are interested in compensation, work/life balance, professional fulfillment, and quality of service. If confirmed, I will work with the Chief of Naval Personnel and the Deputy Commandant for Manpower and Reserve Affairs to continue developing and employing effective strategies to meet retention objectives.

15. Senator MANCHIN. Mr. Parker, if so, what will you do as Assistant Secretary to overcome this crisis?

Mr. PARKER. At this point, I do not possess enough information to make an informed recommendation for changes to current financial incentives offered to aviators, but I know that the Navy and Marine Corps currently employ a variety of financial incentives targeted at increasing aviator retention including Aviation Incentive Pay and targeted Aviation Bonuses. If confirmed, I look forward to working with Navy and Marine Corps leadership to continue the development and tailoring of incentives, both monetary and non-monetary, to effectively achieve desired retention of aviators.

16. Senator MANCHIN. Mr. Parker, do you think that incentive bonuses alone are the only solution? If not, what else can the Navy and Marine Corps do to retain naval aviators?

Mr. PARKER. While financial incentives have proven to be effective tools in increasing the retention of aviators, history has shown we must look beyond specialty pay and bonuses to achieve talent management objectives. From my prior experience, I recall the Navy and Marine Corps using a number of non-monetary incentives including education opportunities, advanced training, experience outside of the cockpit and preference matching procedures, based on duty station, unit, geo-location and assignments. If confirmed, I am excited to partner with the Navy and Marine Corps to continue exploring non-monetary incentives through discussion with aviation leaders and aviators on the deck plates to better understand their motivations to remain or leave the service.

QUESTIONS SUBMITTED BY SENATOR RICK SCOTT

MILITARY CONSTRUCTION

17. Senator SCOTT. Mr. Parker, have you considered the impact of inflation in terms of the budgeting pressures it is creating on the area of responsibility you are being nominated for? If so, please respond with how you plan to adapt to this inflationary environment, both with respect to budgets and mission priorities.

Mr. PARKER. Persistent high inflation will erode the purchasing power of servicemembers just as it does for other Americans. Servicemembers are partially protected from inflation because the main portions of their compensation are indexed to external factors that also increase with inflation. However, those indexes are backwards looking, driving a lag in compensation adjustments that are felt most acutely in times of high inflation. That indexing will also drive personnel costs in the budget to increase with inflation, necessitating increased personnel appropriations. If confirmed, I will work closely with DoD leadership and Congress to ensure military compensation keeps pace with inflation to avoid decreases in real income for sailors and marines.

HOUSING

18. Senator SCOTT. Mr. Parker, what progress is being made to implement the "Tenant Bill of Rights", and to ensure that it is fully enforceable?

Mr. PARKER. Military members and their families deserve safe, quality, well-maintained housing and fair treatment from Military Housing Privatization Initiative (MHPI) companies. I have not had access to the information necessary to provide the status of the Tenant Bill of Rights implementation efforts or the enforceability of such measures. If confirmed, I will work with the Assistant Secretary of the Navy for Energy, Installations, and Environment who is responsible for Navy and Marine Corps housing policy to support the Department's efforts.

19. Senator SCOTT. Mr. Parker, how would you enhance it?

Mr. PARKER. Military members and their families deserve safe, quality, well-maintained housing and fair treatment from Military Housing Privatization Initiative (MHPI) companies. I have not had access to the information necessary to provide a personal view on the efficacy of the Tenant Bill of Rights. If confirmed, I will work the Assistant Secretary of the Navy for Energy, Installations, and Environment who is responsible for Navy and Marine Corps housing policy to support any review of these policies.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

ELECTRONIC SPORTS AND THE MILITARY

20. Senator BLACKBURN. Mr. Parker, the Military Services have expanded their outreach methods with Esports [electronic sports]; therefore, how can Esports disabuse common misconceptions about Navy life?

Mr. PARKER. My understanding is that the United States Navy Esports Team, Goats & Glory, was created to provide opportunities to interact with the general public face-to-face and online to facilitate conversations. It also provides opportunities to expose interested prospects to other media channels such as Faces of the Fleet, a documentary style video series featuring sailors and officers who come from diverse backgrounds and discuss how they've succeeded in both their personal and professional lives while demonstrating that sailors live normal lives when off-duty.

21. Senator BLACKBURN. Mr. Parker, how can the Navy leverage "Goats & Glory" or "America's Navy" to attract recruitment to the Navy's emerging technology areas?

Mr. PARKER. The Esports market is comprised of high quality, intellectual individuals, who possess in demand skills such as problem solving, quick/concise communication, teamwork, and decisiveness. Goats & Glory is able to attract these individuals by creating online content that highlights commonalities between them and sailors. I understand the team was sourced from across the entire Navy, and is comprised of technical sailors such as a Naval Flight Officer, an Operations Specialist, Submarine Electronics Technician, Information Systems Technician, and a Sonar Technician. I understand through the use of their marketing and advertising strategy, Navy has the ability to reach this audience, driving them to content related to these technical fields.

22. Senator BLACKBURN. Mr. Parker, what are the current rates of success for “Goats & Glory” and “America’s Navy” concerning current success, online outreach, and rapport with a broader audience, or other metrics tracked?

Mr. PARKER. I understand Goats & Glory was created to provide opportunities to interact with the general public about the Navy and its benefits, dispelling common myths and misconceptions about Navy life, and build genuine and authentic connections with the gaming community. If confirmed, I will work with the Navy to provide you with specific online outreach metrics related to Goats & Glory and America’s Navy.

23. Senator BLACKBURN. Mr. Parker, do Esports reach potential recruits more effectively than traditional methods?

Mr. PARKER. Goats & Glory interacts with the public to spread Navy awareness similar to other outreach entities like the Blue Angels and the Leap Frogs. This method is one more tool to show today’s youth what Navy life is really like through transparent and authentic conversations with the team members. I understand that esports can provide a unique opportunity to engage with Generation Z and Centennial prospects, the Department’s targeted generations for accessions to the services. If confirmed, I will work with Navy to continue to attract recruits from this newer generation by leveraging community outreach initiatives and traditional recruiting methods.

24. Senator BLACKBURN. Mr. Parker, if confirmed, how would you strengthen targeted outreach initiatives to increase familiarity and interactions with recruiters?

Mr. PARKER. I understand Navy’s 26 Talent Acquisition Groups located across the country invite high school and college teams and students in the Esports arena to compete against or alongside Goats & Glory at in-person Navy Promotional Day tournaments and virtual tournaments. This provides local recruiters opportunities to build an Esports presence and leverage Goats & Glory to strengthen relationships with this specific market in their area of responsibility. If confirmed, I will continue to support the Navy in their efforts to expand these types of outreach programs to educate young Americans on the value and benefits of service.

25. Senator BLACKBURN. Mr. Parker, what unexploited opportunities do you see in utilization of Esports for recruiting efforts?

Mr. PARKER. The only unexploited opportunity I understand may exist is to conduct more in-person events with high schools and colleges if COVID–19 restrictions are eased to better leverage Goats & Glory as an avenue to increase Navy presence on campuses across the country.

QUESTIONS SUBMITTED BY SENATOR JOSH HAWLEY

INDO-PACIFIC THEATER

26. Senator HAWLEY. Mr. Parker, Secretary of Defense Lloyd Austin has designated China as DOD’s pacing threat and the Indo-Pacific as its priority theater. Do you agree with these designations?

Mr. PARKER. The 2018 National Defense Strategy identified China and Russia as our strategic competitors and the focus of its implementation. The President and Secretary of Defense have affirmed those priorities, which I fully support. Although the Department has identified China as the pacing threat, given recent events with Russia’s illegal and unjustified invasion of Ukraine, we must continue to remain vigilant, and strengthen our strategic partnerships with allies across the globe.

27. Senator HAWLEY. Mr. Parker, if China is our pacing threat, from a personnel standpoint, do you think we should be finding ways to increase servicemembers’ time at Indo-Pacific duty stations, so they can build familiarity with the Chinese military threat, relevant allies and partners, and the operating environment?

Mr. PARKER. I believe we must prioritize the training and exercising of naval forces, especially in concert with regional partners to establish strategic maritime partnerships and enhance interoperability with our allies in the Indo-Pacific. If confirmed, examining these policies and practices, to ensure that our sailors and marines have the training necessary to execute their missions, will be one of my top priorities.

[The nomination reference of The Honorable Franklin R. Parker follows:]

NOMINATION REFERENCE AND REPORT

PN1690

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
January 20, 2022.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Franklin R. Parker, of the District of Columbia, to be an Assistant Secretary of the Navy,
vice Gregory J. Slavonic.

_____, 2022.
(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 Franklin R. Parker,
which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Franklin R Parker

Education:

- Yale University
 - Dates Attended: August 1992 – May 1996
 - Degree/Qualifications Earned: Bachelor of Arts (Sociology)
- Stanford Law School
 - Dates Attended: September 1996 – May 1999
 - Degree/Qualifications Earned: Juris Doctor
- Harvard University, John F. Kennedy School of Government
 - September 2002 – June 2004
 - Degree/Qualifications Earned: Master of Public Policy (Political Advocacy and Leadership)

Employment Record:

List all jobs held since college including title or description of job, name of employer, location of work, and dates of employment.

- BAE Systems, Inc., Intelligence & Security Sector (McLean, VA)
 - Senior Counsel, Intelligence Solutions
 - July 2019 – Present
- BAE Systems, Inc., Platforms & Services Sector (Arlington, VA)
 - Director and Senior Counsel, International Trade and Compliance
 - September 2017 – July 2019
- U.S. Department of the Navy (Washington, D.C.)
 - Assistant Secretary of the Navy (Manpower & Reserve Affairs)
 - January 2016 – January 2017
- U.S. Department of Transportation, Maritime Administration (Washington, D.C.)
 - Chief Counsel
 - February 2012 – January 2016
- U.S. Department of the Navy, Office of the General Counsel (Washington, D.C.)
 - Special Assistant to the General Counsel/Attorney Advisor
 - August 2009 – February 2012

- Winston & Strawn LLP (Washington, D.C.)
 - Senior Associate (Litigation, Government Relations and Regulatory)
 - January 2005 – August 2009
- Obama for Illinois (Chicago, IL)
 - Member of U.S. Senate Campaign Policy and Research Staff
 - July – December 2004
- Trust for Public Land (Boston, MA)
 - Summer Analyst
 - Approx. June – September 2003
- Brobeck, Phleger & Harrison LLP (Palo Alto, CA)
 - Associate (Business and Technology)
 - August 2000 – December 2001
- Pillsbury, Madison & Sutro LLP (San Francisco, CA)
 - Associate (Commercial Transactions and Energy, Corporate Securities)
 - October 1999 – July 2000
- Pillsbury, Madison & Sutro LLP (San Francisco, CA)
 - Summer Associate
 - Approx. July – August 1998
- Mayer, Brown & Platt (Chicago, IL)
 - Summer Associate
 - Approx. June – July 1998
- Pillsbury, Madison & Sutro LLP (San Francisco, CA)
 - Summer Associate
 - Approx. June – August 1997
- United States Senator Paul Simon (Washington, D.C.)
 - Judiciary Committee Intern
 - Approx. June – August 1996

Honors and Awards:

- U.S. Department of the Navy, Distinguished Public Service Award (2017)
- U.S. Department of the Navy, Distinguished Public Service Award (2012)
- U.S. Department of the Navy, Meritorious Public Service Award (2011)
- Winston & Strawn LLP, Pro Bono Commitment to Service Award (2009)

[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 Honorable Franklin R. Parker in connection with his 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):
Franklin R Parker
2. Position to which nominated:
Assistant Secretary of the Navy for Manpower and Reserve Affairs
3. Date of nomination:
January 20, 2022
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):

Providence Catholic High School (1988-1992); High School Diploma (May 1992)

Yale University (1992-1996); Bachelor of Arts (May 1996)

Stanford Law School (1996-1999); Juris Doctor (June 1999)

Harvard University, John F. Kennedy School of Government (2002-2004); Master in Public Policy (June 2004)

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):

BAE Systems, Inc. (McLean, VA) – Senior Counsel, Intelligence Solutions (Intelligence & Security Sector) (July 2019 – Present)

BAE Systems, Inc. (Arlington, VA) – Director and Senior Counsel, International Trade and Compliance (Platforms & Services Sector) (September 2017 – July 2019)

U.S. Department of the Navy (Washington, DC) – Assistant Secretary for Manpower and Reserve Affairs (January 2016 – January 2017)

U.S. Department of Transportation, Maritime Administration (Washington, DC) – Chief Counsel (February 2012 – January 2016)

U.S. Department of the Navy (Washington, DC) – Special Assistant to the General Counsel (August 2009 – February 2012)

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):

U.S. Senator Paul Simon (Washington, DC) – Judiciary Committee Intern (Approx. June 1996 – August 1996)

U.S. Congressman Mel Reynolds (Washington, DC) – Legislative Intern

(Approx. June – August 1994)

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):

BAE Systems, Inc. Senior Counsel, Intelligence Solutions (2019-Present)

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):

American Bar Association (ABA), Member (1999-2002; 2005-2012; 2021-Present)

Leadership Council on Legal Diversity (LCLD), 2020-2021 Fellow; Member (2020-Present)

Association of Corporate Counsel (ACC), National Capital Region; Member (2020-Present)

Intelligence National Security Alliance (INSA), Member (2020-Present)

Academy of United States Veterans (AUSV), Member (2018-Present)

Society for International Affairs (SIA), Member (2017-Present)

National Bar Association, Member (2008-2009)

National Conference of State Societies, General Counsel (2008-2009)

National Urban League, Member (2006-2009)

Greater Washington Urban League, Member (2006-2009)

Greater Washington Urban League Thursday Network, Member (2006-2009)

Taylor Business Institute, Member of the Board of Governors (2005-2009)

Illinois State Society, Member of the Board of Directors (2005-2009)

Mory's Association, Member (1995-2012)

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):

Assistant Secretary for Manpower and Reserve Affairs, U.S. Department of the Navy – Appointed Position – (January 2016 – January 2017)

Chief Counsel, Maritime Administration; U.S. Department of Transportation – Appointed Position – (February 2012 – January 2016)

Special Assistant to the General Counsel, U.S. Department of the Navy – Appointed Position – (August 2009 – February 2012)

- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years:

None.

- 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:

Date	Amount	Recipient
10/01/2020	\$250	Friends of Dan Feehan
10/01/2020	\$800	Biden Victory Fund
9/27/2020	\$1,000	Biden Victory Fund
8/30/2020	\$1,000	Biden Victory Fund
3/19/2020	\$2,800	Biden for President
3/31/2019	\$250	Anderson for Fairfax County School Board

11/02/2018	\$250	Friends of Dan Feehan
11/02/2017	\$250	Northam for Governor
11/02/2017	\$250	Fairfax for Lieutenant Governor

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

U.S. Department of the Navy, *Distinguished Public Service Award* (2017)

U.S. Department of the Navy, *Distinguished Public Service Award* (2012)

U.S. Department of the Navy, *Meritorious Public Service Award* (2011)

Winston & Strawn LLP, *Pro Bono Commitment to Service Award* (2009)

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):

None.

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).

None.

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. A simple “yes” or “no” response is appropriate.

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.



This 25th day of January, 2022

[The nomination of Honorable Franklin R. Parker was reported to the Senate by Chairman Reed on March 8, 2022, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on December 22, 2022.]

[Prepared questions submitted to Dr. Agnes G. Schaefer by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND QUALIFICATIONS

Question. What is your understanding of the duties and functions of the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA))?

Answer. The ASA(M&RA) advises the Secretary of the Army and provides overall supervision for manpower and Reserve component affairs of the Department of the Army. The ASA(M&RA) establishes strategic direction and oversees human capital functions for the Army's military and civilian personnel. I understand that these functions include but are not limited to developing and overseeing policy and programs for: (1) acquiring, employing, developing, and retaining talented soldiers and civilians; (2) force structure and workforce mix; and (3) soldier and family readiness programs.

Question. What background and experience do you have that qualify you for this position?

Answer. In my role as a national security researcher at the RAND Corporation over the last 16 years, I have developed deep expertise in a wide range of military personnel issues across the Services and the Office of the Secretary of Defense, and worked every day to maintain military readiness and find solutions to improve the lives of servicemembers and their families. During my career at RAND, I have conducted more than 60 studies for senior civilian and military DOD leaders, including several studies on military personnel policy that directly informed landmark personnel decisions made by the Secretary of Defense, Service Chiefs, and Reserve component Chiefs on topics at the top of the Department's agenda. If confirmed, I intend to employ the same sorts of data driven solutions to the Army's challenges.

In addition to my long track record of successfully leading some of the most challenging multi-disciplinary, non-partisan RAND studies for DOD, I also served as the Associate Director of RAND's International Security and Defense Policy Center from 2018 to 2021. In that role, I managed almost 300 researchers who conduct \$30 million worth of research projects sponsored by OSD, the Joint Staff, the Unified Combatant Commands, the U.S. Department of State, and the U.S. Intelligence Community.

If I am confirmed, I would bring a fresh perspective and unique set of skills and expertise to the ASA(M&RA) position given that I have spent my career assessing issues and problems confronting DOD through an external, objective lens rather

than as a DOD insider. However, I am amply prepared for this position not only because of my broad expertise, but also because of my deep understanding of DOD processes, strong network at DOD, and longstanding working relationships with career DOD officials.

MAJOR CHALLENGES AND PRIORITIES

Question. In your view, what are the major challenges confronting the ASA(M&RA), and how would you address them, if confirmed?

Answer. One of the biggest challenges confronting the ASA(M&RA) is maintaining readiness for present threats and operational requirements, while at the same time preparing the force to be ready for future threats and operational requirements. This involves ensuring that the Army is able to execute its aggressive modernization strategy, while also maintaining readiness to meet current demands. If confirmed, I would ensure that the Army maintains not only current readiness, but also longer-term readiness so that the Army can meet the objectives laid out in our national security strategy. While this is no doubt a challenging task given the evolving security environment, the Army cannot risk failing at maintaining either current or long-term readiness.

Another critical challenge facing the ASA(M&RA) is rebuilding the trust of the Army's servicemembers, their families, and the American public. Harmful behaviors, such as sexual assault, sexual harassment and domestic abuse, stand in opposition to Army Values and erode trust in the Army's commitment to ensuring a safe work environment. Issues such as unsafe housing erode trust in the Army's commitment to ensuring a healthy, high quality of life for servicemembers and their families. If confirmed, I would work with other Army leaders to bolster and regain trust both between soldiers and between the Army and its soldiers by promoting transparency and accountability. I would keep soldiers and their families informed about efforts to address harmful behaviors and I would also promote efforts to building a climate and culture of dignity and respect. I believe the People First Task Force, the "This is My Squad" initiative, and the Cohesion Assessment Teams are important tools to address command climate shortcomings. However, data show an incredibly worrying trend: the American public's trust in the military continues to decline. The military has historically been one of our democracy's most trusted institutions and it is imperative that the Army's leadership rebuilds that trust both for the sake of our national security and our democracy.

Other challenges facing the ASA(M&RA) include recruiting and retention in the current environment. Competition for good talent is fierce right now, and the Army needs to find new ways to convince the American public that it is a welcoming employer that offers a wide range of opportunities to grow a career. If confirmed, I would sustain and expand the many novel recruiting and marketing efforts that have recently been implemented across the Army in order to reach new audiences and potential recruits. The current environment requires the Army to pivot quickly to make the Army more relatable and to resonate more with the changing priorities of the American public—especially America's youth.

CIVILIAN CONTROL OF THE MILITARY

Question. If confirmed, how would you adhere to and further the fundamental principle of civilian control of the armed forces?

Answer. The principle of civilian control of the armed forces is a cornerstone of our democracy and if confirmed, I intend to ensure that military advice is carefully considered but not afforded disproportionate influence, and that there is adequate civilian oversight and perspective. If confirmed, I intend to enhance processes that focus on appropriate civilian control mechanisms.

Question. If confirmed, how would you ensure your inclusion in the discussion, debate, and resolution of U.S. defense and national security issues?

Answer. I will ensure that personnel issues are considered in the discussion, debate and resolution of U.S. defense and national security issues by closely advising other senior Army leaders on the critical importance of personnel issues to issues of national security. If confirmed, I will work closely with senior Army leaders, in particular Secretary Wormuth, to provide them with the information they need regarding personnel policy in order to resolve U.S. defense and national security issues. The Army has made it clear that personnel issues are one of its top priorities and if confirmed, I will be the strongest advocate possible for improving personnel readiness in the Army, as well as improving the lives of our servicemembers, the civilian workforce, and their families.

PERSONNEL POLICY IMPLEMENTATION

Question. If confirmed, what Army personnel policies and processes would you implement to improve the efficiency and effectiveness of human resources management—both military and civilian—across the Department of the Army?

Answer. If confirmed, I will focus efforts on growing talent, building a resilient and ready force, and fostering an atmosphere that builds a safe workplace for all. Further, if confirmed, I will sustain and build on the Army's ongoing efforts to implement innovative strategies to recruit, develop, and retain its military and civilian workforces. These include leveraging new authorities regarding officer career management that Congress gave to the Services in the 2018 and 2019 NDAA's, building and expanding on the ongoing initiatives of the Army Talent Management Task Force, and developing new talent acquisition, development and retention strategies for the Army's civilian workforce in order to remain competitive with the private sector. My efforts would also include employing new tools and technologies to decrease bureaucratic processes for the Army's military and civilian workforces.

If confirmed, I would also focus on initiatives that would enhance readiness, as well as the safety and health of servicemembers and their families. I would ensure that the Army is giving its soldiers and their families the best quality of life possible so that we can ensure not only individual readiness, but family readiness as well. I would also look for opportunities to increase stability and predictability for military families regarding assignments and deployments, and enhance support to military spouses in key areas such as employment and childcare.

Question. What is your understanding of your responsibility, if confirmed, to inform and consult with this Committee and other appropriate committees of Congress, on the implementation of Army personnel policies directed by law?

Answer. The Army cannot expect to succeed without the support of Congress, and particularly this Committee. My goal, if confirmed, is to maintain transparent and continuing communication

with the Congress to facilitate oversight. I promise to maintain a productive relationship through my words and actions, proceeding with integrity and positive collaboration.

Question. If confirmed, what specific steps would you take to ensure consultation with the Committee on significant changes to Army personnel policies, including when the changes are not directed by law?

Answer. If confirmed, I intend to maintain constant transparent communication with this Committee and Congress in general on substantive matters. I plan to do this on both a formal basis, via official correspondence with this Committee; and on an informal basis, via direct communication with members and their staff. I will also ensure that members of my staff and subordinate organizations take note of any matters of potential congressional interest in order to keep this Committee properly apprised of any and all developments.

NON-DEPLOYABLE SERVICE MEMBERS

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

Answer. In my view, soldiers who are non-deployable for 12 consecutive months should be evaluated for continued service. A prolonged inability to deploy may not be in the best interest of the Army or the soldier. However, if confirmed, I will advise the Secretary of the Army to ensure that any recommended policy changes balance the need to take care of our people while maintaining a ready Army.

Question. Under what circumstances would the retention of a soldier who has been non-deployable for more than 12 months be in the best interest of the Army?

Answer. My understanding is that under existing policy, the Army must assess the specific circumstances of a soldier who is non-deployable for 12 consecutive months and who also wants to remain in the Army. A specific circumstance that could warrant retention is for pregnant soldiers who may exceed a 12-month non-deployable status in particular cases. Additionally, some soldiers possess unique skills that may warrant an opportunity for continued service. Certain military occupational specialties where a soldier could work virtually from a non-deployed environment may also warrant consideration. If confirmed, I would assess the circumstances that may merit retention after periods of more than 12 months of non-deployability, and work with the Secretary of the Army to address the policy as appropriate.

Question. In your view, how should this policy be applied to soldiers with HIV?

Answer. I understand that the Army classifies HIV positive soldiers with a Permanent Profile within Medical Readiness Category 3. Under this category, these sol-

diers have deployment and assignment restrictions that are applied to certain geographical areas, but they are not categorized as non-deployable. Decisions made for HIV positive soldiers are assessed by medical providers on a case-by-case basis.

Question. In your view, how should this policy be applied to soldiers who identify as transgender?

Answer. In my view, all soldiers should be considered deployable unless they have a particular reason, as determined by the Army, that precludes them from deployment. One scenario where this specifically affects a transgender soldier is if the soldier is going through a gender transition process. A gender transition process may require a time period during which the soldier's duties could be limited. In my view, during that period, the transgender soldier should be treated like any other soldier whose profile similarly affects deployability.

The new Department of Defense policy on service by transgender persons, as set forth in DOD Instruction 1300.28, provides that "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."

Question. Please provide an example of a "comparable circumstance" that would be used to determine deployability of a transgender servicemember.

Answer. As I understand, a "comparable circumstance" could include treatments that entail the adjustment of hormone levels which render soldiers non-deployable for a period of time. Examples of soldiers requiring the adjustment of hormone levels include treatments for hypothyroidism or hyperthyroidism. Transgender soldiers who require medical adjustment of hormone levels will be duty limited and non-deployable due to similar circumstances as soldiers receiving hormone medication adjustment. Another similar circumstance could be soldiers requiring post-surgical convalescence. In such a circumstance, the soldier should be stable or recovered and no longer duty limited before being able to deploy. In my view, any soldier under these circumstances should be evaluated under the same standards.

Question. In your view, should a soldier's readiness to perform specific missions, functions, and tasks required in the context of a particular deployment also be considered in determining whether that servicemember is deployable?

Answer. I understand that the Army already considers a soldier's military specialty and the theater of deployment when making a deployability determination. In my view, it is important for the Army to weigh specific missions, functions, and tasks when making these determinations.

Question. What are your ideas for addressing the challenges of medical non-deployability in the Army's Reserve components?

Answer. I am aware of the challenges the Army's Reserve components face in addressing medical readiness, and support the Army's work with DOD and Defense Health Agency initiatives like the Reserve Health Readiness Program. These efforts will provide a number of resources that will lead to a more comprehensive medical picture of soldier health and readiness; improve the medical evaluation processes; and allow the Army's Reserve components to quickly address temporary medical conditions that make soldiers non-deployable for a certain period of time. Another example of these initiatives is the policy that the Defense Health Agency released earlier this year that expands the eligibility of care for Army National Guard and Army Reserve soldiers in Military Treatment Facilities. If confirmed, I will continue the ongoing work with the Army Reserve and Army National Guard, along with the medical community, to address the challenge of medical non-deployability in the Army's Reserve components.

DIVERSITY AND INCLUSION

Question. In general, what is your assessment of the diversity of the Department of the Army military and civilian workforces?

Answer. I believe the Army is trending in the right direction and must work to sustain its momentum. Army data show that the Army has made gains in diversifying its ranks across race, ethnicity, and gender since 2010. The data show that, as of 30 September 2021, 43 percent of the Total Army Force was comprised of minority soldiers, 57 percent of the Army Total Force was comprised of Caucasian soldiers, and 18 percent of the Army Total Force was comprised of female soldiers. Since 2010, Active Component female soldiers increased by 3 percent to account for 16 percent of the force. The Army National Guard experienced the most growth in female soldiers, increasing by 5 percent, to account for 19 percent of the Army National Guard. The United States Army Reserve continues to be the most gender diverse Component, with 25 percent of the force being female—an increase of 2 per-

cent since Fiscal Year 2010. Finally, 37 percent of Department of the Army Civilians are minorities and 38 percent are female, a decrease of 3 percent since Fiscal Year 2010—a trend to keep an eye on. While there are positive trends, I believe it is important that we continue these gains. In addition, we also need to ensure that the force is diverse not only across race, ethnicity and gender, but also across geography, experiences, and skills. Efforts to recruit and retain soldiers with various backgrounds, experiences, and skills will ensure the diversity of our citizens strengthens the Army.

Question. If confirmed, to what extent would you seek to increase diversity and inclusion within the Army writ large?

Answer. If confirmed, I will ensure Army leaders understand the importance of guiding and mentoring to ensure diversity and inclusiveness within Army formations and organizations. I also believe that the Army must continue to work on attracting, and then retaining, talented soldiers and civilians with a wide range of backgrounds, experiences, and skills. I also will seek to build trust with underrepresented communities by conducting outreach efforts with community leaders, as well as with affinity groups within the Army. In order to advance diversity, equity, inclusion, and accessibility across the force, I believe it is important to gain an understanding of these issues from both outside the Army, as well as inside the Army. I would also work closely with the Army's Equity and Inclusion Agency, which maintains frequent touchpoints with groups representing underrepresented communities to build, maintain and regain trust, and assess additional pathways to acquire diverse talent within the Army's military and civilian ranks.

Question. If confirmed, to what extent would you seek to take action 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. I believe our Army is at its strongest when it reflects the diversity of our nation. If confirmed, I will commit to ensure that there are no obstacles preventing the best and brightest of our citizens from choosing to serve. From the work I have done at RAND, I understand that the Army's officer corps is the least demographically diverse within the rank structure—unfortunately, this is not new. To ensure diversity in the senior officer ranks, if confirmed, I would review the Army's current understanding of the causes for this trend and determine if additional research is required to identify specific obstacles (such as training and education gaps) that inhibit diversity within the officer ranks. To ensure the Army is at its best, Army leadership must understand the problems creating obstacles to diversity within the ranks and then focus necessary resources accordingly.

Question. If confirmed, to what extent would you seek to increase diversity and inclusion in the Department's civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?

Answer. The Army's civilian workforce is critical to the Army, ensuring continuity of operations and organizations when military personnel either deploy or transition. The Department's civilian workforce, especially at the senior General Schedule and Senior Executive Service level, must also reflect the diversity of our nation. I understand that a component of the Army People Strategy is the Civilian Implementation Plan, which describes the Army Civilian Talent Management Vision, infrastructure, and concerted unity of effort needed to acquire, develop, employ, and retain a diverse pool of civilian talent in support of Army readiness. If confirmed, I will ensure the Army is implementing the Civilian Implementation Plan and that this Army is appropriately focusing its priorities, identifying senior training and development opportunities, and reaching out to stakeholders to increase diversity, equity, inclusion, and accessibility in the civilian workforce. I will ensure that the Army amends and adopts any policies at the strategic level in pursuit of that goal.

Question. If confirmed, to what extent would you seek to increase geographical diversity in the Army—promoting the accession or enlistment of persons from areas of the country and local communities that are currently underrepresented in the military force?

Answer. I believe that geographic diversity is essential to fostering an Army that reflects the Nation and that the Army needs to increase its recruiting efforts outside of the traditional “southern smile” region where most accessions come from. I understand the Army is working to improve military accessions from underrepresented locations across the country. If confirmed, I will work with other Army leaders to better understand the currently unrepresented areas of the country, and identify policy and resourcing options that could help to improve the Army's appeal to potential recruits in these areas. I will work with the Army's accession-focused agencies to leverage their resources to ensure outreach to geographically diverse communities through an array of means, including the increased presence of Army representatives at public events, and through engagement with civic, academic, and industrial

leaders by Army leaders. The priority of effort within these areas is to “shape the market” for increased future recruitment success, while at the same time increase near-term recruitment success.

EXTREMISM

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

Answer. I believe the vast majority of Army personnel serve honorably, however, even in small numbers extremist activities are intolerable because they are corrosive and harmful to trust, morale, and unit cohesion, and represent a workplace safety issue that the Army must continue to fully address. I understand that currently within the Army, Active participation in extremist behavior is not prevalent compared to other forms of criminal activity. I have been informed that in fiscal year 2021, Army investigations of soldiers involved in extremist activities represented only a fraction of one percent of all criminal investigations conducted. If confirmed, I will work to ensure the Army continues to focus on eliminating extremist behavior in the Army's ranks.

Question. If confirmed, what would you recommend the Secretary of the Army do to eliminate extremism within the ranks?

Answer. If confirmed, I would recommend that the Secretary of the Army fully implement the recommendations of the Department of Defense Countering Extremist Activity Working Group, released in December 2021. Implementation of those recommendations will further refine and enhance long-standing Army policy, systems, and processes to counter extremism within the ranks. These recommendations include further refinement of the Army's extremism policy with respect to civilian and contractor employees, enhancing the Insider Threat Program's effectiveness, updating Army efforts to prevent, assist, respond to, and counter violence in the workplace, and increasing counter-extremism training to raise awareness, which is a key factor in countering, and ultimately eliminating, extremism in the ranks. I would also recommend that the Army continue to focus on actions and behaviors, not ideology or politics.

SEXUAL ASSAULT PREVENTION AND RESPONSE

Question. In your view, to what extent are Department of the Army policies, programs, and training in regard to the prevention of and response to sexual assault in the Army adequate and effective?

Answer. While I understand the Army continues to make strides in preventing and responding to sexual assault, sexual harassment and associated retaliation, there is no doubt that more work needs to be done to eliminate these harmful behaviors from the force. If confirmed, I will fully support the Army's implementation of the recommendations from both the DOD Independent Review Commission and the Fort Hood Independent Review Committee. The recommendations from these two reviews focus on many aspects of the Army's response to these negative behaviors, including recommendations for updating policies, programs, and training. As the Army leadership has made People its number one priority, it is essential to promote a culture of dignity and respect, where these incidents do not occur.

Question. If confirmed, to what extent would you take actions to increase focus on the prevention of sexual assaults in the Army?

Answer. I understand the Army is continuing to place an increased emphasis on the prevention of sexual assault, sexual harassment, associated retaliation and other harmful behaviors. The Army is implementing the recommendations, including those focused on prevention, from the DOD Independent Review Commission and the Fort Hood Independent Review Committee. Army initiatives that stem from these recommendations include the development of a prevention strategy and the creation of new positions focused on prevention efforts. If confirmed, I will provide oversight of the execution of the initiatives within my purview and I will work with the Army Senior Leadership to ensure they are properly resourced and funded. Lastly, I will monitor the implementation of these initiatives, as well as review and assess data resulting from these initiatives to ensure they are having their intended effects and identify those areas where continued reforms are necessary to eliminate these negative behaviors from the force.

Question. What is your assessment of the Army's implementation of protections against retaliation—most notably social ostracism and reputation damage—against soldiers who report sexual assault?

Answer. It is my understanding that reports of sexual harassment and sexual assault have increased for 5 consecutive years. Army surveys indicate the increase in reporting is directly tied to confidence in soldiers' chain of command and the re-

sponse system. The Army's efforts in this space have helped send a positive message to the force that these negative behaviors have no place in the Army. However, it is my belief that concerns regarding potential reprisal, social ostracism, and reputational damage are still barriers to reporting. If confirmed, I will ensure commanders and leaders have the resources and training needed to develop and sustain healthy command climates and facilitate unit cohesion, while also ensuring soldiers are aware of the mechanisms they can utilize to report instances of sexual harassment and assault without fear of retaliation. Eliminating these behaviors must be done at the lowest level, but will only happen if it is clear Army senior leaders stand together against these divisive behaviors and appropriately resource efforts to eliminate them from the ranks.

Question. The recently enacted National Defense Authorization Act for Fiscal Year 2022 makes significant changes to how the military will investigate and prosecute certain offenses, including sexual assault. What is your understanding of these changes and your role, if confirmed, in the implementation of these reforms?

Answer. I understand that significant changes were made to the way certain offenses, including sexual assault, will be investigated and prosecuted, in particular the removal of commanders as the initial disposition authorities for those offenses. I know the Army is working on an implementation plan for the creation of The Office of The Special Trial Counsel, making the necessary revisions of policy and procedures that will be required over the next 2 years, and transforming Army Judge Advocate personnel resources. While the new office will report directly to the Secretary of the Army without intervening authority, if confirmed, I look forward to working closely with the Secretary, the General Counsel, The Judge Advocate General, and the Director, Criminal Investigation Command to ensure that this critical effort meets the needs of victims, addresses good order and discipline, and preserves due process. To the extent structural personnel reforms are necessary, I look forward to supporting those efforts as well.

The Government Accountability Office (GAO) recently found that the timing, amount, and mix of legal training provided to commanders may not be meeting the commanders' needs.

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

Answer. My understanding is that the Army has dedicated substantial resources, training, and authorities to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual assault and retaliation. DOD and the Military Services are working to implement the recommendations of the DOD Independent Review Commission and the Fort Hood Independent Review Committee, as well as the changes enacted in the fiscal year 2022 National Defense Authorization Act (many of which are intended to bolster this effort). If confirmed, I will work closely with the Army Resiliency Directorate, the Office of the General Counsel, and the Office of The Judge Advocate General to ensure that our leaders have every tool necessary to address the scourge of sexual assault and can be held accountable for any failures to do so.

Question. If confirmed, to what extent would you seek to improve legal training for commanders?

Answer. If confirmed, I will work closely with the Army's legal and training communities to ensure that commanders are receiving the highest quality training on their legal responsibilities. I understand how critical this aspect of commander training will be, given the substantial changes in the fiscal year 2022 NDAA, and I will assist Secretary Wormuth in providing any necessary resourcing or oversight required. By providing an impartial and outside review, GAO provided valuable recommendations to improve commander legal education. I understand that the Army is in the process of implementing the GAO's recommendations, which involved training record reconciliation and identifying additional opportunities for junior commanders to access legal training. If confirmed, I look forward to leading in the process of implementing these changes in order to provide our commanders the education and training they need to successfully accomplish the legal aspects of their duties.

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 prevalence of these adverse behaviors in the Army?

Answer. Based on my current understanding, the Army has several efforts designed to inform, educate, and prevent instances of harassment/discrimination. There are policies for tracking, resolution, trend analysis, and prevention measures for harassment, in addition to the Army program for processing equal employment opportunity complaints. While these policies and processes should provide an accurate picture of the prevalence of harassment and discrimination, if confirmed, I intend to conduct a more comprehensive assessment. Understanding the scope and prevalence of these harmful behaviors is essential to a strategy of prevention.

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 an adequate means of identifying repeat perpetrators?

Answer. I understand that the Army has policies and procedures to comply with the U.S. Equal Employment Opportunity Commission instructions, and that assessment and reporting are an annual practice. As such, the Army appears to possess the tools to collect data and information, identify trends, and address those trends through plans of action. If confirmed, I will assess whether these tools enable the Army to effectively identify repeat perpetrators of harassment or discrimination.

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

Answer. I understand that the Army is currently creating a working group to develop a policy that covers training, data collection, addressing harassing behaviors in the workplace, and responses to allegations of harassment. If confirmed, I will work with the Army’s leadership to ensure that this working group has the resources necessary to staff and execute this policy. I will also work with the Army’s leadership to ensure this policy is effectively utilized to address harassing behaviors. The Army must work to eliminate these behaviors to maintain a safe work environment and maintain readiness.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from a civilian employee of the Office of the ASA(M&RA)?

Answer. Upon receiving, or learning of, a complaint of sexual harassment, discrimination, or other harassment from an employee, I would ensure all employees involved receive information regarding their rights, due process and avenues of redress; put them into contact with appropriate officials for intake and processing (in accordance with Federal law, as well as EEOC, DOD, and Army policy); support any inquiry or response necessary to address the matters at issue; and take appropriate corrective or disciplinary action as warranted. Further, I will ensure all necessary and appropriate policies and resources for prevention, reporting, and response are in place. Finally, I will ensure that all training and education requirements and standards are met.

UNITED STATES MILITARY ACADEMY

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

Answer. Diversity across race, ethnicity, gender, and geography in the Corps of Cadets at the United States Military Academy (USMA) ensures that graduating cadets reflect the Army they will lead. I understand that West Point has a rigorous application and nomination process that allows the Army to attract cadets that are representative of the Nation. I understand that West Point’s diversity is on a promising trend, with recent graduating classes that better reflect the diversity of the Nation and the Army. As West Point is an important avenue for diversity within the Army’s officer corps, if confirmed, I look forward to working with leadership at West Point to continue to acquire the high-quality talent from underrepresented populations that is so crucial to the Army’s success.

Question. In your view, are additional measures warranted to increase diversity at USMA? If so, please explain.

Answer. I understand that USMA is successfully taking steps to increase diversity. Its leaders are dedicated to developing and maintaining a diverse and inclusive team, striving for a diverse and inclusive Corps of Cadets, staff, faculty, and coaches that reflect the Nation and the Army. I also understand that recent recruiting ef-

forts have been successful in increasing diversity. If confirmed, I would look forward to assessing USMA's efforts dedicated to acquiring and maintaining the diversity of talent necessary to best educate, train, and inspire the Corps of Cadets; and I would continue to look for additional measures to increase diversity.

Question. What is your assessment of the efficacy of the policies and processes in place at USMA to prevent sexual assault and sexual harassment, and to ensure that cadets who do report assault or harassment are not subject to retaliation, including social ostracism and reputation damage in particular?

Answer. I am aware that USMA has devoted significant resources to developing and implementing a comprehensive prevention and assessment plan that addresses risk and protective factors for a spectrum of harmful behaviors, including, but not limited to, sexual harassment and assault. I also understand that USMA has a dedicated prevention workforce that has implemented essential prevention components, including mechanisms to stop instances of retaliation, ostracism, and reputation-damaging rumors. These prevention professionals have implemented numerous policies directly supporting the Academy's prevention efforts. If confirmed, I will ensure that the Army and USMA continue to maintain a culture of prevention and an environment in which everyone is treated with dignity and respect.

Question. What is your assessment of the efficacy of suicide prevention programs at USMA?

Answer. I understand that USMA provides a vast system of behavioral health support and suicide prevention training for its community. USMA's efforts include campus-wide suicide prevention discussions, as well as monthly and quarterly health and wellness councils. I also understand that USMA's psychologists offer clinical counseling and behavioral health treatment, and that performance psychologists provide education, support, and coping techniques to manage stress. Furthermore, I understand that there are counselors embedded within the Corps of Cadets who provide non-medical counseling services. In addition, I am aware that USMA has trained "peer support Cadets" within each company who can provide support to their fellow cadets and, if needed, communicate directly with a clinical psychologist when assistance or treatment is needed. While I have not had the opportunity to assess the efficacy of these and other suicide prevention programs, if confirmed, I would do so and I would ensure that leadership within the Army continues to provide USMA with the necessary resources to further support comprehensive efforts to prevent suicide.

Question. Do you believe the current 5-year minimum Active Duty service commitment for Military Service Academy graduates is sufficient return on investment for the U.S. Military and the American taxpayer?

Answer. I am aware that recent data show that approximately 70 percent of USMA graduates serve longer than the 5-year minimum. I am also aware that a recent pilot study showed that by increasing the Active Duty service commitment by 1 year, USMA and the Army would lose talent—especially from women and underrepresented minority groups, with a more than 10 percent reduction in appointment acceptance. As such, in my current view, the 5-year minimum Active Duty service commitment for USMA graduates is a good return on investment for both the Military and the American taxpayer.

Question. In your view, does USMA contribute to the pool of military officer accessions commensurate with its attendant costs? Why or why not?

Answer. I understand that USMA provides approximately 22 percent of all Active Duty Army officer accessions, but also provides nearly 40 percent of the officers with undergraduate STEM degrees into the force. Additionally, I am aware that USMA graduates also account for 35 percent of the Army General Officer Corps. Additionally, it is my understanding that the marginal cost of accepting and graduating an additional cadet at USMA is similar to the additional cost of a 4-year ROTC scholarship cadet. Given this information, my current view is that USMA's value to officer accessions is commensurate with its costs.

Question. Under what conditions would you deem it appropriate, if confirmed, to permit a USMA graduate to play professional sports prior to completing at least 2 consecutive years of commissioned service following graduation from USMA?

Answer. I understand that the existing DOD professional sports program allows certain Military Service Academy cadets and midshipmen the opportunity to graduate, defer their commission, and then enlist in the Individual Ready Reserve (IRR) so they can participate in professional sports. I also understand that in order to qualify for the program, each athlete must graduate, be able to sign a professional contract, enhance recruiting and marketing efforts of the Army at the national level, and be willing to serve as a commissioned officer (or pay recoupment of educational benefits) after completion of their professional sports endeavors. If confirmed, I intend to assess this policy and advise the Secretary of the Army accordingly.

In recent years, there have been a number of notable and reported honor code violations at the military academies.

Question. If confirmed, what criteria will you use to determine whether a cadet who violates the honor code deserves to be expelled from USMA?

Answer. While I am not an expert on the United States Military Academy's Cadet Honor Code and the process USMA currently follows to determine whether a violation warrants expulsion, I do believe commissioned officers must have integrity and demonstrate exemplary conduct. If confirmed, I look forward to consulting with the USMA Superintendent in order to understand USMA's current procedures for addressing Cadet Honor Code violations, and the process for determining whether violations warrant expulsion or some other form of action.

Question. If confirmed, what criteria will you use to determine whether a cadet who is expelled from USMA should be enlisted or required to reimburse the government for the cost of his or her Academy education?

Answer. If confirmed, I will apply the framework required by law, policy, and regulation, and consider each instance on a case-by-case basis. I understand that there is a well-established process for determining whether a disenrolled cadet should be enlisted or required to reimburse the government for the cost of their education. If confirmed, I will continue to work with USMA to ensure that we continue to retain those best qualified for service in the Army, while remaining proper stewards of the Army's limited resources.

Question. Do you believe that the current honor program at USMA successfully trains, and when necessary, rehabilitates and improves the integrity and ethical behavior of cadets? Why or why not?

Answer. At this time, I have not conducted an assessment of USMA's honor program, but I understand the central role of the Cadet Honor Code in the process for developing leaders of character. I understand that integrity and ethical behavior are developed through cultural influence, teaching, and the motivation of each cadet. If confirmed, I look forward to understanding USMA's honor program more fully, and how it trains and enhances integrity and ethical behavior in cadets.

SENIOR RESERVE OFFICERS' TRAINING CORPS (SROTC)

Question. In your view, to what extent is the Senior Reserve Officers' Training Corps (SROTC) program a viable source of officer accessions for the Army?

Answer. It is my understanding that SROTC is the single largest source of commissioned officers in the Army each year, with 274 host programs and more than 600 extension units and affiliates. In my view, SROTC allows the Army to recruit future officers from diverse backgrounds across the country and ensures that the Army continues to be representative of the Nation it serves.

Question. What is your assessment of the diversity of officers provided by the Army ROTC program? Are additional measures necessary to increase diversity in Army SROTC?

Answer. In my view, the SROTC program is vital to ensuring a diverse Army. The Army must continuously aim to recruit and commission the most promising of America's youth and given a footprint that covers the entire United States, the SROTC program provides the Army with the ability to draw recruits from all parts of the country. A diverse force begins at accessions, and the Army's reach through SROTC gives the Army the broadest ability to tap into diverse talent across the country.

Question. In your view, should the Army continue to operate SROTC units at colleges and universities that fail to meet their minimum annual commissioning requirements? If not, please explain the factors you believe should be used to determine which units should be terminated.

Answer. I believe any decision to terminate a program should be made carefully, with full consideration of the investment the Army has made into the program and the potential loss of talent that a specific program provides. It is my understanding that Army SROTC is offered at approximately 900 colleges and universities across the country. In my view, each program contributes to the Army's unique and diverse officer corps based on its geographic location, university characteristics, and student population. For those programs that struggle to meet their minimum annual commissioning requirements, I think the Army should work with those host programs to ensure that the limited resources dedicated to the SROTC programs are applied effectively, and that the future officers these programs train and commission are ready to lead soldiers.

Question. To what extent would you seek to modify the SROTC scholarship program to attract the top talent that our armed forces need to meet national defense requirements?

Answer. As I currently understand, the Army's National SROTC Scholarship program is one of the most competitive scholarships in the country and continues to attract top high school talent with the potential and desire to serve in the Army. Additionally, I understand that the Army uses "on-campus" scholarships to attract talent currently on a school's campus. If confirmed, I look forward to assessing the program to see what additional authorities or modifications may be necessary to improve its effectiveness. I also look forward to advising the Secretary on ways to ensure the SROTC scholarship program continues to commission top talent into the Army.

Question. To what extent would you seek to modify the SROTC program to enhance geographic diversity in Army officer accessions?

Answer. The Army must continuously evaluate new ways to improve geographic diversity in Army Officer accessions. I see underrepresented locations across the country as markets that SROTC programs must tap into. Additionally, the Army must continuously look at ways to shift its resources to follow the geographic shifts of the U.S. population. I am aware that the Army is piloting SROTC diversity recruiting initiatives in an attempt to leverage the population growth in locations such as Texas, California, and Florida. If confirmed, I intend to assess other options for how the SROTC program can enhance the Army's geographic diversity.

MILITARY COMPENSATION

Question. Do you agree that the primary purpose of a competitive military pay and benefits package is to recruit and retain a military of sufficient size and quality to meet national defense objectives?

Answer. Yes, I do. Both pay and benefits are important components to attracting talented recruits and retaining skilled personnel. It is imperative that pay, allowances, and non-monetary benefits are sufficient for soldiers and their families to maintain a high standard of living.

Question. What is your assessment of the adequacy of the current military pay package in achieving this goal?

Answer. It is my understanding that every 4 years the Secretary of Defense is required to conduct a review of military compensation through an independent commission to evaluate whether the Department of Defense's military pay package is adequate. If confirmed, I will review the results of the latest Quadrennial Review of Military Compensation and make any necessary recommendations.

Question. What changes, if any, would you recommend to the current military pay and benefits package, if confirmed?

Answer. If confirmed, I will examine whether changes to the current military pay and benefits package are necessary for the Army to meet its mission. In addition, the Army must work diligently to improve soldiers' understanding of their pay and benefits.

Question. What specific recommendations do you have for controlling rising military personnel costs, including entitlement spending?

Answer. If confirmed, I will work with the Department of Defense Comptroller and the Military Departments to eliminate inefficiencies. Although most of the military personnel costs are set by statute or Department of Defense policy, the Army should continue to look for non-monetary ways to motivate soldiers to serve and continue serving.

PROFESSIONAL MILITARY EDUCATION

Question. The National Defense Strategy notes that professional military education (PME) has stagnated and does not foster the skills and abilities needed for independent action during combat.

If confirmed, to what extent would you take actions to improve the quality of the Army's professional education programs?

Answer. I believe strongly in professional education and lifelong learning and, if confirmed, I will be a strong advocate for the Army's Professional Military Education (PME) program. I understand there have been significant changes to PME since the publication of the 2018 National Defense Strategy, with the most significant change being the adoption of Outcomes Based Military Education (OBME). OBME has shifted the focus from inputs and classroom-learning activities to outcomes of knowledge, skills and behaviors on wartimes duties, confirmed with authentic assessments that replicate the duties. If confirmed, I will ensure that this focus—especially the emphasis on case studies, authentic assessments, and great power competition—is sustained. I will also ensure that the Army's PME program keeps pace with the next National Defense Strategy.

END STRENGTH

Question. Is the Army's current end strength sufficient to meet current national security objectives and execute the associated operational plans? If not, what end strength do you believe is necessary? Please explain your answer.

Answer. It is my understanding that the Army's end strength is sufficient to meet current national security objectives and execute the associated operational plans. If confirmed, I will work with Army leaders and staff to assess Army end strength requirements to meet the needs of the National Defense Strategy and operational plans. This will allow me to provide a more informed and detailed assessment of the Army's required end strength.

RECRUITING AND RETENTION

Question. What do you believe to be the primary reasons that fewer than 30 percent of American youth in the 17 to 24-year range are eligible for military service, and how would you propose increasing the size of that pool?

Answer. My understanding is the primary reasons that disqualify American youth from military service are: being overweight, medical/physical concerns, and mental health concerns. I believe the Army is conducting several pilot programs that examine ways to expand upon the eligibility pool of applicants, providing more individuals with an opportunity to serve. I am fully supportive of these types of initiatives and, if confirmed, I will investigate other innovative means to increase the pool of applicants. Recruiting to meet end strength has been, and always will be, a primary national security imperative.

Question. Similarly, why do you believe the propensity of American youth to serve in the military continues to drop and is at its lowest level in years? What would you do, if confirmed, to address this issue?

Answer. My understanding is that some of the reasons for decreasing propensity include: perceived misalignments between the military and young people's job aspirations (e.g., stability, safety and security); misperceptions about military pay and benefits, and job stability; and distrust of the military. All of these reasons deeply concern me and if confirmed, addressing these misperceptions will be one of my primary efforts. I will commit to identifying and using all available tools to tell the Army story in a manner that today's youth can relate to and build trust in the Army with not only the 17 to 24 year-old population, but with their parents and those who influence their job choices.

Question. Do you believe that non-native English speakers are disadvantaged in qualifying for military service by current testing processes?

Answer. I have not assessed whether current testing policies disadvantage non-native English speakers from qualifying for military service. If confirmed, I will work with the Department of Defense on their continued efforts to modernize the Department's assessment processes and ensure that those processes do not discriminate against those who wish to serve in the military.

Question. How would you address any such disadvantages to increase the pool of eligible and interested youth?

Answer. If confirmed, I will review this important issue and support initiatives within the Office of the Secretary of Defense that will increase the opportunities for non-native English speakers to serve, fully recognizing the importance that all who serve be able to speak, read, and write in English.

Question. In your view, should existing medical and other qualification standards be reconsidered to accommodate youth willing to enlist for service in certain high-demand specialties, such as the cyber workforce?

Answer. Army medical experts have informed me that DOD medical and other qualification standards do not adversely impact the quality of the force or the ability to recruit and sustain the Army. I am committed to ensuring the Army maximizes its ability to recruit and retain the talent it requires and, if confirmed, I will work with DOD and Congress to look more closely at the medical and qualification standards required for certain high demand specialties.

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. The loss of a soldier, teammate, spouse or child to suicide is not only devastating to families and units, it has far-reaching impacts throughout a community. If confirmed, I will do everything I can to ensure the Army's Suicide Prevention Program is adequately resourced and leaders are equipped with the training and tools

necessary to effectively implement the Army's program, foster unit cohesion, promote connectedness, and encourage help-seeking behaviors.

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. It is my understanding the Army has effective procedures in place for tracking and reporting family member deaths by suicide. This process includes collaboration with the Department of Defense and other agencies. If confirmed, I will assess the effectiveness of these procedures and recommend improvements, if needed, to ensure leaders are equipped with the necessary resources, training, and tools to support those affected by suicide.

Question. U.S. Army Alaska has experienced 47 suicides from 2016 through 2022. Of these, 26 soldiers assigned to Fort Wainwright committed suicide. Of the total number of these soldier suicides in Alaska, 68 percent occurred off-post, 81 percent died by gunshot wound, and 34 percent were infantry 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.

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

Answer. I am extremely concerned about the suicides among soldiers in Alaska. It is my understanding that the Army is working with U.S. Army Alaska to provide additional behavioral health resources to soldiers and family members. These resources include the addition of Military and Family Life Consultants (MFLCs) and military, civilian, or contracted behavioral health providers. In addition, I am aware that the Army is continuing to implement Quality of Life initiatives for Alaska that were identified after the 2019 Epidemiological Consultation. If confirmed, I will ensure commanders and leaders have the policies, resources, and training to develop effective prevention strategies, and improve services and quality of life issues in Alaska and at other Army installations.

DEPARTMENT OF THE ARMY RESERVE COMPONENTS

Question. In your view, do the Reserve components serve as an operational Reserve, a strategic Reserve, or both? In light of your answer, should the Reserve components be supported by increased training, improved equipment, and/or higher levels of overall resourcing for readiness?

Answer. I have spent much of my career at RAND examining issues related to Reserve component issues. In my view, the Reserve components currently serve as both an operational Reserve and a strategic Reserve, depending on the mission. As such, the Reserve components should be supported by increased training, improved equipment, and high levels of resourcing for readiness. Given that the Reserve components have become a critical element of the Army's ability to meet its current and future missions, they should be manned, trained, equipped and resourced appropriately.

Question. In your view, to what extent should actions be taken to improve permeability between the Active and Reserve components in the Army?

Answer. Improving permeability between the Active and Reserve components has been a topic of focus during my career at RAND. I think that this topic is of even more importance currently as more of the American public is looking for flexible career paths. Our work at RAND has found that barriers to AC-RC permeability include: cultural differences across the components; statutory and funding constraints; lack of recognition or reward for serving in cross-component assignments; and prescriptive and rigid career development paths that inhibit cross-component talent management strategies. Over the last several years, I have also been deeply involved in providing analysis to the Department's ongoing effort to reform the Reserve component duty status system, which if enacted, would significantly increase permeability. If confirmed, I would address barriers to permeability and seek to continue to make progress on structural changes such as addressing legal and regulatory barriers to integration and implementing system changes that could facilitate permeability and cross-component integration. Such actions would set the foundation for any further efforts to increase permeability between the Active and Reserve components and to achieve the development of a stronger Total Force culture.

Question. In your view, are the current requirements for becoming a Joint Qualified Officer appropriate for Reserve component officers? If not, how should they be revised to better meet the needs of Reserve component officers?

Answer. I am aware that over the last few years, concerns have been raised by the Reserve Policy Forces Board and others regarding the requirements for Reserve component officers becoming a Joint Qualified Officer, and that the requirements for

Reserve component officers continue to evolve. I have not examined the current state of this issue in-depth, therefore I am hesitant to comment on whether current requirements should be revised to better meet the needs of Reserve component officers. However, if confirmed, I will look into this issue more deeply, and I will work with the Congress, Joint Staff, the United States Army Reserve, and Army National Guard to ensure that the requirements are appropriate for Reserve component officers and that those requirements meet the intent of joint qualification.

Question. In your view, is the current Army PME system appropriate for Army Reserve components? If not, what changes would you recommend, if confirmed?

Answer. I do not have enough information at this time to determine if the Army's current PME system is appropriate for the Reserve components, but I have been advised that the leadership of the Army National Guard and Army Reserves currently believe that it is. Education is critical in every professional organization. If confirmed, I will review the Army's PME program holistically, including how the Army provides this important component of education to the Reserve components.

MANDATORY VACCINATION FOR COVID-19

Question. What is your view of the Secretary of Defense's requirement that all servicemembers be vaccinated for COVID-19 unless they meet established exemption criteria?

Answer. I support the Secretary of Defense's directive that all servicemembers are vaccinated against COVID-19 unless they meet established exemption criteria. The Army has issued initial guidance that will ensure compliance with the Secretary's directive. If confirmed, I will continue to review Army processes and procedures to ensure continued adherence to the Secretary of Defense's directive. Vaccination is a readiness, health, and welfare priority for the Total Army.

Question. In your view, should soldiers who decline to be vaccinated be separated, even if they have skills and experience that the Army needs?

Answer. My understanding is that according to the Secretary of Defense's directive, all soldiers, regardless of skill and experience, are required to be fully vaccinated with a U.S. Food and Drug Administration (FDA) authorized or approved COVID-19 vaccine unless they have a pending or approved medical or administrative exemption. Vaccination is critical to ensuring operational readiness and protecting the entire force against COVID-19. The Centers for Disease Control and Prevention has determined that vaccination is the best way to minimize the public health effects of the virus, which enables the Army to protect the health of the force. The Secretary of Defense's order that all soldiers be vaccinated for COVID-19 unless they meet exemption criteria is a lawful order. If I am confirmed, I will continue to review processes and procedures to ensure continued adherence to the Secretary of Defense's directive, as well as Army Directive 2022-02, released on January 31, 2022.

Question. In your view, is the Army policy that doesn't require vaccination of Army Reserve and Army National Guard soldiers until June 2022 appropriate? Why or why not?

Answer. Based on what I currently understand, the Army's policy establishing the timeline for vaccination of Army Reserve and Army National Guard soldiers is appropriate, though I believe all units should strive to complete vaccination programs in shorter timeframes where possible. The Army National Guard and the Army Reserve are part-time forces that are geographically dispersed and often meet just one weekend each month. Allowing a June 30, 2022 deadline gives Reserve component commanders the maximum time necessary to counsel soldiers on the vaccination process and to provide guidance. It also allows Reserve component soldiers more time to request a medical or administrative exemption (including a religious accommodation), as needed. The time also accounts for updates to national and DOD guidance related to COVID-19. Despite the June 2022 deadline, I understand that over 81 percent of the Army Reserve is fully vaccinated, which aligns with the national vaccination rates.

Question. Thousands of soldiers have requested a religious exemption from the COVID-19 vaccine requirement. The Army has not approved any such requests to date.

If the Army continues to deny requests for religious exemptions from the COVID-19 vaccine mandate and separate soldiers who refuse the vaccine, at what point would you become concerned about the Army's ability to achieve required end strength?

Answer. I understand that the Army has not separated any soldiers yet for refusing the COVID-19 vaccination. While the Army has recently directed commanders to initiate separation proceedings, affected soldiers have every opportunity to receive

the vaccination. For the soldiers that are separated only for refusing the COVID-19 vaccination, I understand they will have the opportunity to rejoin the Army if they receive the vaccine after separation. As the Army reaches higher rates of vaccination through counseling and education the number of soldier separations may decrease. However, if confirmed, I would carefully monitor trends in the number of vaccinated and unvaccinated soldiers, the number of requested and approved exemptions, as well as the number of separations and I would advise the Secretary of the Army on any potential impacts on end strength.

Question. As the Army balances the sincerely held religious beliefs of its personnel with legitimate military requirements, do you believe that an individual's military specialty should be a factor in determining whether to grant a religious exemption to the COVID-19 vaccine requirement? Why or why not?

Answer. I believe it is necessary to review each request for an exemption on an individual basis. My understanding is that commander recommendations regarding religious exemptions consider military necessity, which include case-specific facts such as duty position, job requirements, and unit mission. I am aware that other factors in determining whether to grant a religious exemption include the sincerity of a soldier's religious beliefs regarding the vaccine and the impact on public health/readiness of the force.

Question. What impact will the discharge of several thousand soldiers who refuse the vaccine have on Army readiness?

Answer. Given that the Army has not discharged any soldiers for refusing the COVID-19 vaccine and it is unclear how many soldiers will choose to be discharged rather than receive the vaccine, at this time, it is difficult to discern what impact, if any, vaccine refusal will have on Army readiness. However, if confirmed, I would carefully monitor trends in the number of vaccinated and unvaccinated soldiers, the number of requested and approved exemptions, as well as the number of separations and I would advise the Secretary of the Army on any potential impacts on readiness.

MILITARY QUALITY OF LIFE

Question. If confirmed, what qualify of life and morale, welfare, and recreation (MWR) programs would you consider to be priorities?

Answer. If confirmed, I would prioritize those MWR programs that are most important to servicemembers and their families, and those that are most utilized. In order to identify which MWR programs are most important and most utilized, I would ensure that perspectives from servicemembers and their families are collected, as is data on utilization of MWR programs. Some of these programs are incredibly important to servicemembers and their families, therefore, I would utilize a deliberate, data driven approach to identifying which programs should be prioritized.

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

Answer. As indicated in my answer above, I would utilize a deliberate data driven approach to identify which MWR programs should be prioritized, sustained or enriched, and which should be eliminated or reduced in scope. This approach would involve both collecting feedback from servicemembers and their families on these programs, as well as collecting data on the utilization of MWR programs.

MILITARY FAMILY READINESS AND SUPPORT

Question. What do you consider to be the most important family readiness issues for servicemembers and their families?

Answer. In my view, the most important family readiness issues are child care, spouse employment, and safe housing. Like all families, military families are struggling with finding available and affordable child care options—especially during the COVID pandemic. If confirmed, I would examine ways to increase access to affordable child care options for military families. Spouse employment is also a critical issue that can erode family readiness and retention—especially with frequent and sometimes unpredictable moves. If confirmed, I would continue to expand on existing ways to support military spouses and help them maintain continuity in their careers, even with frequent moves. This includes building on recent efforts to enable more flexible credentialing across state lines for military spouses, and making moves more predictable for military families. Safe housing is also a critical enabler of family readiness. The Nation owes it to our servicemembers and their families to have high quality, safe housing. If confirmed, I will work with other Army Senior

Leaders to ensure that the issue of unsafe housing is fixed and that we regain the trust of our soldiers and their families on this issue.

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

Answer. Access to quality childcare is a key enabler to Army readiness. If confirmed, I will review the Army's plan to sustain and improve military family access to affordable, high quality childcare. This includes seeking ways and means to address childcare capacity, such as additional infrastructure, improved compensation and incentives for staff, further investment in the Family Child Care (FCC) 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 childcare providers and monitor the pilot program to provide childcare services in a child's home.

Question. If confirmed, how would you ensure that soldiers with family members with special needs are assigned to duty stations where services are available to address those needs?

Answer. It is my understanding that all Permanent Change of Station (PCS) moves for Exceptional Family Member Program (EFMP) enrolled Families are coordinated in advance with the Army's Medical Command (MEDCOM). This ensures that required medical care is available at the location where the family is move to. Based on my current understanding, the Army should not direct a soldier to a location if MEDCOM does not recommend travel. I understand that compassionate actions are also available to soldiers who believe they are not receiving adequate care at their current location. If confirmed, I will help ensure that Career Managers strictly follow these policies and provide servicemembers with EFMP family members with a full range of acceptable PCS options.

Question. If confirmed, how would you ensure outreach to those military families with special needs dependents so they are able to obtain the support they need?

Answer. It is imperative that families with special needs dependents receive the coordinated care and support they need to retain them in the Army. I am committed to a comprehensive and all-inclusive approach that leverages community support, medical, educational, housing, and personnel services. I am equally committed to robust outreach to ensure that these families are aware of the various services available to them. I am aware the Army is developing an Enterprise Exceptional Family Member Program system that integrates key components and support services for families with special needs. If confirmed, I will support this important initiative and work to reduce the burden on these families.

USE OF MILITARY LEAVE AND CARRYOVER AUTHORITY

Question. The Department of Defense has authorized enhanced leave carryover authority for servicemembers unable to use military leave due to COVID-19 travel restrictions, effective through the end of fiscal year 2024, despite data showing that the only ranks with leave balances in excess of the existing statutory carryover authority are general officers.

What is your understanding of the importance of servicemembers using their available leave, even if travel is limited due to COVID or other factors?

Answer. I believe it is extremely important that soldiers of all ranks take leave for their overall mental and physical wellbeing.

Question. Do you believe the use of military leave is important for the mental health of the force, and family readiness, and that it should be used rather than accumulated?

Answer. Yes, I do. I understand that the Army encourages all soldiers to use 30 days of leave each year because time off contributes to mental and physical wellbeing, improved performance and increased motivation. Soldiers should utilize their earned leave to the maximum extent possible.

Question. If confirmed, what actions would you take to encourage soldiers to use, rather than accumulate, their military leave?

Answer. If confirmed, I will reinforce the Army's current policy with commanders and senior leaders. The current policy is to ensure maximum use of earned leave by providing soldiers with opportunities to take frequent periods of leave, with at least one extended leave period annually.

Question. Do you believe that existing leave sell back authorities may inappropriately disincentivize servicemembers from using their leave?

Answer. I do not believe so, based on my current understanding. Soldiers make decisions about when and how to use their leave throughout their career. Selling back leave upon discharge from the military (or taking transition leave) may provide

them with what they need to get settled into the civilian world. Given the statutory restrictions on the amount of carryover leave available, this provides them the means to delay a benefit until a later time when they believe they need it more. I believe the flexibility in the law is appropriate to ensure soldiers use their leave, or sell it back, while equally ensuring they will not be disadvantaged by mission requirements when they cannot take leave.

DEPARTMENT OF THE ARMY CIVILIAN WORKFORCE MATTERS

Question. How would you describe the current state of the Army's civilian workforce, including workforce morale, as well as the Army's ability to successfully recruit and retain top talent?

Answer. I believe the Army is successful at recruiting and retaining top talent in a number of diverse and high demand professions. It is my understanding that the Army civilian workforce is comprised of Army professionals who provide technical expertise, leadership, and stability to the Army mission. I understand that positive levels of employee engagement continue to increase as reflected in the annual Federal Employee Viewpoint Survey. If confirmed, I will explore ways to increase levels of employee engagement and further assess the state of the civilian workforce's morale. If confirmed, I will also maximize all available authorities, tools, and programs, and pursue new efforts to recruit and retain top talent.

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

Answer. In my view, one of the biggest challenges is the need to modernize the way in which the Army recruits, develops, and retains its civilian workforce. The civilian workforce is a critical part of the Army's Total Force, and if confirmed, I would find ways to modernize talent management in the civilian workforce in the same way that the Army has done in its military workforce. In order to meet the national security challenges of the future, the Army must ensure that its civilian workforce has the right skill sets and capabilities to enable the Army to fulfill its current and future missions. If confirmed, I would ensure that the Army remains competitive with the private sector so that it can recruit the best talent. I would also expand recruiting strategies for the civilian workforce so that the Army can reach and acquire the best talent. I would identify and address concerns within the civilian workforce to ensure that the Army can retain the best talent.

Question. In your view, to what extent would there be value in eliminating the moratorium on the use of A-76 public/private competitions that has been in effect since 2009?

Answer. It is my understanding that an A-76 moratorium repeal would give the Army more flexibility to choose between different sources of labor to potentially achieve significant cost savings. However, there is a lack of in-house (or private sector) expertise in running competitions which the Army would need to develop in order to properly reap the benefits of A-76 competition. Otherwise, the public-private competition process can be disruptive and may not yield savings in the long term. Consequently, there may initially be substantial personnel costs after the moratorium is lifted.

Question. In your view, how could the Army better utilize telework, while maintaining supervisory and employee accountability for high quality performance and the appropriate use of official time?

Answer. There is no "one-size fits all" solution for an organization as large and varied as the Army. It is important that Army leaders understand the shifting paradigm in the digital workforce and that the Army remains competitive in acquiring the brightest talent in society. If confirmed, I would first ensure that Army leaders are equipped with maximum flexibility to use telework and remote work to attract and retain the best talent. To help maintain supervisor and employee accountability, I would ensure supervisors are trained and equipped to better manage employees in a virtual and hybrid environment. This could include adapting supervisor communication methods to better work with virtual employees, developing a better understanding of how to measure and account for virtual performance, and providing more clarity about how to carry out fair and equitable performance management for hybrid teams. I believe effective communication between supervisors and employees, as well as improved supervisor training, are keys to establishing an environment of trust and accountability in a hybrid work environment.

Question. In your view, are the various direct hire, extended probationary period, and special compensation authorities provided to the Department of the Army useful in recruiting and retaining high-quality civilian employees?

Answer. I understand that the Army leverages the use of many tools to recruit and retain high-quality civilian employees, including direct hire authorities and spe-

cial compensation authorities. I believe the Army should continue to maximize use of these tools to recruit and retain a highly-skilled civilian workforce. While the Army's special compensation authorities are very useful, I understand that in some cases they may be too limited for certain career fields and geographic locations. The STEM, cyber, irregular warfare and intelligence occupations are key areas of the workforce where I understand that additional authorities and flexibilities may be necessary to maintain the Army's ability to hire top talent in a competitive hiring market for these specialized skill sets.

Question. Would you be supportive of extending and renewing these authorities as necessary?

Answer. If confirmed, I would support extending and renewing use of the Department's direct hire authorities and special compensation authorities if I determine they are required to attract top-tier talent in key areas of expertise. However, it is my understanding that the 2-year probationary period of the Department of Defense employees has been repealed in the fiscal year 2022 NDAA. If confirmed, I intend to assess the authorities the Department currently has and identify what, if any additional authorities and flexibilities may be necessary to ensure the Army can recruit and retain high-quality talent.

TECHNICAL WORKFORCE

Question. In your view, what are the pros and cons of having Active Duty personnel—as opposed to civilian employees—trained and working as scientists, engineers, software coders, and in other technical positions across the Department of the Army research, development, and acquisition enterprise?

Answer. To be successful, I think the Army must recruit and retain an Active Duty and civilian workforce with the skill sets and experience to develop and field advanced technologies and capabilities. Active Duty personnel with operational experience and a technical background provide the Army with long-term benefits across key domains, nurturing essential competencies that the Army requires. The main challenge, in my view, is retaining soldiers with highly specialized and marketable skills. Another challenge is balancing the operational and readiness requirements of Active Duty personnel with the separate training and educational requirements to maintain these highly specialized skills. If confirmed, I look forward to exploring ways for the Army to ensure it maintains key talent in the research, development, and acquisition enterprise.

SENIOR EXECUTIVE SERVICE

Question. Given that competent and caring leadership is one of the most significant factors in shaping a high-performing civilian workforce, what factors and characteristics would be most important to you in selecting candidates for appointment to the Senior Executive Service (SES)?

Answer. In my view, the Army must ensure that its senior executives have a diverse portfolio of experiences and strong skills to lead and operate effectively. It must attract the best civilian senior executives to lead its workforce through the myriad challenges the Army faces. The Army must remain committed to recruiting individuals with a strong foundation in strategic leadership, business transformation and enterprise ethics, culture, and management. To this end, in my view, the Army must continue to focus resources on building a strong bench of future Army Executives from within its diverse ranks. If confirmed, I intend to ensure that the Army's talent management programs continue to select future civilian executives from a pool of strong, experienced candidates.

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

Answer. I understand the Army utilizes comprehensive performance plans to provide clear and achievable performance metrics supporting organizational goals, mission statements, and strategic plans. This process is designed to hold senior executives accountable for their work and their impact on organization performance. The degree to which senior executives are successful—in a true “pay for performance” environment—has a direct result in annual compensation outcomes. I understand that all SES performance plans include a critical performance element of leading people. This performance element requires these senior executives to rigorously manage their employees. In my view, by successfully leading people, an executive can connect an organization both horizontally and vertically and foster high standards, as well as a sense of responsibility among their subordinate employees to meet the organization's vision, mission, and goals. The degree to which executives are successful reflects in their performance results and in successfully accomplishing the

Army's mission. If confirmed, I will fully utilize these tools to ensure that those SES personnel under my authority are accountable for both the performance of the organization and the management of their employees. Additionally, I intend to deliberately address any subpar performance that may occur and ensure such outcomes are transparent to facilitate trust between Senior Executives and their subordinate employees.

ACQUISITION WORKFORCE

Question. In your view, in what ways could the Army better train military and civilian personnel to be acquisition professionals?

Answer. From what I understand, the Army is undergoing several efforts to better train its military and civilian personnel to be acquisition professionals. The Department is implementing the new "Back-to-Basics" certification framework for the acquisition workforce to foster a culture of lifelong learning oriented on rapid delivery of capability. Further, I understand the Army is leveraging career broadening assignments and training with industry opportunities to propagate best practices and better equip our acquisition professionals. If confirmed, I will work with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)) to ensure the Army is maximizing every opportunity to improve acquisition workforce training.

Question. In your opinion, to what extent should acquisition workforce management policies be modified to make and hold leaders accountable for cost overruns on procurement contracts?

Answer. In my view, acquisition professionals are stewards of taxpayer funds and must be held to a high standard of accountability for outcomes in the acquisition process. If confirmed, I would work closely with the ASA(ALT) to assess Army acquisition workforce policies, training, and management programs to determine if any modified or supplemental changes are needed outside the scope of the ASA(ALT)'s existing authorities to manage the acquisition workforce.

Question. In your judgement, how should acquisition program offices decide which tasks are best accomplished by government civilian employees, military personnel, and support contractors?

Answer. I think acquisition tasks require all three categories—military, civilian, and contractor—in its workforce. Each brings different training, skills, and experience that should be considered and leveraged when assigning work. Unless the task is inherently governmental in nature, which must be done by civilian or military personnel, the appropriate category of employee for a given task should be considered on a case-by-case basis.

LABORATORY, SCIENCE AND TECHNOLOGY, AND TEST RANGE STEM PERSONNEL

Question. If confirmed, specifically what would you do to support the maximum use of the personnel flexibilities provided by Congress to improve the quality of the Army's STEM workforce?

Answer. The Army must maintain a top-tier STEM workforce to facilitate its modernization efforts. I understand that there are specific authorities provided by Congress to provide Army research laboratories and engineering centers with the flexibility and tools necessary to compete with the private sector and attract, recruit, train and retain an elite STEM workforce. If confirmed, I will work to ensure full utilization of these authorities to improve the quality of the Army's STEM workforce, and if necessary, seek new authorities to further enable the Army to attract and retain the best and brightest personnel.

Question. If confirmed, what approach would you take to delegating authority for the use of these flexibilities to the lowest appropriate level in the organization, so they can be exercised with the speed necessary to compete with private sector hiring practices?

Answer. It is my understanding these authorities are already delegated to the directors of Army research laboratory and engineering centers, which provides them with the ability to remain competitive with the private sector in attracting and retaining the highest quality scientific and engineering personnel. If confirmed, I will work with the Army science and technology enterprise to ensure these authorities are delegated to the appropriate level and fully utilized.

STEM EDUCATIONAL OPPORTUNITIES FOR MILITARY DEPENDENTS

Question. What role do you think the military services should play in supporting STEM educational opportunities for military children?

Answer. It is my understanding that the Army supports STEM educational opportunities for military children through the Army Educational Outreach Program

(AEOP), which offers students and teachers a collaborative, cohesive portfolio of Army sponsored STEM educational programs to engage, inspire, and attract the next generation of STEM talent and expose them to DOD STEM careers. If confirmed, I will work to ensure that the Army sustains efforts like the AEOP that provide STEM education opportunities for military children.

Question. If confirmed, to what extent would you seek to work with the Department of Defense research and development organizations to increase STEM educational opportunities for children of military personnel?

Answer. If confirmed, I would work to increase STEM educational opportunities for military children, and I look forward to working with the Department of Defense research and development organizations on this effort.

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

MENTAL HEALTH AND SUICIDE PREVENTION

1. Senator HIRONO. Dr. Schaefer, I am very concerned with the persistent issue of mental health and suicide among U.S. servicemembers and veterans, as well as

those transitioning from Active Duty. If confirmed, how will you prioritize what your respective Service can do to ensure mental health is treated as part of the holistic health of each servicemember?

Dr. SCHAEFER. I share your concern regarding the issue of mental health and suicide among our servicemembers and veterans. If confirmed, ensuring soldier health, including mental health, will be a top priority for me. In my view, the Army should continue to evolve its approach to addressing the complex behavior of suicide and other self-destructive behaviors, including alcohol abuse and domestic violence. Though mental health treatment is one aspect of a comprehensive response, it must be a piece of a larger effort to instill meaning and purpose through building trust, cohesion, belonging, and positive unit identity. I understand the Army is integrating cognitive enhancement specialists within its brigades to improve how soldiers think and respond to stress. I also understand the Medical and Chaplain Corps are working to link spiritual and behavioral health professionals to provide collaborative and holistic support for those seeking help. If confirmed, I will continue to support and expand these types of holistic prevention and support efforts.

For soldiers transitioning from Active Duty, life transitions are a known vulnerability for Active and Reserve component soldiers and their families. Regardless of the type of transition, the Army must view these transitions as vulnerabilities requiring assistance and support. The Army should ensure behavioral health services are readily available at transition points, either via the Department of Veteran's Affairs, gaining installation behavioral health clinics, the Reserve Components, or community partners.

2. Senator HIRONO. Dr. Schaefer, if confirmed, how will you ensure that adequate resources are available to your servicemembers to seek the help they need?

Dr. SCHAEFER. I believe the Army should focus its efforts on prevention by addressing risk and reducing stressors that may lead to harmful behaviors. Army senior leaders should focus on building cohesive teams, with engaged leaders committed to providing soldiers and their families with resources needed to strengthen their resilience and improve their personal readiness. I understand that current Army efforts include suicide intervention training, Junior Leader Development Program training, the Commander's Risk Reduction Toolkit, and the "This is My Squad" initiative. If confirmed, I will support the Army's continued implementation of these efforts and will prioritize resourcing the efforts to increase leaders' ability to engage with their soldiers and identify harmful behaviors.

3. Senator HIRONO. Dr. Schaefer, in your opinion, what single improvement can best address the ongoing issue of servicemember mental health issues and suicides?

Dr. SCHAEFER. Suicide is a complex phenomenon. There are numerous factors and environmental conditions that contribute to depression and other behavioral issues that influence an individual's decision to harm themselves. The absence of a sense of connectedness and an inability to cope with life stressors are often connected with suicidal behavior. As such, there is no one solution to suicide. If confirmed, I would work to ensure that command teams and leaders have the resources to effectively identify soldiers who may be at risk, build cohesive teams in which soldiers feel a sense of belonging, strengthen the resilience of their soldiers, and teach critical skills such as engaging in difficult conversations with those who may be at risk. In addition, if confirmed, I intend to ensure that soldiers and their families are aware of support services, and to place greater emphasis on awareness and training about the importance of limiting access to lethal means of harming oneself.

SEXUAL ASSAULT IN THE MILITARY

4. Senator HIRONO. Dr. Schaefer, last fall, Deputy Secretary of Defense Kathleen Hicks detailed the Department's strategy as approved by the Secretary of Defense to act on the recommendations of the 90-day Independent Review Commission on Sexual Assault and Sexual Harassment in the Military. Secretary of Defense Lloyd Austin directed all Services to develop implementation plans and resource mapping by the end of January 2022 for all actions. What is the status of progress on those plans for the Service you are about to help lead?

Dr. SCHAEFER. Secretary Austin approved the Department of Defense strategy implementation roadmap on September 22, 2021. The implementation plan consists of tasks assigned to the Office of the Secretary of Defense and the Military Departments across four tiers. It includes iterative evaluations throughout the process in order to assess the effectiveness and progress of early actions to ensure intended outcomes. I understand the Army is currently focused on Tier 1 and 2 actions, which build upon existing foundations, infrastructure, training, and leadership develop-

ment. Several of the IRC recommendations build upon actions that are currently underway in the Army, such as the “This is My Squad” initiative, the Brigade and Battalion Commander’s Assessment Program, and the “Behavioral Health Pulse.” Additionally, I understand that the Army has already completed four Priority Actions assigned to the Military Departments, including publication of the Expedited Transfer policy, which addresses the requirement for increasing victim agency and control of the response process. If confirmed, advising and assisting the Secretary in the Army’s implementation of the DoD roadmap will be one of my top priorities.

5. Senator HIRONO. Dr. Schaefer, if confirmed, how will you continue the efforts to eliminate sexual assault in our military?

Dr. SCHAEFER. If confirmed, one of my top priorities will be eliminating sexual harassment, sexual assault, and associated retaliation in the Army. I understand the Army is in the process of implementing the recommendations from the DoD 90-Day Independent Review Commission, focused primarily on prevention, as well as the recommendations from the Ft. Hood Independent Review Committee report. If confirmed, I can assure you the Army will thoroughly investigate all reports and hold all offenders appropriately accountable. Furthermore, if confirmed, I will fully support all victims of sexual harassment and assault and provide compassionate and quality care. Additionally, I would support ongoing efforts to restructure the SHARP program and implement the statutory reforms to sexual assault prosecutions in the military justice system.

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

TALENT MANAGEMENT

6. Senator KING. Dr. Schaefer, how can the Army improve its talent management processes to ensure the best leaders and soldiers are in the right job at the right time?

Dr. SCHAEFER. I strongly believe that effective talent management is key to ensuring the Army maximizes its most important resource: people. I understand the Army is currently engaged in a number of innovative initiatives designed to improve talent management. The Army has begun to implement the Command Assessment Program, a formal selection process to assess an officer’s fitness for command and potential. The Army has also begun employing the new authorities that Congress gave to the Services in recent NDAA’s, which allow for more flexibility in officer career management. This includes the utilization of brevet promotions, temporarily promoting officers to the next rank to serve in positions the Secretary of the Army deems a critical shortage. I also understand that the new Army Talent Alignment Process is a decentralized, regulated market-style hiring system that matches officers with positions based on their unique Knowledge, Skills and Behaviors and the requirements of those positions. If confirmed, I plan to build on these successes to ensure the Army continues to recruit, promote, and retain the talent required to win on the multi-domain battlefields of tomorrow.

7. Senator KING. Dr. Schaefer, what processes can you establish to allow mid-career specialty recruiting?

Dr. SCHAEFER. Direct commissioning is one mechanism that can be used to facilitate mid-career specialty recruiting. The Fiscal Year 2019 NDAA authorizes direct commissioning of candidates up to the rank of O-6. I understand that there are two broad categories of officers that the Army seeks to direct commission. The first category is experts in emerging fields relevant to future warfare (e.g., cyber specialists). The second category is individuals the Army can commission to fill talent gaps in current branches and functional areas. I understand the Army has already direct commissioned several officers and dozens of candidates are pending consideration. If confirmed, I will seek ways to expand and streamline this process. In addition, I will seek to explore other mechanisms to facilitate mid-career specialty recruiting, including lateral entry.

8. Senator KING. Dr. Schaefer, what is your specific strategy to increase not only racial, cultural, and gender diversity in the Army but also geographical diversity to include all regions of the country?

Dr. SCHAEFER. To ensure that the Army is representative of our diverse Nation, I believe it is vital to recruit from across the U.S. If confirmed, I intend to take a multifaceted approach to reset the recruiting enterprise. First, I intend to continue reaching out to Americans from all backgrounds, talents, and locations so they un-

derstand what the Army has to offer and how they can succeed on the Army team. Second, I will align the Army's recruiting force, facilities, advertising, and resources against market intelligence and analysis to adapt to the changing market, recruit the best and brightest, and produce geographic and demographic equity. Third, I will maximize our social media and virtual recruiting efforts to allow for a deeper and richer conversation with the youth market across the country. Finally, I will focus on Army-wide outreach to local communities including increased presence at public events and direct engagement with civic, academic, and industrial leaders. These efforts will include many focus markets which traditionally have not been tapped. If confirmed, I will ensure the Army continues adopting its practices to ensure the Army is representative of the nation.

QUESTIONS SUBMITTED BY SENATOR JOE MANCHIN

EXPANDING THE SELECTIVE SERVICE

9. Senator MANCHIN. Dr. Schaefer, women in the United States have never been required to register for the draft, but the military opened all combat positions to women in 2015 so there is no longer a legal justification for excluding women from registration. Additionally, roughly 29 percent of men and 29.3 percent of women currently meet initial standards required to serve in the military, so expanding the Selective Service is not only an equality issue, but also one that improves the readiness of DOD should we ever need to use the Selective Service. Do you believe Congress should amend the Selective Service Act to require the registration of women?

Dr. SCHAEFER. Given my current role as a researcher at RAND, I have been following the recent debate in the Fiscal Year 2022 NDAA regarding whether to expand Selective Service System (SSS) registration requirements to women. My personal perspective is that expanding SSS registration requirements to women would improve DoD readiness by enabling access to a broader talent pool if the country ever needed to use the Selective Service. However, if confirmed, I understand that my personal perspective is irrelevant regarding this matter and I will support the Secretary of Defense and the Secretary of the Army in ensuring that any aspects of the Selective Service Act (and any changes to it that may be enacted) that fall under my purview will be implemented in accordance with Federal law, as well as DoD and Army policy.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

RESERVE COMPONENTS AND THE NEW ARMY FITNESS TEST

10. Senator ROSEN. Dr. Schaefer, 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 military installations. One such challenge will be the transition to the Army Combat Fitness Test (ACFT). While Active Duty soldiers will have ACFT equipment at their everyday place of work, Reserve component soldiers will not, no matter how much equipment is fielded to Reserve/Guard units.

These soldiers are not at their units 28 days out of the month to train on the equipment they will be tested on, and many do not live nearby. 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 every soldier can train for the Army Physical Fitness Test from their own home. If confirmed, how will you ensure the Army addresses this disparity as it implements the ACFT?

Dr. SCHAEFER. I recognize that there are constraints unique to the Army Reserve and Army National Guard soldiers as they prepare for implementation of the Army Combat Fitness Test. I understand that the Army Reserve and Army National Guard components continue to train for the ACFT and that there are several thousand sets of ACFT training equipment in the field. If confirmed, I will work with Army leadership to ensure that the Army provides appropriate resources to the force, including equipment, Master Fitness Trainers, and training methods specifically aimed at ACFT events that utilize alternative equipment, workout routines, and body weight exercises.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

MENTAL HEALTH

11. Senator SULLIVAN. Dr. Schaefer, if confirmed, one of your responsibilities will include developing and overseeing of programs and policies for the Army system for health. With an outsized number of military suicides includes servicemembers stationed in Alaska, this problem hits home for me personally. I've worked with senior leaders in DOD and in the Department of the Army, along with other Members of Congress, to bring resources and attention to this issue. It is very frustrating that our collective efforts do not appear to be positively impacting the outcome. If confirmed, what steps would you take to ensure our servicemembers have access to the mental health care that they require?

Dr. SCHAEFER. I share your grave concern about the number of military suicides in Alaska and believe that increasing both the capacity and access to behavioral health resources will help address this critical issue. I understand the Army is taking an Active posture in hiring and staffing behavioral health resources in Alaska to maximize access to care. I believe the Army should aggressively offer relocation and recruitment incentives to incoming civilian behavioral health care providers to increase capacity of behavioral health resources in Alaska. The Army should also exercise an enterprise backfill system to reinforce Alaska's behavioral health demands by temporarily surging military providers from other Military Treatment Facilities. Regarding access, the Army should ensure it maximizes the resources it has by reducing unutilized clinic times, shifting to virtual behavioral health where appropriate, and engaging with operational leadership and installation support services to enhance awareness of the availability and utility of services. If confirmed, I will work hard to prioritize mental health resources for soldiers and their families, including those stationed in Alaska.

12. Senator SULLIVAN. Dr. Schaefer, will you commit to visiting my great state of Alaska and working with our servicemembers stationed there to get additional perspective on this issue?

Dr. SCHAEFER. I would very much welcome the opportunity to visit the great state of Alaska. I am deeply concerned about the number of military suicides in Alaska and in order to fully understand this issue, such a visit with commanders, servicemembers, and their families to hear their perspectives is critical.

13. Senator SULLIVAN. Dr. Schaefer, Vice Chief of Staff of the Army, recently visited Alaska to speak with soldiers about their experiences. One thing he learned is that Army installations in Alaska have a difficult time filling civilian mental health care provider spots. This results in shortages that increase wait times for soldiers and dependents seeking mental health services. One possible way to alleviate this is to assign more military mental health providers to remote locations like Alaska and decrease the numbers of civilian job openings in those locations. Less remote locations could offset the potential decrease in available military mental health providers by increasing the number of spots available for civilian mental health providers. General Martin is working with the Surgeon General to identify the most effective mix of personnel at remote locations that will decrease wait times for mental health services. If confirmed, will you commit to speaking with General Martin on his efforts and brief me within 30 days of your confirmation?

Dr. SCHAEFER. If confirmed, I commit to speaking with General Martin, as well as briefing you within 30 days of my confirmation. If confirmed, I look forward to learning more about General Martin's efforts and building off of them.

QUESTIONS SUBMITTED BY SENATOR RICK SCOTT

MILITARY CONSTRUCTION

14. Senator SCOTT. Dr. Schaefer, have you considered the impact of inflation in terms of the budgeting pressures it is creating on the area of responsibility you are being nominated for? If so, please respond with how you plan to adapt to this inflationary environment, both with respect to budgets and mission priorities.

Dr. SCHAEFER. I have not yet had an opportunity to review the Army's fiscal year 2023 budget request, but I certainly acknowledge the impact that inflation will have on the Army. More specifically, I am very aware of the impact that high inflation can have on soldier's buying power and quality of life, and how that can impact the Army's ability to compete with the private sector to recruit and retain talent. If confirmed, I look forward to working with Congress to ensure that the Army's senior

leaders can deliver the most lethal and most effective Army possible based on the resources appropriated by Congress, even with inflationary pressure.

HOUSING

15. Senator SCOTT. Dr. Schaefer, what progress is being made to implement the “Tenant Bill of Rights”, and to ensure that it is fully enforceable?

Dr. SCHAEFER. My understanding is that the Army fully implemented the Tenant Bill of Rights in the summer of 2021. I further understand that disputes between servicemembers and privatized housing companies are typically resolved at the installation level, but elevated to a higher level when necessary. I am aware that Army elements meet routinely with privatized housing companies to assess project health, to include alignment to and implementation of tenant rights. In my view, in order to ensure that these rights continue to be properly implemented and made enforceable, the Army should implement third party assessments, to include assessments by Service or DoD audit or Inspector General agencies.

16. Senator SCOTT. Dr. Schaefer, how would you enhance it?

Dr. SCHAEFER. As the Tenant Bill of Rights is designed to protect the interests of the tenants, their direct feedback is key to understanding how the Tenant Bill of Rights might be enhanced. If confirmed, I will work with the ASA (IE&E) to promote consistent communication with tenants. In collaboration with the Commanding General, Army Material Command, I would also support establishing a regular review of implementation of the rights with those privatized housing companies operating on Army installations.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

EXCEPTIONAL FAMILY MEMBER PROGRAM

17. Senator BLACKBURN. Dr. Schaefer, if confirmed, how will you work with the Services to ensure the timely standardization of the Exceptional Family Member Program (EFMP)?

Dr. SCHAEFER. If confirmed, I will commit to working with the Office of the Secretary of Defense and the other military departments to ensure that the Army meets all statutory EFMP requirements to include centralized oversight, legal assistance, and an online enterprise EFMP system to make enrollment, assignment coordination, and family support access easier and more responsive to soldier and family needs. I will also reach out and to listen to soldiers and families with special needs in order to implement continued improvements to ensure the highest quality of life for those Army families with exceptional needs.

18. Senator BLACKBURN. Dr. Schaefer, what issues do you see with continuity of care in the EFMP?

Dr. SCHAEFER. It is imperative that these Army families receive coordinated care and that issues with the continuity of care for EFMP-enrolled families do not limit the opportunities for soldiers. I am committed to a comprehensive, all-inclusive approach in coordinating community support, to include medical, educational, housing, and personnel services. I am aware that the Army is developing an Enterprise Exceptional Family Member Program system that integrates key components and support services for families with special needs. If confirmed, I will support this important initiative and I will work to reduce the burden on these families.

19. Senator BLACKBURN. Dr. Schaefer, do you believe EFMP families are adequately served while experiencing long gaps after executing a permanent change of station (PCS)?

Dr. SCHAEFER. None of our EFMP families should experience gaps in care or services. If confirmed, I will work with DoD to ensure Army families worldwide always have the care and services needed to meet their special needs. I will work to reduce the inherent stress of relocation on soldiers, which can be compounded by the complex demands on families with special needs who must regularly re-establish medical care and services. I am aware the Army conducts pre-medical screenings to ensure care and services are in place before issuing assignment instructions and to mitigate any gap between providers. Additionally, soldiers are provided with two pre-screened and medically-approved location choices to research and choose the assignment that best supports their family's needs. If confirmed, I will promote initiatives and programs that facilitate care and services, while also working to minimize support gaps due to relocation.

TALENT MANAGEMENT

20. Senator BLACKBURN. Dr. Schaefer, how does the Army's Talent Management Strategy make itself more desirable to American youth whose interest is at its lowest point since 2007?

Dr. SCHAEFER. I am extremely concerned about the low propensity to serve in the military among American youth. It is my understanding that the primary factors driving down propensity remain negative economic and political perceptions, attitudes, and social norms. The number of qualified applicants also continues to decrease due to a corresponding increase in overweight and medically disqualified applicants. As such, the Army, in my judgement, must expand past its traditional markets and influencers. The current environment requires the Army to pivot quickly to make the Army more relatable and to resonate more with the changing priorities of the American public—especially America's youth. Army marketing is critical in correcting misinformation, educating potential recruits, and generating interest in serving in the Army. For instance, the Army offers exceptional opportunities for Americans in fields such as cyber. The men and women who choose to join the Army receive highly technical training, gain real life experiences, and have the opportunity to have a fulfilling career working on complex problem sets. However, that message is not always reaching the right audiences. If confirmed, I will support the execution of a new marketing strategy that radically alters the historical marketing paradigm.

The Army's Talent Management Strategy has implemented a number of innovative initiatives that make the Army more desirable by infusing more flexibilities into the Army career management system and better aligning an individual's job with their skill sets. If confirmed, I would continue to support and build on these efforts. I understand the Army is pursuing a new approach to recruiting that will seek to match an individual's talents with skill gaps of the Army. I believe this approach would allow the Army to utilize principles of Talent Management to align the right person to the right position at the right time. If confirmed, I look forward to working in collaboration with the Army Enterprise Marketing Office and the Army Talent Management Task Force to pursue an All-Army recruiting effort that will expose today's youth to the Army on a more personal level and result in improved recruiting and retention.

21. Senator BLACKBURN. Dr. Schaefer, what is your understanding of current data and analytic deficiencies in the Army?

Dr. SCHAEFER. Given my research at RAND, I have a broad understanding of some of the current data and analytical deficiencies in the Army. The Army uses multiple disparate data analytic systems causing an inability to see across grade and military occupational specialties across the Active, Reserve, and National Guard forces. I understand that the Army has already corrected some data deficiencies, including in talent management. I am also aware that Secretary Wormuth recently released a set of objectives for the Army, and one of these is for the Army to be more data driven. If confirmed, I will do what I can to help Secretary Wormuth meet this objective by continuing to push for consolidation of systems and data to ensure the Army takes advantage of cutting-edge analytics to improve the Army's management of the force. It is my understanding that the Army is developing several analytic tools and models in its personnel management, from predicting retention at the individual level to implementing intelligent career mapping tools. I also understand the Army has recruited analytics professionals with the goal of "upskilling" the entirety of its force through an ambitious data literacy program. If confirmed, I will continue to advocate for the modernization of the Army's data talent and data systems, emphasize the importance of quality data and analytics platforms in the human domain, and support programs that allow the Army to leverage the best practices and platforms of our partners in academia and industry.

22. Senator BLACKBURN. Dr. Schaefer, the Army National Guard is a key asset to our Nation; therefore, how do you bolster recruitment and retention in emerging technology areas?

Dr. SCHAEFER. I understand the National Guard is attempting to bolster recruiting in emerging technology areas through efforts like direct commissioning programs into low density branches such as cyber; partnerships with Junior Reserve Officer Training Corps Cyber Pilot schools; and national marketing for Science, Technology, Engineering, and Mathematics (STEM) careers within the National Guard. If confirmed, I will work with the Army National Guard on all of these efforts. Additionally, I will support the Army National Guard in their participation in the Tailored Strategic Retention Pilot Program—an initiative designed to retain

Cyber soldiers in the Reserve component by finding them competitive careers with major corporations. If confirmed, another way I intend to support the Army National Guard recruiting efforts is through marketing. The Army's marketing strategy attempts to match an individual's civilian acquired skills with skill gaps in the Army. If confirmed, I will work to bolster the Army National Guard's localized marketing efforts across the 54 States, Territories, and the District of Columbia to recruit talent from emerging technology businesses.

23. Senator BLACKBURN. Dr. Schaefer, what are your readiness concerns specific to the Army National Guard?

Dr. SCHAEFER. We have asked a lot of our Army National Guard soldiers over the last several years and they have admirably performed those numerous missions. In addition to global deployments, Army National Guard soldiers have been at the forefront of domestic operations including providing support to the nation's COVID response and vaccine distribution, Southwest border operations, and emergent requirements. It is my understanding that there are concerns that center on the current readiness model that has a 12-month modernization period with 39 total training days within a 5-year cycle in comparison to the Active Component's 8-month phase within a 2-year cycle. This results in a slower modernization rate for the Army National Guard. To ensure the Army National Guard remains a ready, modern, and interoperable component, the Total Army must consider these challenges and advocate for the Army National Guard to receive the required resources to both modernize and properly support the nation's current and future requirements.

QUESTIONS SUBMITTED BY SENATOR JOSH HAWLEY

INDO-PACIFIC THEATER

24. Senator HAWLEY. Dr. Schaefer, Secretary of Defense Lloyd Austin has designated China as DOD's pacing threat and the Indo-Pacific as its priority theater. Do you agree with these designations?

Dr. SCHAEFER. I agree, although Russian aggression in Ukraine is also cause for significant concern. As Secretary Austin stated, China is the pacing threat for our national security. This designation should make the Indo-Pacific the DoD's priority theater. Over the past few decades, China has steadily modernized its military to counter traditional United States military strengths. They have done so over a period of time during which the United States Military largely focused on stabilization campaigns in Iraq and Afghanistan. As a result of its military modernization, China has an increasing ability to use militarily coercion as a tool, particularly in the Indo-Pacific theater, while working to place our ability to project power at risk. Going forward, this is a serious challenge and one that requires enduring attention. Given the designation of China as the pacing threat, the Army and the Department of Defense, in my opinion, must maintain a strong and effective deterrent capability in the region. The Army has an important role to play as part of the joint force in the Indo-Pacific theater.

25. Senator HAWLEY. Dr. Schaefer, if China is our pacing threat, from a personnel standpoint, do you think we should be finding ways to increase servicemembers' time at Indo-Pacific duty stations, so they can build familiarity with the Chinese military threat, relevant allies and partners, and the operating environment?

Dr. SCHAEFER. I agree that increasing servicemembers' familiarity with a region of particular concern can help bolster Army readiness. If confirmed, I commit to assessing the need, value, and cost of increasing soldiers' time at stations in the Indo-Pacific in light of the threats that exist in that particular theater, as well as potential second- and third-order impacts on Army soldiers and families, and impacts to the Army's ability to meet other combatant commander requirements.

[The nomination reference of Dr. Agnes G. Schaefer follows:]

NOMINATION REFERENCE AND REPORT

PN1668

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
January 10, 2022.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Agnes Schaefer, of Pennsylvania, to be an Assistant Secretary of the Army, vice Casey Wardynski.

_____, 2022.
(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 Dr. Agnes G. Schaefer, which was transmitted to the Committee at the time the nomination was referred, follows:]

Agnes Gereben Schaefer

Education:

- Syracuse University
 - August 1996-May 2003
 - Doctor of Philosophy
- Florida International University
 - August 1994-May 1996
 - Master of Arts
- Florida International University
 - August 1990-May 1994
 - Bachelor of Arts

Employment Record:

- RAND Corporation
 - Senior Political Scientist
 - Pittsburgh, Pennsylvania
 - August 2005-present
- RAND Corporation
 - Associate Director, International Security and Defense Policy Center
 - Pittsburgh, Pennsylvania
 - August 2018-July 2021
- Princeton University
 - Lecturer and Postdoctoral Research Associate in Politics and Public Policy
 - Princeton, New Jersey
 - August 2003-May 2005
- Syracuse University
 - Research Associate
 - Syracuse, New York
 - September 2000-May 2003, May-August 1999, May-August 1998, May-August 1997
- Florida International University
 - Teaching Associate
 - Miami, Florida
 - August 1994-May 1996

Honors and Awards:

- RAND Silver Medal Award, 2017
- RAND Silver Medal Award, 2016
- Syracuse University Graduate Teaching Assistantship
- Florida International University Graduate Teaching Assistantship

[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 Dr. Agnes G. Schaefer in connection with her nomination follows:]

117th CONGRESS, 2020 -- 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR228
WASHINGTON, D.C. 205106050
(202) 2243871

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):
Agnes Gereben Schaefer
Agnes Beata Gereben (maiden name)
Agi (nickname for Agnes)
2. Position to which nominated:
Assistant Secretary of the Army for Manpower and Reserve Affairs
3. Date of nomination: 10 January 2022
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):

Institution Attended: Syracuse University
 Type of School: University
 Dates Attended: August 1996-May 2003
 Degree Received: Doctor of Philosophy in Political Science
 Date Degree Granted: May 2003

Institution Attended: Florida International University
 Type of School: University
 Dates Attended: August 1994-May 1996
 Degree Received: Master of Arts in Political Science
 Date Degree Granted: May 1996

Institution Attended: Florida International University
 Type of School: University
 Dates Attended: August 1990-May 1994
 Degree Received: Bachelor of Arts in International Relations
 Degree Granted: May 1994

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):

Title: Senior Political Scientist
 Employer: RAND Corporation
 Location: Pittsburgh, Pennsylvania
 Dates of Employment: August 2005-present

Title: Associate Director, International Security and Defense Policy Center
 Employer: RAND Corporation
 Location: Pittsburgh, Pennsylvania
 Dates of Employment: August 2018-July 2021

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):

None

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):

Trustee, Gereben Family Irrevocable Trust

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):

American Political Science Association
Society for Public Administration
International Studies Association
Society for Social Studies of Science
Women in International Security

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):

NONE

- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years:

Democratic Party (member)

No offices held in party, and no services rendered to party or election committees

- 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:

NONE

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

RAND Silver Medal Award, 2017
 RAND Silver Medal Award, 2016
 Syracuse University Graduate Teaching Assistantship
 Florida International University Graduate Teaching Assistantship

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):

RAND Publications

Albert A. Robbert, Caitlin Lee, William H. Waggy II, Katherine L. Kidder, Natasha Lander, Agnes Gereben Schaefer, *Modernizing Officer Career Management: Analyzing Eleven Issues*, Santa Monica, CA: RAND, 2021. RAND Research Brief, RB-A416-1.

Albert A. Robbert, Caitlin Lee, William H. Waggy II, Katherine L. Kidder, Natasha Lander, Agnes Gereben Schaefer, *"Muddling Through": The Revolutionary Potential of Evolutionary Officer Management Reform*, Santa Monica, CA: RAND, 2021. RAND Research Brief, RB-A416A-2.

Albert A. Robbert, Caitlin Lee, William H. Waggy II, Katherine L. Kidder, Natasha Lander, Agnes Gereben Schaefer, *Officer Career Management: Additional Steps Toward Modernization*, Santa Monica, CA: RAND, 2021. RAND Research Report, RR-4337-OSD.

Agnes Gereben Schaefer, John D. Winkler, Kimberly Jackson, Daniel Ibarra, Darrell D. Jones, Geoffrey McGovern, *Approaches for Strengthening Total Force Culture and Facilitating Cross-Component Integration in the U.S. Military*, Santa Monica, CA: RAND, 2020. RAND Research Report, RR-2143-OSD.

David E. Johnson, Agnes Gereben Schaefer, Brenna Allen, Raphael S. Cohen, Gian Gentile, James Hoobler, Michael Schwille, Jerry M. Sollinger, Sean M. Zeiger, *The U.S. Army and the Battle for Baghdad: Lessons Learned and Still to Be Learned*, Santa Monica, CA: RAND, 2019. RAND Research Report, RR-3076-A.

Michael Schwille, Samantha Cherney, Andrea M. Abler, Agnes Gereben Schaefer, *Service Member Separation: Updating the DD 214 Form*, Santa Monica, CA: RAND, 2019. RAND Research Report, RR-2712-OSD.

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Laurinda L. Rohn, Agnes Gereben Schaefer, Gregory A. Schumacher, Jennifer Kavanagh, Caroline Baxter, Amy Grace Donohue, *Integrating Active and Reserve Component Staff Organizations: Improving the Chances of Success*, Santa Monica, CA: RAND, 2019. RAND Research Report, RR-1869-OSD.

Agnes Gereben Schaefer, Andrew M. Naber, Darrell Jones, Thomas Goughnour, Nelson Lim, *An Assessment of Options for Increasing Gender-Integrated Training in Air Force Basic Military Training*, Santa Monica, CA: RAND, 2018. RAND Research Report, RR-1795-AF.

Eric V. Larson, Derek Eaton, Michael E. Linick, John E. Peters, Agnes Gereben Schaefer, Keith Walters, Stephanie Young, H. G. Massey, Michelle Darrah Ziegler, *Defense Planning in a Time of Conflict: a Comparative Analysis of the 2001–2014 Quadrennial Defense Reviews, and Implications for the Army*, Santa Monica, CA: RAND, 2018. RAND Research Report, RR-1309-A.

Eric V. Larson, Derek Eaton, Michael E. Linick, John E. Peters, Agnes Gereben Schaefer, Keith Walters, Stephanie Young, H. G. Massey, Michelle Darrah Ziegler, *Defense Planning in a Time of Conflict: a Comparative Analysis of the 2001–2014 Quadrennial Defense Reviews, and Implications for the Army—executive summary*, Santa Monica, CA: RAND, 2018. RAND Research Report, RR-1309-1-A.

Christopher M. Schnaubelt, Raphael S. Cohen, Molly Dunigan, Gian Gentile, Jaime L. Hastings, Joshua Klimas, Jefferson P. Marquis, Agnes Gereben Schaefer, Bonnie Triezenberg, Michelle Darrah Ziegler, *Sustaining the Army's Reserve Components as an Operational Force*, Santa Monica, CA: RAND, 2017. RAND Research Report, RR-1495-A.

Susanne Sondergaard, Kate Cox, Erik Silfversten, Brent Anderson, Catherine Meads, Agnes Gereben Schaefer, Jody Larkin, *Families Support to Transition: A Systematic Review of the Evidence*, RAND Research Report, RR-1511-FIMT.

Susanne Sondergaard, Kate Cox, Erik Silfversten, Brent Anderson, Catherine Meads, Agnes Gereben Schaefer, Jody Larkin, *Supporting UK Service Leavers and Their Families in the Transition to Civilian Life*, RAND Research Brief, RB-9928-FiMT.

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Agnes Gereben Schaefer, Radha K. Iyengar, Srikanth Kadiyala, Jennifer Kavanagh, Charles C. Engel, Kayla M. Williams, Amii M. Kress, *The Implications of Allowing Transgender Personnel to Serve Openly*, Santa Monica, CA: RAND, 2016. RAND Research Brief, RB-9909-OSD.

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Agnes Gereben Schaefer, Neil Brian Carey, Lindsay Daugherty, Ian P. Cook, Spencer R. Case, *Review of the Provision of Job Placement Assistance and Related Employment Services to Members of the Reserve Components*, Santa Monica, CA: RAND, 2015. RAND Research Report, RR-1188-OSD.

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Laura Werber, Agnes Gereben Schaefer, Karen Chan Osilla, Elizabeth Wilke, Anny Wong, Joshua Breslau, *Reintegration After Deployment: Supporting Citizen Warriors and Their Families*, CA: RAND, 2013. RAND Research Brief, RB-9730-OSD.

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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).

NONE

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. A simple "yes" or "no" response is appropriate.

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.

Agnes Gordon Schaefer

This 13 day of January, 2022

[The nomination of Dr. Agnes G. Schaefer was reported to the Senate by Chairman Reed on March 8, 2022, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on December 21, 2022.]

[Prepared questions submitted to Dr. Ravi I. Chaudhary by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSESDUTIES AND QUALIFICATIONS

Question. What is your understanding of the duties and responsibilities of the Assistant Secretary of the Air Force for Energy, Installations, and Environment (ASAF(EI&E))?

Answer. I understand the Assistant Secretary of the Air Force for Energy, Installations, and Environment (ASAF(EI&E)) is the Department of the Air Force principal responsible for Air Force and Space Force installations strategy and strategic basing; built and natural infrastructure; facility, process, and operational energy; environment, safety, and occupational health. The ASAF(EI&E) provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets to ensure the sustainment, protection, and overall mission assurance of Department of the Air Force installations.

Question. What background and experience do you possess that qualify you to perform the duties and functions of the ASAF(EI&E)?

Answer. I possess over 25 years of experience as an Aerospace Engineer, Air Force Pilot, and Senior Executive in Government. I spent a little over two decades on active duty, where I led a variety of critical missions-sets for the Department of the Air Force. From supporting space launch of the first GPS constellation to leading critical flight tests and joint combat operations, these missions afforded me the opportunity work at a diverse range of military installations and understand how they operate, and assess their needs. I've served at Operational Flying Installations, Training Bases, Test Ranges, Space Launch Complexes, Engineering Product Centers and Air Logistics Centers. I have also had the experience of flying into and out of numerous overseas and forward bases. As a result of these experiences, I gained a deep understanding of the vital role installations play in the readiness of our joint force. Furthermore, leading coalition operations in Iraq and Afghanistan gave me a comprehensive understanding of how combatant commanders depend on installations and their infrastructure to deter adversaries, and project combat power when deterrence fails—particularly during surge operations. My service also brought me to the Pentagon, where I worked on high-level strategy, force posture, budget, and transformation of the Total Force to reflect the right strategic mix between active and reserve components. I am a certified joint planner, and possess DOD's highest Acquisition Certifications, including Level III in Test and Evaluation and Level II in Program Management.

As a Technologist, I hold degrees in Aeronautical/Aerospace and Industrial Engineering. I am an Associate Fellow of the American Institute of Aeronautics and As-

tronautics. My senior undergraduate thesis focused reducing drag on aircraft through the use of winglets, and was published in peer reviewed conference proceedings. I also completed undergraduate design work on solar powered electric aircraft, designed for fuel savings and high loiter altitudes. In my doctoral program I published corporate strategies to accelerate drone aircraft development as a method of accelerating innovation in the information age.

In addition, I possess a complete understanding of theory, doctrine, planning, and execution of Air and Space Power. I am a graduate of Air Force Squadron Officer School, Air Command and Staff College, as well as Air War College (distance learning). I have received acclaim for my published works in the application of airpower at the strategic, operational, and tactical levels of war.

Upon completion of my Air Force career, I had the privilege of serving in Washington as a Senior Executive at the Federal Aviation Administration, where I was responsible for leading a team of Regional Administrators in nine regions, and a federal workforce of over one-thousand employees. Among my diverse responsibilities, I oversaw the transformation of major federal facilities and airports, including projects designed to reduced carbon footprint and increase environmental stewardship, and innovate in our nation's space program. My duties required extensive interagency collaboration with the DOD, EPA, Department of Interior, as well as State, Local, and Tribal governments on complex aviation issues ranging from navigation and spaceports to protection of our natural resources. I regularly collaborated with the Air Force on spaceport and other launch issues, and even worked with the National Reconnaissance Office (NRO). Many of the programs I led are directly applicable to the issues Air Force installations face, such as airspace deconfliction, aircraft noise in local communities, real property management, OSHA compliance, protection of endangered species, and environmental restoration. If confirmed, these executive experiences will arm me with the skills to be successful as ASAF (EI&I).

Question. In particular, what management and leadership experience do you possess that would apply to your service as ASAF(EI&E), if confirmed?

Answer. As a former Senior Executive in the Federal Government, I have been entrusted with leading a large enterprise of federal employees, to include a nationwide team of 12 Regional Administrators and Deputy Regional Administrators leading operations in all 50 states. This experience includes developing and executing a strategic vision to support agency and administration priorities, execution of a large budget, and human resource activities for over a thousand federal employees. I possess executive management credentials certified by the Federal Government Office of Personnel Management (OPM), and I am a graduate of the Federal Executive Institute's seminal executive training course, "Leadership for a Democratic Society." I have studied executive leadership and innovation at the doctoral level, and I am a graduate of the Georgetown University Doctoral of Liberal Studies program, where I studied advanced policy, global economics, ethics, post-modernism, innovation, and executive decision-making.

As a military officer I have experience as an Aircraft Commander, Assistant Operations Officer, Squadron Commander, and Director level staff activities. I have led both small and large-scale coalition operations in austere military bases, and theater wide command and control activities, and multi-national operations to execute joint rescue from command centers in Iraq. I have had the opportunity to lead or chair large cross functional teams such as Joint Interagency Working Groups, Industry Integrated Product Teams, or Science-Based Consortia with Academia, and the Non-Profit sector.

If confirmed, these executive experiences will arm me with the skills to be successful as ASAF (EI&E).

Question. Do you believe that there are any actions you need to take to enhance your ability to serve as the ASAF(EI&E)?

Answer. If confirmed, I will meet with senior career leadership who manage their respective areas of the EI&E portfolio to gain a full understanding and status of current issues. I will make an assessment on what is working well and where adjustments should be made. I will also establish a collaborative relationship with EI&E counterparts in the other services and OSD to ensure consistency across the services and leverage best practices where they make sense. I will also take the time to visit Air Force and Space Force installations to meet with airmen, guardians, and their families to hear their perspective, understand their challenges, and be responsive to their needs. Furthermore, I will meet with communities adjacent to installations, and with local officials to strengthen partnerships. I will maintain an open-door policy and coordinate frequently with other federal agencies, states, tribes, Congressional offices, industry, and academia in order accomplish EI&E missions and goals.

Question. If confirmed, what actions would you take to develop and sustain an open, transparent, and productive relationship between your office and Congress, and the Senate Armed Services Committee, in particular?

Answer. If confirmed, I will ensure that the office of the Assistant Secretary of the Air Force for Energy, Installations, and Environment, ASAF EI&E, maintains a collaborative relationship with Congress and the Senate Armed Services Committee. We will ensure a transparent, communicative, and responsive relationship exists with Congress. We will address Congressional inquiries and concerns with the utmost expediency and comply with Congressional mandates.

MAJOR CHALLENGES

Question. In your view, what are the major challenges that confront the ASAF(EI&E)?

Answer. In my view, major challenges that confront the ASAF(EI&E) include providing and maintaining adequate resources to support the mission and airmen and guardians. This can include addressing risks from infrastructure deterioration and maintenance, a changing climate to Department of Air Force facilities and infrastructure, such as more frequent and severe weather events; assuring reliable and resilient energy, both installation energy and operational energy, to successfully execute Air Force and Space Force missions; and remediation of emerging contaminants, such as PFAS at and surrounding Department of the Air Force installations.

Question. If confirmed, what actions would you take, in what order of priority, and on what timeline—to address each of these challenges?

Answer. If confirmed, I would work with Secretary Kendall, Under Secretary Jones, the Chief of Staff of the Air Force, the Chief of Space Operations, and the ASAF(EI&E) Deputy Assistant Secretaries to ensure proper prioritization of requirements for successful mission execution and services for all airmen, guardians, and their families, at all Department of the Air Force installations. I would work with Congress to ensure the ASAF(EI&E) receives the necessary authorities and funding to continue successful implementation of Department of the Air Force installation priorities and initiatives.

NATIONAL DEFENSE STRATEGY AND INTERIM NATIONAL SECURITY STRATEGIC GUIDANCE

Question. The 2018 NDS outlines the threats confronting the United States: a rising China, an aggressive Russia, and the continued threat from rogue regimes and global terrorism. In March 2021, the Biden Administration issued its Interim National Security Strategic Guidance, which sets out the national security priorities for the Administration. Among these priorities is the requirement to “promote a favorable distribution of power to deter and prevent adversaries from directly threatening the United States and our allies, inhibiting access to the global commons, or dominating key regions”. The Administration has initiated the process of preparing a new National Defense Strategy, planned for issuance in 2022.

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. Notwithstanding the current COVID pandemic, I think the 2018 National Defense Strategy accurately identifies the central challenge to the prosperity and security of the United States as the “re-emergence of long-term, strategic competition” by near-peer nations such as China and Russia. I believe peer and near-peer strategic competitors such as China and Russia will continue to be enduring threats to the distribution of power across the world, in addition to regional actors like Iran and North Korea and non-state actors, such as violent extremist and terrorist organizations. Climate change, including climate-related disasters, will continue to be especially costly to Department of Air Force installations while simultaneously opening the Arctic Region to competition. These issues can create opportunity to invest in new ideas and concepts to ensure the Department of the Air Force remains a credible deterrent in the future strategic environment.

Question. In your view, how does the Office of the ASAF(EI&E) directly support the NDS?

Answer. As a former Air Force officer, I know first-hand the Department of the Air Force fights from its bases. The readiness and resiliency of Department of the Air Force installations, especially those located at key locations across the globe, are a matter of strategic importance for the United States. With every Air Force and Space Force mission starting and ending on an installation, they are foundational enablers to rapid power projection, testing and development of key warfighting capabilities, and training and interoperability of the Joint force and key allies. Additionally, nearly 340,000 Active Component and 175,000 Reserve Component

servicemembers organize, train, and equip at Air Force and Space Force installations—and for thousands of airmen, guardians, and their families, installations also serve as their homes. The ability of the Department to provide a lethal force, ensure strong alliances and attract new partners, and achieve increased efficiencies depends on secure and effective installations.

Question. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with China?

Answer. I understand Department of the Air Force installations will be important power projection platforms, especially those in the Indo-Pacific region, in any potential conflict with China. The ability of the Joint Force to deploy from forward OCONUS locations in the region or cross the Pacific Ocean rely on aircraft and other capabilities which originate at Department of the Air Force installations. If confirmed, I would work to ensure installations are ready and resilient against an ever-evolving myriad of challenges, including physical, cyber, natural, and extreme weather threats, to successfully deploy weapon systems and ensure continuity of space capabilities in support of global contingency operations. Additionally, I would work with ASAF(EI&E) experts to ensure optimization and modernization of legacy aircraft through operational energy initiatives to reduce the Department of the Air Force's reliance on fuel consumption and increase aircraft efficiency.

Question. What Department of the Air Force infrastructure and military construction investments would be required, in your view, to achieve these improvements?

Answer. If confirmed, I would work with Secretary Kendall, Department of the Air Force leadership, and ASAF(EI&E) experts to continue implementing plans to ensure modernized military installations based on mission-driven requirements. Particularly, I commit to focusing on prioritizing military construction (MILCON) and infrastructure requirements that would best allow the Air Force and Space Force to deter potential aggression by China and Russia, as well as nuclear enterprise modernization and investments in housing, dormitories, child development centers, and community support centers to ensure the wellbeing and quality of life of airmen, guardians, and their families.

Question. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in great power competition and potential conflict with Russia?

Answer. Similar to a potential conflict with China in the Indo-Pacific region, I understand Department of the Air Force installations will be important power projection platforms in Europe to ensure air dominance and airspace control in support of contingency operations against potential aggression by Russia. If confirmed, I commit to ensuring Department of Air Force installations in Europe continue to be hardened against all threats, particularly cyber threats, thereby securing mission assurance and ensuring resilient critical infrastructure. Additionally, similar to the Department's efforts in the Indo-Pacific region, I would commit to working with ASAF(EI&E) experts to ensure optimization and modernization of legacy aircraft through operational energy initiatives to reduce reliance on fuel consumption, thereby increasing aircraft efficiency and ensuring Department of the Air Force aircraft are able to remain on station for longer periods of time.

Question. What Department of the Air Force infrastructure and military construction investments would be required, in your view, to achieve these improvements?

Answer. If confirmed, I would work with Secretary Kendall, Department of the Air Force leadership, and ASAF(EI&E) experts to ensure Department of the Air Force investments in infrastructure at installations in Europe prioritize resiliency against physical attacks and cyber-attacks which would target mission assurance infrastructure, such as power sources. Overall, I commit to focusing on investments that would ensure power projection and support of contingency operations should conflict arise in Europe.

MILITARY HOUSING PRIVATIZATION INITIATIVE

Question. In the Fiscal Year 1996 National Defense Authorization Act (NDAA), Congress established the Military Housing Privatization Initiative (MHPI), providing the Department of Defense (DOD) with the authority to obtain private-sector financing and management to repair, renovate, construct, and operate military housing. DOD has since privatized 99 percent of its domestic housing. In 2019, the Senate Armed Services Committee held three hearings to address concerns voiced by military families living in privatized housing that the program has been grossly mismanaged by certain private partners, that military and chain of command oversight were non-existent, and that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves to reprisal.

Question. What are your impressions of the overall quality and sufficiency of Air Force family housing, both in the United States and overseas?

Answer. I have seen publicly available information, such as from news articles in the past, that described an inadequate quality and poor experiences in privatized housing. However, I understand that reforms have been undertaken. I have not had any recent personal experience with Department of the Air Force privatized housing. If confirmed, I will prioritize safe, quality, well-maintained housing and fair treatment from Military Housing Privatization Initiative (MHPI) companies for airmen, guardians, and their families.

Question. What are your views of the current goals and structure of the Department of the Air Force's military housing privatization program?

Answer. I believe servicemembers and their families deserve safe, quality, well-maintained housing, as well as fair treatment from Military Housing Privatization Initiative (MHPI) companies. If confirmed, I will review the current goals and structure of the Department of the Air Force's housing program and determine how we can improve privatized housing for airmen, guardians, and their families.

Question. What has the Air Force done to address servicemember and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

Answer. While I do not currently have specifics on the Department of the Air Force's efforts on this issue, I understand there has been implementation of the MHPI Tenant Bill of Rights to ensure military families have access to all available resources for addressing untenable living conditions, to include a dispute resolution process, access to maintenance histories, and a universal lease. If confirmed, I look forward to understanding what efforts the Department has done to address this topic.

Question. If confirmed, as the ASAF(EI&E), what would you do to ensure accountability among Air Force leaders for oversight of the privatized housing program?

Answer. If confirmed, I will work to ensure all Department of the Air Force installation and garrison commanders have the staff, resources, and authorities needed in order to advocate for military families living in privatized housing. Additionally, I commit to ensuring that housing privatization reform requirements directed by Congress are fully implemented, as well as to diligently work to ensure that privatized housing companies meet the needs of their tenants and provide housing quality at the highest standards.

Question. If confirmed, what would you do to improve applicable business operations constructs and vest accountability in MHPI contractors for strict compliance with the terms of their public-private partnership agreements with the Department of the Air Force?

Answer. If confirmed, I will review the Department of the Air Force's MHPI agreements with privatized housing companies and evaluate their business operations constructs to ensure they provide safe, quality homes for airmen, guardians, and their families for the duration of the MHPI agreements.

Question. What are your views of the efficacy of the MHPI reforms enacted in the FY2020 NDAA, as amended by the FY 2021 NDAA?

Answer. At this time, I do not have access to the information necessary to provide views of the efficacy of the NDAA reforms. However, if confirmed I will review the provisions in detail and evaluate the efficacy of the provisions, as well as additional areas where Congress might assist in improving the MHPI program for all airmen, guardians, and their families.

Question. What do you believe to be the root causes of the MHPI crisis?

Answer. At this time, I do not have access to the information necessary to identify the root causes of the MHPI crisis. However, if confirmed, I will work with the ASAF(EI&E) experts and senior leadership to determine where the MHPI program may have fallen short, what has been accomplished to address the root causes of the MHPI crisis, and work swiftly toward addressing any remaining shortfalls.

Question. Do you believe the Air Force has rectified these problems, notwithstanding Congress's continued receipt of complaints from military families?

Answer. I believe the wellbeing of airmen, guardians, and their families is of utmost importance to the Department and it takes seriously all concerns regarding their housing conditions. However, I believe more work is needed and if confirmed, I will work closely with the ASAF(EI&E) experts to continue efforts to improve the housing conditions for all airmen, guardians, and their families.

Question. If not, what would you do differently to address this issue, if confirmed?

Answer. At this time, I do not have access to the information necessary to address an alternative course of action on this issue. However, if confirmed, I will review previous actions undertaken by the Department and continue to seek ways to advocate on behalf of military families and have a structure that responds to their needs.

Question. What role would you establish for yourself, if confirmed to be the ASAF(EI&E), in ensuring that the Department of the Air Force's use of direct hire authority to fill vacancies in military installation housing offices results in the timely hire of highly qualified individuals to perform these critical duties?

Answer. If confirmed, I will review the hiring process and advocate for direct hire authority, as well as other tools, to enable better oversight of privatized housing.

Question. If confirmed, how would you view and order your relationship with the private contractors who own and manage the privatized housing agreements with the Air Force?

Answer. If confirmed as a senior leader in the Department of the Air Force with responsibility over housing, I would work closely with MHPI companies, ensuring open communication and collaboration to resolve any issues that would impact the quality of life of the airmen, guardians, and their families living in privatized housing.

Question. What do you view as your obligations to the "partners"?

Answer. If confirmed, I will review the business agreements of MHPI companies and set appropriate expectations to ensure they fulfill their agreements to provide safe and quality home for airmen, guardians, and their families.

Question. What do you view as your obligations to the airmen and family members who reside in military housing?

Answer. If confirmed, my obligation would be to ensure all Department of the Air Force servicemembers and their families are provided the safe, quality, well-maintained housing they deserve.

Question. If confirmed to be ASAF(EI&E), how would you order your relationship with DOD's Chief Housing Officer?

Answer. If confirmed, I would seek to establish a healthy partnership with the DOD Chief Housing Officer and pursue collaborative opportunities to improve housing for airmen, guardians, and their families.

Question. What are your views on establishing command accountability by having MHPI issues become part of the performance evaluations of base commanders and their senior enlisted counterparts?

Answer. As a former Air Force officer, I understand that commanders have responsibility for the wellbeing of their airmen and guardians under their command and residing on their installations. If confirmed, I will consult Department of the Air Force leadership to determine how best to implement this command accountability across the chain of command.

Question. Given the challenges associated with the MHPI, do you support the further privatization of the Military Service lodging facilities?

Answer. If confirmed, I would consult with Department of the Air Force experts regarding the business case for privatization of military service lodging facilities and leverage best practices and lessons learned from MHPI if privatization is feasible and advisable.

BASE REALIGNMENT AND CLOSURE

Question. In past years, DOD has requested Congressional authorization to conduct another Base Realignment and Closure (BRAC) round.

Do you believe another BRAC round is necessary? If so, why?

Answer. If confirmed, I commit to consulting with Air Force and Space Force leadership, as well as ASAF(EI&E) experts, to determine if the Department of the Air Force would benefit from an additional round of BRAC. Additionally, I commit to reviewing the Department of the Air Force's force structure laydown to identify opportunities to improve posture and reduce excess capacity in support of national defense. I fully recognize the role military communities play and how important they are to the success of the Air Force and Space Force. If it is determined that another BRAC round is necessary, I would commit to finding solutions to support both the effectiveness and efficiency of the military, but also consider the impacts on the communities that support Department of the Air Force installations.

Question. Were Congress to authorize another BRAC round, what is your understanding of the responsibilities that would be assigned to the ASAF(EI&E) for formulating BRAC recommendations?

Answer. If confirmed, and if another BRAC round is authorized by Congress, I understand my primary role would be to advise the Secretary of the Air Force on the goals intended to be achieved by the Air Force and Space Force from a BRAC, as well as serve as primary liaison with Congress, State, and local community leaders regarding BRAC actions in their jurisdictions. I also understand I would play a key role in developing realignment and closure recommendations supported by both operational imperatives and business cases. If the recommendations were to be

approved, I understand I would be primarily responsible for ensuring all BRAC actions are executed on time and within budget and appropriately incorporate local community equities.

Question. How would you undertake execution of these responsibilities?

Answer. If confirmed, the first step is understanding the objectives of a BRAC round as determined by the Secretary of Defense and the Secretary of the Air Force, as well as the priority order. I commit to reviewing the lessons learned from prior rounds of BRAC and ensure those were incorporated into any analysis or recommendation developed. I also commit to understanding what changes have occurred since DOD last conducted a BRAC, such as privatized housing agreements and technological advances that might warrant exploration of different approaches to this process.

Question. It has been noted repeatedly that the 2005 BRAC round resulted in significant unanticipated implementation costs and saved far less money than originally estimated.

Do you believe such issues could be anticipated and addressed suitably in a future BRAC round, and if so, how?

Answer. While I do not have first-hand knowledge of the 2005 BRAC round, if confirmed I commit to ensuring robust management and oversight of the program, paired with proactive communication with Congress and community stakeholders. If another BRAC round is authorized in the future, I believe there should be a clear focus to develop recommendations to achieve savings through reduction of excess infrastructure.

Question. What steps has the Department of the Air Force taken to share with the other Military Departments and Services its “lessons learned” from the environment remediation in support of the redevelopment of military bases closed under BRAC—particularly with respect to the remediation of emerging contaminants?

Answer. At this time, I do not have access to the information necessary to understand the specific steps shared with the other Military Departments and Services. However, if confirmed, I commit to ensuring the Department of the Air Force BRAC program is appropriately resourced and has the processes in place to comply with DOD’s established mechanisms for sharing lessons learned, including those from environmental remediation and the unique challenges posed by emerging contaminants.

INSTALLATION MODERNIZATION AND RESILIENCE

Question. Decades of underinvestment in DOD installations has led to substantial backlogs in facilities maintenance, while making it more difficult for DOD to leverage new technologies that could enhance installation efficiency and productivity. Yet, the quality of installation resilience directly impacts the entire spectrum of military operations—from force development through power projection, interoperability with partner nations, and force sustainment—while providing an appropriate quality of life for airmen and their families.

In your view, does the Department of the Air Force receive adequate funding for its installations? Please explain your answer.

Answer. I understand the Department of the Air Force fights from its installations and they are vital to its mission capability and readiness. If confirmed, it will be my responsibility to ensure the allocation of adequate funding to the maintenance of these facilities to ensure execution of operational requirements and the quality of life aspects for all airmen, guardians, and their families.

Question. Do you have specific plans to leverage infrastructure and modernization to improve the quality of life for Air Force servicemembers and their families?

Answer. If confirmed, I will use all processes available to me to improve quality of life issues. The first step will be working with Department of the Air Force senior leaders, ASAF(EI&E) experts, airmen, and guardians identify the areas where quality of life has been diminished and then execute the most efficient methods to address these issues. Congress will continue to be a vital partner in this process.

Question. Military Construction (MILCON) accounts have failed to see the same amount of growth over the last several years as have other accounts such as procurement and research and development.

If confirmed, what arguments would you advance to advocate for additional MILCON dollars during budget builds?

Answer. If confirmed, I will closely examine the way the Air Force prioritizes funding for and manages its facilities and infrastructure. I will also work with appropriate agencies within the Department to determine appropriate funding levels and budget to those levels.

Question. The Department of the Air Force defines “installation resilience” as the capability of a military installation to avoid, prepare for, minimize the effect of, adapt to, and recover from extreme weather events, or from anticipated or unanticipated changes in environmental conditions. The range of threats against which a military installation must maintain resiliency is every growing, including: cyber threats, physical attacks, political influence, and extreme weather events.

Given the 2018 NDS, what priority in the Air Force program would you accord the survivability of Air Force expeditionary advances bases, forward operating bases, and other locations?

Answer. I understand that the Air Force and Space Force fight from their installations and infrastructure resilience supports the Department’s ability to project power. I agree with Secretary Kendall’s assessment that “the U.S. Air Force needs to spend more to protect its Pacific bases from Chinese missiles.” If confirmed, one of my top areas of focus will be on the resiliency of the Department’s permanent overseas bases, as well as CONUS installations. I believe that all Air Force and Space Force installations must build resiliency against a growing number of threats, including conventional attacks, sabotage and espionage, severe natural disasters and climate change, and non-geographic domain threats including information, space, and cyber. If confirmed, I will advocate for continued analysis, stress-testing, and investment in an integrated Department of the Air Force installation strategy.

Question. What is the Air Force doing to assess and prioritize facility requirements for prepositioned forward fuel, stocks, and munitions, as well as to generate options for non-commercially dependent distributed logistics and maintenance—all to ensure logistics sustainment in the face of persistent multi-domain attack?

Answer. At this time, I do not have access to the information necessary to make an informed assessment of current Department of the Air Force efforts to prioritize these particular facility requirements and how it plans to operate outside of commercially supported logistics and maintenance. If confirmed, I will request an update on how the Department identifies and prioritizes requirements for operating in a contested environment, as well as what options are available for independent logistics and maintenance. Additionally, I will ensure this process supports the warfighter and the National Defense Strategy.

EXTREME WEATHER EVENTS

Question. President Biden has declared that climate change is an essential element of national security and foreign policy. Secretary Austin has stated that DOD will include the security implications of climate change in risk analyses, strategy development, and planning guidance. If confirmed, you would sit on the Secretary’s Climate Working Group and your portfolio would oversee energy resilience and environmental threats to military installations. Thus, you would have a major role in implementing this guidance.

What is your understanding of the ways in which climate change poses a risk to national security and the Department’s responsibility to prepare for its impacts?

Answer. I understand climate change may drive increased mission demands or contingencies in regions in response to resource competition, geopolitical instability, and a growing need for humanitarian assistance and disaster response to recover from severe weather or climate-related events. The changing climate and more frequent and severe weather events are a threat multiplier and impact Department of the Air Force installations around the world. Increasing temperatures, changing precipitation patterns, and more intense and unpredictable extreme weather conditions pose continuing and new risks to Air Force and Space Force installations, facilities, operations, and readiness.

Question. How do you believe the Department should incorporate climate change into its risk analyses, strategy development, and planning guidance?

Answer. I believe preparation is the key to creating a more operationally-ready Air Force and Space Force that can effectively execute its missions and contend against strategic competitors. If confirmed, I would work with Secretary Kendall and Department leadership to incorporate climate change considerations into relevant strategy, planning, and analyses to minimize climate change and severe weather event impacts while maximizing the Department’s ability to successfully execute the mission.

Question. How should readiness and budget concerns factor into these assessments?

Answer. How the Department prepares the force and invests today will directly impact mission effectiveness tomorrow. The Department of the Air Force must balance the need to modernize the force to be more resilient and more agile to climate change considerations while also seeking out efficiency savings and balancing the

fiscal concerns of return on investment. If confirmed, I would work with Air Force and Space Force leadership to make investments in infrastructure, weapon systems, and equipment to maintain or enhance readiness while also improving the forces' ability to address climate change considerations.

Question. Section 2801 of the FY 2020 NDAA required each major military installation to include military installation resilience in each installation's military plan. If confirmed, how would you ensure these plans are completed and shared with this Committee?

Answer. If confirmed, I would ensure guidance and appropriate resources were available to complete military resilience plans in a timely manner. I understand that in accordance with the FY22 NDAA, the Department of the Air Force has identified to Congress two installations to have Installation Climate Resilience Plans completed by the end of the year and there is a requirement to report back to Congress on those plans.

ENERGY RESILIENCE

Question. It is essential that the Department of the Air Force maintain the capability to sustain critical operations in the event of intentional and unintentional grid outages.

If confirmed, what would you do to inculcate energy resilience as a mission assurance priority for the Department of the Air Force?

Answer. It is my understanding that energy resilience is already part of the Department of the Air Force mission assurance process. If confirmed, I would work with Air Force and Space Force leadership to further ensure continuity of energy resilience across the enterprise and that all airmen and guardians are prepared to continue their mission during outages.

Question. If confirmed, what steps would you take to direct the execution of projects (MILCON or non-DOD funded) to fill gaps in individualized Installation Energy Plans, to oversee the execution of these projects, and to identify and remediate resilience gaps both on- and off- Air Force installations?

Answer. I believe the Department of the Air Force should prioritize sustainment of the systems, facilities, and infrastructure that support critical missions, including energy and water requirements. If confirmed, I will work with Air Force and Space Force leadership, as well as ASAF(EI&E) experts, to address any critical gaps identified during the development of Installation Energy Plans.

Question. How can the Department of the Air Force better integrate energy security and resilience as standard components of its MILCON projects and programs?

Answer. I believe the Department of the Air Force should consider energy security and resilience as an aspect of project development—essentially, all projects are energy projects. If confirmed, I will ensure the Department actively evaluates energy security and resilience requirements during the consideration of potential MILCON projects and programs.

Question. How can Air Force and Joint Force training exercises and wargames better incorporate real-world scenarios regarding energy-related threats and constraints—such as less rosy assumptions about the availability of fuel in the Pacific and assessing black start ability in response to a cyberattack on commercial electric grids?

Answer. I believe the Department of the Air Force must continue to identify operational energy risks to explore traditional and alternative energy support concepts during wargames, as well as through weapon system design and sustainment activities. If confirmed, I will review and analyze energy consumption data to make better-informed decisions on lethality and affordability in the strategic planning process.

I will also help ensure exercise and wargame scenarios realistically include adversaries' ability to inject energy-related threats.

Question. Given the Department of the Air Force's dependence on non-DOD energy sources, how can the public and private sectors best be integrated in installation resilience plans and programs to reduce vulnerabilities, add redundancy, or improve energy management?

Answer. I understand the Department of the Air Force partners with both the public and the private sector to enhance resilience. If confirmed, I will continue to encourage those partnerships and will engage with those parties to ensure the Department provides installations with the energy and water necessary to achieve critical mission success.

Question. In your view, is the use of stationary micro-reactors a workable option to provide long-term energy resiliency to U.S.-based Department of the Air Force installations?

Answer. While I am aware the Department of the Air Force is currently engaged in a micro-reactor pilot program, at this time I do not have access to the information necessary to definitively state if stationary micro-reactors can provide long-term energy resiliency to its installations. If confirmed, I will ensure the Department continues to identify and evaluate existing and emerging technologies for the potential to provide energy resilience to the Air Force and Space Force.

Question. What initiatives is the Department of the Air Force undertaking with respect to development of long duration grid batteries for use on bases?

Answer. I understand the Department of the Air Force frequently partners with industry to identify and evaluate new energy technologies. However, I am unaware of any specific Department efforts concerning grid batteries.

AUTHORITIES TO IMPROVE ENERGY RESILIENCE

Question. DOD and the Military Departments can use any number of authorities and mechanisms to pursue distributed energy projects that improve installation resilience, increase readiness and mission assurance, and offer long-term cost savings. These include: Inter-Government Support Agreements, Other Transaction Authority, Utility Privatization, Energy Savings Performance Contracts, Utility Energy Service Contracts, Enhanced Use Leases, and the Defense Community Infrastructure Program. The Air Force faces a litany of challenges to fund its infrastructure. If contracts are written properly, non-DOD-funded mechanisms are excellent ways to lock in cost savings for 25 years, increase resilience, modernize infrastructure, and diversify energy sources.

If confirmed, what steps would you take to streamline the process of writing and awarding contracts that will improve mission assurance through the Air Force's Office of Energy Assurance?

Answer. I strongly believe in leveraging public-private resources and, if confirmed, I commit to utilizing the authorities provided by Congress to enhance the Department of the Air Force's energy resilience. As part of that commitment, I will work cooperatively with the Office of the Secretary of Defense and Department of the Air Force senior leaders to incorporate any changes as necessary in the process to more easily develop and execute agreements.

Question. In your view, how can the Department of the Air Force improve its use of the above mentioned authorities to secure access to advanced energy-related technologies and concepts, including cyber-secure microgrids?

Answer. If confirmed, one of my priorities will be to understand how to better leverage private sector opportunities to advance technologies that could enhance Department of the Air Force installation energy and water resilience. I will ensure the Department continues to use all authorities for maximum development and fielding of new energy related technologies with stakeholder collaboration.

OPERATIONAL ENERGY

Question. The Department defines operational energy as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. On the battlefield of the future, warfighters will need exponentially more energy with rapid recharge and resupply over longer operating distances. The quality of electricity will matter too—the Air Force's vehicles, sensors, robots, cyber forces, directed energy weapons, and artificial intelligence will be controlled by systems sensitive to fluctuations in voltage or frequency.

If confirmed, what priorities would you establish for Department of the Air Force investments in operational energy technologies to increase warfighter combat capabilities and reduce logistical burdens?

Answer. The Department of the Air Force must prioritize advanced operational energy capability. If confirmed, I will look closely at ways to mitigate the logistical vulnerabilities of the Joint Force to ensure it can continue to project power. I will also work with DOD and Department of the Air Force leaders to review new and emerging concepts in ultra-efficient aircraft and advanced engine design, as well as methods to optimize legacy aircraft efficiency.

Question. In what specific areas do you believe the Department of the Air Force needs to improve the incorporation of operational energy considerations and distributed energy resources into strategic planning processes?

Answer. The DOD fights as a Joint Force and the Air Force, as the largest consumer of energy, must continue mitigating logistical vulnerabilities to ensure it can continue to project power. Securing access of the Joint Force to energy and water in distributed and contested environments is critical to mission success. If con-

firmed, I will advocate for increased collection and analysis of aircraft energy consumption data.

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

Answer. I believe the Department of the Air Force's acquisition process must consider energy as a foundational capability and include energy requirements for military platforms from day one. If confirmed, I will support incorporating energy considerations throughout the requirements development process and acquisition life cycle.

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

Answer. I believe the Department of the Air Force must ensure that strategic energy considerations are closely analyzed for the potential operational risk, especially in contested environments. If confirmed, I will work to ensure proper emphasis is placed on energy throughout the requirements process, informed by operational data and wargaming to ensure energy risks are adequately captured and addressed.

Question. How can the Air Force broadly include operational energy improvements in its weapons platforms?

Answer. I believe operational energy improvements are critical to enhancing warfighting capability by optimizing power usage on the Department of the Air Force's weapon systems. If confirmed, I will review and analyze energy consumption data to make better informed investment decisions on lethality and affordability in the strategic planning process. I will work with the requirements community within the headquarters to follow Secretary Kendall's pledge to ensure the Department considers energy key performance parameters and improvements in energy use across weapons platforms and throughout the requirements development process and acquisitions life cycle with the goal of increasing combat capability and lethality.

Question. In your view, how can the Department of the Air Force better leverage advancements in data analytics and associated technologies to improve commanders' visibility into fuel consumption by the force?

Answer. Data analytics and associated technologies to include artificial intelligence and machine learning can provide commanders new insights into the delivery of combat capability. I believe the Department of the Air Force can leverage fuel consumption data to enable more missions in constrained fuel environments, prepare for contingencies with logistics under attack, and reduce fuel and logistics burdens in peacetime. If confirmed, I will work with the Department of the Air Force Chief Information Officer and the Office of the Secretary of Defense to leverage data analytics to identify the available options for commanders to more optimally execute the mission.

ENERGY CONSERVATION

Question. What do you perceive to be the core elements of an effective energy conservation strategy for the Department of the Air Force?

Answer. I believe an effective energy conservation strategy for the Department of the Air Force should consider impacts to resilience and cost. The Department should also consider how to conserve energy without putting undue risk to the mission and within fiscal constraints.

Question. What do you perceive to be the most achievable and realistic energy conservation goals for the Department of the Air Force?

Answer. If confirmed, I will evaluate Department of the Air Force energy consumption to ensure energy and water are utilized in the most effective and efficient way possible to meet critical mission requirements.

Question. What do you consider to be a "stretch goal" for Department of the Air Force energy conservation?

Answer. I understand the Department of the Air Force will continue to work towards mission assurance and incorporating the "stretch goals" set forth in the Biden administration's new Executive Orders to increase clean energy and sustainability across the government.

Question. If confirmed, what specific actions would you take to reach these goals, and how would you measure your progress?

Answer. If confirmed, I would work with Air Force and Space Force senior leaders to create meaningful, measurable benchmarks and set achievable goals together while encouraging the innovations needed to meet these goals. In addition, I would communicate Department of the Air Force requirements to other Federal Agencies (e.g. the Department of Energy) and industry leaders. Technologies and innovative applications of technologies in the energy and water sectors are advancing at an

amazing pace and I would work with ASAF(EI&E) experts to ensure the Department is leading in these areas.

Question. In your view, what has been the impact of the current Department of the Air Force energy conservation goals? Please explain your answer.

Answer. It is my understanding that current Department of the Air Force energy conservation goals have strengthened installation resilience. Given the Department's mission-centric approach, I understand energy conservation initiatives are undertaken to support mission assurance.

WATER RESILIENCE

Question. A secure and reliable supply of water is essential to the Department of Defense's ability to perform its critical missions and in support of operational deployments.

If confirmed, how would you lead the Department of the Air Force in developing a comprehensive water strategy that addresses research, acquisition, training, and organizational issues?

Answer. I believe water resilience is critical to both short- and long-term Air Force and Space Force operations. I understand the Department of the Air Force takes a proactive, risk-based approach to water resilience, and that is a framework I support. If confirmed, I will work with Secretary Kendall and Department of the Air Force senior leaders to ensure policies and strategies incorporate such an approach and address the need for secure and reliable sources of water.

Question. What actions has the Department of the Air Force already undertaken to improve access to sustainable water sources in drought-prone areas across the United States and the globe, and with what result?

Answer. It is my understanding the Department of the Air Force has successfully implemented various projects to conserve water, such as xeriscaping. If confirmed, I will ensure the Department continues to pursue projects to conserve water where it makes mission and fiscal sense.

Question. What progress is the Department of the Air Force making in developing and implementing a technology roadmap to address capability gaps for water production, treatment, and purification?

Answer. I understand the Department of the Air Force incorporated the need for water resilience into its Installation Energy Strategic Plan, with a framework focused on water quantity, availability, and quality. If confirmed, I will ensure the Plan or its supporting implementation roadmap addresses those water capability gaps.

Question. What actions has the Department of the Air Force undertaken to improve water conveyance systems to reduce loss, recapitalize aging infrastructure, and meet installation mission requirements?

Answer. While I am unaware of the specific actions undertaken by the Department in this area, my understanding is installations work with Department of the Air Force organizations, such as the Office of Energy Assurance, to identify and improve aging energy and water systems. If confirmed, I will ensure improvements to critical energy and water systems remain a focus.

EMERGING CONTAMINANTS

Question. The environmental and health effects associated with exposure to Per- and Poly-fluoroalkyl substances (PFAS) have long been a major concern for Congress, DOD, military families, and communities in the vicinity of military installations.

If confirmed, what role would you establish for the ASAF(EI&E) in addressing potential PFAS contamination at Air Force bases, installations, and operational platforms?

Answer. I fully recognize and understand the importance of addressing the national PFAS issue. If confirmed, I will ensure the Department of the Air Force Environmental Restoration Program is appropriately resourced. I will continue to contribute to the valuable work of the DOD PFAS Task Force to find solutions that are protective of the health and safety of airmen, guardians, their families, and the communities surrounding Air Force and Space Force installations. I will also ensure the Department is responsive to Congressional requests for information and complies with the PFAS-related requirements of the National Defense Authorization Act.

Question. In your view, what role should the Air Force take in funding and overseeing PFAS-related environmental cleanup and restoration activities at Guard and Reserve locations and in communities adjacent to or near military bases, installations, and operational platforms?

Answer. It is my understanding the Department of the Air Force oversees the funding of PFAS related environmental restoration activities at Air National Guard and Air Force Reserve locations, as well as those communities adjacent to or near military installations which may be impacted by Active Component or Reserve Component releases of PFAS. If confirmed, I will continue this oversight role to ensure that the Department of the Air Force upholds its commitment to address impacts from PFAS under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). I will also ensure appropriate resourcing for PFAS related environmental restoration activities across the Air Force and Space Force enterprise, including for the Air National Guard and Air Force Reserve.

Question. If confirmed, what would be your approach to addressing public health concerns—including the desires for increased transparency to servicemembers and their families—regarding alleged exposures to potentially harmful contaminants on or deriving from Air Force bases?

Answer. The health and well-being of all servicemembers and their families is of the utmost importance. If confirmed, I will make sure the Department of the Air Force is transparent in its actions and proactively communicates with Congress on this issue. In addition, I will ensure that when health concerns are reported, they are promptly reviewed, investigated, and mitigated as appropriate.

RESILIENCE TO EXTREME WEATHER EVENTS

Question. In 2018 alone, extreme weather caused roughly \$9.0 billion in damage at military bases across the United States.

How would you assess the readiness and resource impacts on the Department of the Air Force from recent extreme weather events?

Answer. If confirmed, I would direct the development of an actionable plan with specific, measurable goals to address readiness and resource impacts caused by extreme weather events across the Department of the Air Force. This plan would acknowledge these challenges and further address the effects of climate change.

Question. In your view, how can the Air Force best mitigate risks to Department missions and infrastructure associated with extreme weather events?

Answer. I believe that, when possible, constructing facilities and infrastructure out of harm's way is one of the easiest and most cost effective means to protect Department of the Air Force investments. When mission requirements make it impossible to relocate from potentially vulnerable areas, the next best way is to design new facilities from the ground up to be resilient to the effects of extreme weather and climate change. Once a facility is built, mitigating extreme weather should be tied to keeping the facility in good working condition. A well-maintained facility can withstand strong winds, heavy rains, and other severe weather much better than a facility which has fallen into disrepair.

Question. If confirmed to be the ASAF(EI&E), how would you update the DOD Building Requirements Unified Facilities Criteria to incorporate designs more resilient to the effects of extreme weather events to ensure that MILCON-funded structures exist and remain fully functional for their intended lifecycles?

Answer. If confirmed, I would work with the Office of the Secretary of Defense and the other Services to update Unified Facilities Criteria by incorporating industry best-practices for more resilient planning and design of facilities. I would ensure priority is given to specific updates which further incorporate major resilience challenges such as sea level rise, extreme wind, seismic, and flood threats. Furthermore, I would also incorporate changes which have made Department of the Air Force facilities and infrastructure easier to maintain, recognizing a well maintained building is more able to withstand severe weather events and the impacts of climate change.

ENVIRONMENTAL COMPLIANCE

Question. The Department of the Air Force has implemented a robust environmental compliance program to ensure the Air Force can meet its title 10 responsibilities, in balance with the need for environmental stewardship and conservation.

If confirmed to be the ASAF(EI&E), what policies and programs would you support to educate Air Force leaders and the force about the imperative of complying with laws and regulations addressing environmental matters?

Answer. If confirmed, I will ensure the Department of the Air Force has the resources, environmental policies, training, and education programs necessary to comply with all applicable environmental protection laws and regulations. I will ensure the policies direct Department of the Air Force leaders to incorporate applicable environmental considerations in all Department programs and activities. I will also ensure the use of a governance structure and management system framework that keeps all levels of leadership and operational forces abreast of Department of the

Air Force environmental obligations with performance monitoring, risk reduction, and continuous improvement serving as central tenets for sustainable Air Force and Space Force operations.

Question. If confirmed, how would you work with the Department of Interior and the U.S. Fish & Wildlife Service to ensure military readiness, while protecting the environment on and around Army installations, bases, and ranges?

Answer. If confirmed, I will ensure the Department of the Air Force continues the successfully collaborative relationship which exists with the Department of Interior and the U.S. Fish and Wildlife Service. I will encourage and support initiatives and projects that mutually benefit the Department of the Air Force readiness mission, while also helping to achieve the Department of Interior and U.S. Fish and Wildlife Service goal of species recovery on and around Department of the Air Force installations and ranges.

Question. What are your ideas as to how the process associated with generating an Environmental Impact Statement (EIS) could be streamlined, with a view to completing any future EIS in two years or less, from start to finish?

Answer. If confirmed, I will work with the Council on Environmental Quality (CEQ) to update the Department of the Air Force National Environmental Policy Act (NEPA) implementation regulations. Based on my current understanding of these regulations, my review would include possible revisions that streamline EIS preparation procedures, align them with federal initiatives to increase environmental review efficiencies, revise and add categorical exclusions, enhance public participation, and reduce paperwork and delays to promote better decisions consistent with national environmental policy as set forth in NEPA.

ENVIRONMENTAL RESTORATION

Question. Funding for the Department of the Air Force's environmental restoration program remains a significant part of the Air Force's overall environmental program budget.

What do you see as the main priorities for environmental cleanup and restoration in the context of the Department of the Air Force program?

Answer. I understand the Department of the Air Force's main priorities for cleanup follow the priorities established by the Department of Defense, which are to clean up sites that pose the greatest threat to safety, human health, and the environment first. If confirmed, I will work to ensure those priorities continue to be implemented by the Department of the Air Force.

Question. If confirmed, what specific steps would you take to ensure that the Department of the Air Force continues to program, budget, and execute adequate funding to permit cleanups under the Installation Restoration and Military Munitions Remediation Programs so that they continue apace?

Answer. If confirmed, I will ensure that the Department of the Air Force remains committed to making the substantial investments necessary to facilitate timely cleanups under the Installation Restoration and Military Munitions Response Programs. In my view, funding priorities should maintain forward progress on ongoing restoration activities and support continued efforts to address emerging contaminants such as PFAS.

ENCROACHMENT ON MILITARY INSTALLATIONS

Question. Competition for space and other forms of encroachment continue to challenge the resiliency of DOD ranges and amplify the need for larger hazard areas to execute training, attesting, and operations to meet NDS requirements. Encroachment on military installations by commercial and residential development can negatively impact ongoing operations and significantly delay or halt the construction of new testing and training facilities vital to generating readiness going forward.

In your view, can virtual testing and training solutions contribute to the Department of the Air Force's ability to meet capability requirements and mitigate the adverse effects of encroachment? If so, how.

Answer. Yes. Virtual testing and training solutions do contribute to the Department of the Air Force's ability to meet requirements and do mitigate the effects of encroachment. However, based on my experience, I believe virtual solutions, such as flight simulators, cannot replicate all training a pilot experiences. Virtual solutions can supplement training but must be balanced with live training.

Question. If confirmed, how would you contribute to the Department of the Air Force in projecting future operations, testing, and training range requirements?

Answer. If confirmed, I would work with Secretary Kendall, as well as Air Force and Space Force leaders, to ensure the Department has the correct facilities to assess current and future capability gaps. I would then work to ensure these capa-

bility assessments will be incorporated into the Department of the Air Force's master planning process.

Question. How would you structure your role as the ASAF(EI&E), if confirmed, with respect to engaging with communities surrounding Air Force ranges and training areas, to address and resolve concerns, while ensuring the resilience of range capabilities?

Answer. If confirmed, I would encourage communication with all appropriate federal partners, State and local governments, and non-governmental organizations. For energy projects, I would also encourage the Department of the Air Force to work closely with the DOD Military Aviation and Installation Assurance Siting Clearinghouse as the single point of contact for working with stakeholders to resolve mission compatibility issues.

Question. How would you deal with challenging demands for compensation for noise impacts being levied by communities surrounding Air Force installations?

Answer. If confirmed, I would work with the Department of the Air Force and other DOD agencies' environmental and noise experts to evolve the noise mitigation program to respond to community and Congressional concerns.

Question. One significant tool the Department of the Air Force can use to mitigate impacts of base encroachment and preserve natural habitat buffers to bases is the Readiness and Environmental Protection Integration Program. Another avenue to mitigate potential conflicts between base radar and energy development is software updates and the modernization of radars, which are often paid for by energy developers.

If confirmed, what new ideas would you propose as means for addressing this issue?

Answer. If confirmed, I would work with Air Force and Space Force installation commanders, operational leadership, local communities, State governments, and industry to develop solutions benefitting the community and Department of the Air Force critical national defense missions. I would also encourage the Department to work closely with the DOD Military Aviation and Installation Assurance Siting Clearinghouse during mission mitigations for potential financial contributions from industry for innovative technology and upgrades.

Question. If confirmed, what policies or steps would you take to balance the trade-off between energy development, radar modernization, and impact on operations and training?

Answer. If confirmed, I would work with ASAF(EI&E) experts to investigate solutions to preserve training while encouraging energy development and radar modernization. I would also engage with Air Force and Space Force installation commanders, operational leadership, local communities, State governments, and industry directly to enhance relationships to build common energy strategies for trusted mitigations on impacts on operations and training.

DEPARTMENT OF THE AIR FORCE LABORATORY AND TEST CENTER RECAPITALIZATION

Question. Historically, Department of the Air Force technical centers, laboratories, and test centers do not appear to have fared well in the internal Department competition for limited military construction and facility sustainment funds; as many facilities in these categories approach the mid-point or near-end of their life cycles, recapitalization has become a concern.

What is your view of the importance of technical centers, laboratories, and test centers to the ability of the Department of the Air Force to accomplish its mission now and into the future?

Answer. It is my view that the Department of the Air Force's technical centers, laboratories, and test centers are the backbone required for developing the technology required to counter peer and near-peer adversaries.

Question. What metrics would you use to assess and determine the appropriate level of investment in the recapitalization of Department of the Air Force technical centers, laboratories, and test centers?

Answer. I have not had an opportunity to assess the amount of investment required. If confirmed, I commit to looking into any public perception that Department of the Air Force technical centers, labs, and test centers have not fared well in the competition for limited funds and work with the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics and the Assistant Secretary of the Air Force for Space Acquisition and Integration to determine the appropriate metrics to assess recapitalization investment levels.

Question. If confirmed, how would you work with the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics and other stakeholders to en-

sure that the Department of the Air Force technical centers, laboratories, and test centers are properly recapitalized?

Answer. If confirmed, I would work with Department of the Air Force leadership to understand which authorities are and are not being fully utilized by the Department of the Air Force technical centers, laboratories, and test centers to support research innovation. Based on that review, I would be better positioned to recommend a way forward.

COMMAND CLIMATE SURVEY

Question. If confirmed, would you plan to administer a command climate survey to the workforce under your leadership and management?

Answer. Yes.

Question. How would you plan to address the outcomes of such a survey?

Answer. If confirmed, I would work closely with the ASAF(EI&E) Deputy Assistant Secretaries to fully understand the findings of the climate survey to 1) identify areas to improve and 2) leverage those areas where the organization and Department could excel. I would share the survey findings with Department of the Air Force senior leadership and lead the team to develop measures and actions to address areas needing improvement, identify milestones, and actions to ensure improvement.

SEXUAL HARASSMENT

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.

What is your assessment of the current climate regarding sexual harassment and gender discrimination in the Department of the Air Force?

Answer. I understand the Department has made the matter of sexual harassment and gender discrimination priority issues and the Department continues to prioritize prevention activities, training, and response actions. I support these priorities and if confirmed, I will work to ensure all members of the Department are treated fairly, equally, and safely.

Question. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from an employee of the Office of ASAF(EI&E)?

Answer. I have zero tolerance for any kind of discriminatory or harassing behavior and, if confirmed, I would take swift action to address any such charges/claims by a member of the ASAF(EI&E) staff.

CONGRESSIONAL OVERSIGHT

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

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, and other appropriate committees of Congress, and their respective staffs, with 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, and 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, and 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 com-

munications, 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 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

ENERGY RESILIENCE

1. Senator HIRONO. Dr. Chaudhary, it is critical that the Department of Defense (DOD) remain committed to ongoing efforts to increase the energy resilience of our Forces at our military installations, decrease vulnerabilities to our electric and fuel supplies, and to expand options for energy sources. This is especially true in Hawaii, where military installations rely on vulnerable fuel supplies and pay high costs to supply that energy. What thoughts do you have to accelerate alternative financing partnerships with the private sector to advance energy resilience that support mission readiness of our bases?

Dr. CHAUDHARY. I support the perspective that the Department of the Air Force can improve resiliency at its installations by reducing vulnerabilities to electric and fuel supplies and increasing energy sources. It is my understanding the Department currently uses alternative financing partnerships with the private sector to advance energy resilience. If confirmed, I would look to innovate quickly in this arena by seeking a briefing on what partnerships are currently being utilized, then work with internal expertise, industry, and the interagency to explore best practices that can improve outcomes. This includes working with my counterparts in the other services for benchmarking opportunities. Overall, I support leveraging public and private partnerships to increase energy resilience and mission readiness of Air Force and Space Force bases. If confirmed, I will look for opportunities to accelerate alternative financing partnerships to improve energy resiliency at DOD installations.

2. Senator HIRONO. Dr. Chaudhary, given the importance of ensuring energy resilience at military installations in Hawaii, will you commit to working with me to ensure DOD continues to fund projects that prioritize energy resilience?

Dr. CHAUDHARY. Yes. If confirmed, I commit to ensuring energy resilience is prioritized for project funds within the Department of the Air Force. Within the scope of my authority, I would also work to ensure the DOD continues to fund projects that prioritize energy resilience and support mission needs.

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

KC-46 BASING

3. Senator KING. Dr. Chaudhary, Maine is the proud home of the Air National Guard's 101st Refueling Wing, the "MAINEiacs". Maine's geographic location and air corridors offer a strategic hub for supporting trans-Atlantic deployments as well as Arctic operations. Would you support modernizing the unit with the new KC-46 aircraft?

Dr. CHAUDHARY. Having flown critical missions supported by the 101st, I have a deep appreciation of the contributions the MAINiacs have made to our nation's de-

fense. I have also represented DOT on the Arctic Council, and have an understanding of the important role Maine's Geographic location can play in this strategy. I understand the Department of the Air Force is in the process of replacing KC-135s with KC-46s, or a follow-on tanker, and the Department uses a strategic basing process to identify the optimum locations for new aircraft. If confirmed, I would do all in my authority to ensure the 101st Air Refueling Wing at Bangor will be given fair consideration in the Department's strategic basing process for the KC-46.

ENVIRONMENTAL

4. Senator KING. Dr. Chaudhary, if confirmed, how would you address the clean-up of PFAS [per-and polyfluoroalkyl substances] contamination at Air Force installations and prevent similar contaminations?

Dr. CHAUDHARY. The importance of ensuring the Department meets its obligations for environment cleanup cannot be understated. I understand the Department of the Air Force's PFAS investigative work and cleanup actions are guided by the Comprehensive Environmental Response Compensation and Liability Act (CERCLA). If confirmed, I will ensure such work and actions are performed in accordance with applicable environmental laws and regulations, and that the health and welfare of airmen, guardians, their families, and the surrounding communities continue to be top priorities of the Department. Furthermore, it is my understanding that the Department has a robust environmental compliance program that works to ensure Air Force use of chemical products complies with applicable environmental laws and regulations.

QUESTIONS SUBMITTED BY SENATOR JOE MANCHIN

INSTALLATION RESILIENCE AND ENERGY

5. Senator MANCHIN. Dr. Chaudhary, one of the technologies I've advocated for developing are micro nuclear reactors, and the Department of Defense has an unparalleled record for safety in operating nuclear reactors. One particular program I am following closely from the Strategic Capabilities Office at the Department of Defense is Project PELE which will begin constructing prototype mobile micro reactors next year. How and where do you see a technology like this being used by the Air Force to offset greenhouse gas, and ensure stable, reliable power in austere environments or after natural disasters?

Dr. CHAUDHARY. As an Aerospace and Industrial Engineer, I have been following the progress of Project PELE and similar efforts for some time in the media and in previous roles. While I am aware the Department of the Air Force is currently engaged in a micro-reactor pilot program, I do not know the specific details of the program. However, I believe it is critical for the Department to consider emerging technologies that could enhance energy resilience and offset greenhouse gases, and I believe PELE can be a game changer in this field, both strategically and tactically. From my open-source understanding of the technology, a micro-reactor might be beneficial in drastically reducing diesel generator back-ups at installations, or significantly reduce logistics burdens at forward locations. If confirmed, I would advocate for the Department to continue to invest in and assess the viability of technologies like micro-reactors to provide reliable power and enhance the energy resilience of Air Force and Space Force installations.

6. Senator MANCHIN. Dr. Chaudhary, are you familiar with the details of this program and if not, can you commit to be briefed on it within 60 days should you be confirmed?

Dr. CHAUDHARY. I am not familiar with the specific details of this program, however I recognize the importance of advancing development activities for PELE. If confirmed, I commit to be briefed on the Department's efforts concerning micro-reactors within 21 days, and will schedule such an event in my first week.

QUESTIONS SUBMITTED BY SENATOR JACKY ROSEN

NEVADA TEST AND TRAINING RANGE LAND WITHDRAWAL

7. Senator ROSEN. Dr. Chaudhary, as we discussed when we met, in 2020 the Air Force requested a 300,000-acre expansion of the Nevada Test and Training Range

(NTTR) within the Desert National Wildlife Refuge, in order to modernize the range. It also asked for primary jurisdiction over the 800,000 acres of land currently shared with the Refuge.

Dr. CHAUDHARY. The Fiscal Year 2021 National Defense Authorization Act (NDAA) included a provision Senator Catherine Cortez Masto and I offered that requires the creation of an Intergovernmental Executive Committee, or IEC, between the Air Force and the Fish and Wildlife Service, to help improve the administration of, and resolve conflicts on, jointly-managed lands.

The IEC is required to meet at least three times per year. However, to date, the Air Force has not conducted a single meeting, while the Navy—which has an identical requirement for their proposed expansion at Nevada’s Naval Air Station Fallon—accomplished all three last year. The Air Force’s first meeting is not scheduled to take place until February 25, 2022.

I believe we must continue supporting the Air Force’s modernization requirements to keep up with current and emerging threats, while maintaining Nevada’s natural and cultural resources, and the IEC is one way to do so.

As the Air Force pursues modernization of the range, can you commit, if confirmed, to the following: exchanging information and collaborating with the Nevada delegation, Federal agencies, and State, local, and Tribal governments, along with relevant environmental stakeholders, on any future proposals to withdraw Nevada’s public lands; and ensuring that mandatory IEC meetings actually take place so that an acceptable NTTR proposal can be put forward?

I too agree that the Department of the Air Force must continue its modernization efforts to not only keep up with, but also surpass current and emerging threats. Yes, if confirmed, I will commit to exchanging information, as permissible, and collaborate with Congress, as well as federal, State, Tribal, and other relevant stakeholders regarding future proposals. Further, I commit to ensuring the Department meets its requirements related to the Intergovernmental Executive Committee with the Fish and Wildlife Service. Per our discussion, I wholeheartedly commit to ensuring IEC meetings are conducted in accordance with NDAA guidance and will schedule them immediately if confirmed.

HOUSING ISSUES

8. Senator ROSEN. Dr. Chaudhary, too often, our junior enlisted servicemembers are forced to move from their barracks or dormitories to off-base housing well before DOD’s recommended 3 years in unaccompanied on-base housing. However, airmen living at Nellis Air Force Base are averaging only 12 months in on-base unaccompanied housing due to shortages.

This is compounded by the fact that junior enlisted troops are forced to cover their rental deposits and moving costs before they are eligible to begin receiving basic allowance for housing (BAH), despite DOD already having the authority to provide them with a partial dislocation allowance during this interim period. This is why I have worked to try to provide funding for another dormitory at Nellis, and worked with this committee to require DOD to brief us on why they are not yet providing these troops with a partial dislocation allowance.

If confirmed, how do you plan on addressing the unaccompanied housing shortage in the Air Force in order to ensure that our junior enlisted airmen have the recommended amount of time and development on-base, or at least can afford to live off-base?

Dr. CHAUDHARY. While I am generally aware of housing shortages as an enterprise-wide issue, I am not aware of the specific circumstances at Nellis. I look forward to learning more about the details you outlined in our discussion, to include gaps in BAH, dislocation allowance, and unaccompanied housing shortages, so we can improve outcomes for airmen and guardians serving. If confirmed, I will receive a briefing on this issue, review the housing conditions for junior enlisted servicemembers, and determine how to improve access and affordability of housing for airmen and guardians.

QUESTIONS SUBMITTED BY SENATOR DAN SULLIVAN

SYSTEMIC RACISM IN THE MILITARY

9. Senator SULLIVAN. Dr. Chaudhary, in his opening statement before this committee on March 4, 2021, Under Secretary of Defense for Policy Dr. Colin Kahl said he wanted to “end violent extremism and systemic racism within the ranks of the military.” Do you agree with Dr. Kahl that military is systemically racist?

Dr. CHAUDHARY. I do not believe that the military is systemically racist. I believe that the vast majority of military members serve with honor, integrity, and excellence. I saw it every day when I served as an Air Force Pilot on countless missions I undertook to defend the nation.

EXTREMISM

10. Senator SULLIVAN. Dr. Chaudhary, do you agree with Dr. Kahl that the military has systemic extremism in the ranks?

Dr. CHAUDHARY. I do not believe that the military has systemic extremism in the ranks. From my own observations serving alongside thousands of our brave servicemembers, I believe that the vast majority of military members serve with honor, integrity, and excellence. I saw it every day when I served as an Air Force Pilot and on my deployments overseas on numerous occasions.

11. Senator SULLIVAN. Dr. Chaudhary, what is your understanding of the purpose of the United States military?

Dr. CHAUDHARY. The purpose of our military is to deter threats against the nation, its allies, and our national interests. If deterrence fails, the United States should be prepared to defeat any adversary decisively. If confirmed, I will work with Secretary Kendall and Undersecretary Jones to execute this important mission on behalf of the Nation with a dispersed, hardened, and resilient network of installations designed to meet the pacing threat of China, and other current and emerging threats. Having visited Alaska on numerous occasions and worked on key aviation, spaceport, infrastructure, and Arctic Council priorities at DOT, I have a deep understanding of the strategic importance of installations in Alaska. My first flight in an Air Force fighter and Army Helicopter was out of Eielson AFB, Alaska. I have provided oversight of civil aviation and spaceport operations as recently as 2019, as well as cultivated partnerships with JBER leadership and Alaska Aerospace. If confirmed, I look forward to working with the committee on ensuring Alaskan installations are supported to meet their mission requirements.

12. Senator SULLIVAN. Dr. Chaudhary, in a 2015 Huffington Post article you authored titled, “[t]he Pentagon’s Forgotten Weapon Against Extremist Ideology: American Exemplarism,” you write, “I wish we could have brought more of our cultures to the formation so our enemies could see us every day, visibly posture against xenophobic and misogynistic ideology.” Who, specifically, are the enemies you are referring to?

Dr. CHAUDHARY. In the article, I was referring to the threat of ISIS, and how they are no match for the values of freedom and equality, values that are on display every day when military members from all walks of life come together to serve.

13. Senator SULLIVAN. Dr. Chaudhary, how does being “visibly posture[d] against xenophobic and misogynistic ideology” enhance our Nation’s lethality or ability to deter and defeat our enemies?

Dr. CHAUDHARY. In the article, I intended to convey my opinion that a diverse military can be more innovative by bringing new perspectives to addressing changing threats. As a result, this can improve readiness and lethality of the force. As a testament to the intent, installation commanders at deployed locations have requested me to engage their troops serving in-theater, and trusted me to guide free and open dialogue to promote unity in the ranks, and expression of all points of view.

14. Senator SULLIVAN. Dr. Chaudhary, in a May 2021 CNN article you wrote, “[i]t is no longer enough for the battle formation to be colorblind. To win the war against extremism abroad and at home, we should be colorful. Diversity is central to military readiness, and the term itself should be synonymous with combat effectiveness.” Could you please explain how diversity, in and of itself, equates with combat effectiveness?

Dr. CHAUDHARY. In the article, I intended to convey my opinion that a diverse military can be more innovative by bringing new perspectives to addressing changing threats. As a result, this can improve readiness and lethality of the force. I believe that kinetic operations are foundational to lethality and are enhanced with an innovative and efficient force that thinks outside the box. During the Trump administration, I worked with Sec. Mattis’ staff in a bi-partisan manner to discuss this issue and determine potential benefits to readiness in a more data-driven manner. The Department of Defense welcomed my participation, appreciated my collaborative approach, and invited me to participate as a senior leader member of the Air

Force Diversity Council. If confirmed, I will continue this spirit of bi-partisanship and cooperation on issues related to readiness by addressing issues in a data driven manner.

QUESTIONS SUBMITTED BY SENATOR RICK SCOTT

MILITARY CONSTRUCTION

15. Senator SCOTT. Dr. Chaudhary, have you considered the impact of inflation in terms of the budgeting pressures it is creating on the area of responsibility you are being nominated for? If so, please respond with how you plan to adapt to this inflationary environment, both with respect to budgets and mission priorities.

Dr. CHAUDHARY. Mission priorities should formulate the basis of budget development. Additionally, there are competing factors in a fiscally constrained budget environment and inflation is one more challenge that will need to be addressed. I anticipate that inflation will impact several areas of the SAF/IE portfolio especially fuel costs, installation energy costs, and MILCON. If confirmed, I will consult with experts within my organization on best practices for addressing the impacts of inflation, and implement mitigation strategies that can address this challenge. I will also collaborate with my counterparts in the other services in order to develop consistent approaches to meet this challenge.

HOUSING

16. Senator SCOTT. Dr. Chaudhary, what progress is being made to implement the "Tenant Bill of Rights", and to ensure that it is fully enforceable?

Dr. CHAUDHARY. It is my understanding that the Department of the Air Force has implemented the Military Housing Privatized Initiative (MHPI) Tenant Bill of Rights. I do not have the full details of the progress made thus far, and if confirmed I would like to receive an immediate update and assess measures undertaken to ensure companies are held accountable for adhering to the Tenants' Rights. If confirmed, I will continue to monitor the implementation status and the business agreements between the MHPI companies and the Department to ensure the Tenant Bill of Rights remains in full effect, within the provision of the agreements. I will visit installations and speak with military members and their families to get their direct feedback on progress of this effort, identify where attention/oversight is needed, and follow-up with appropriate corrective action.

17. Senator SCOTT. Dr. Chaudhary, and Mr. Calvelli, how would you enhance it?

Dr. CHAUDHARY. At this time, I do not have access to the information necessary to determine how to enhance it. If confirmed, I will review the provisions in detail and evaluate the efficacy of the provisions to identify additional efforts to improve the MHPI program. This review will include communicating with installation commanders as well as military members and families to assess progress and determine where adjustments may be needed, with the goal of improving outcomes for all airmen, guardians, and their families.

18. Senator SCOTT. Dr. Chaudhary, on January 13, 2022, I wrote to the Secretary of the Air Force, Frank Kendall, regarding Homestead Air Reserve Base (ARB) and that the Department must ensure that mission readiness of the base is uncompromised should a Joint Use Agreement be considered with civil aviation. The response I received from the Office of the Secretary noted that Homestead ARB is "not compatible" with a civil Fixed Base Operation. With the headquarters of U.S. Special Operations Command South being located in Homestead ARB and concerns that non-military aviation operations at Homestead ARB is inconsistent with the intent and purpose of the Comprehensive Everglades Restoration Plan (P.L. 106-541), do you share similar views with the Secretary of the Air Force that readiness of Homestead ARB and protection of the Everglades will be negatively affected by a Joint Use Agreement?

Dr. CHAUDHARY. I am not aware of the Homestead Joint Use Agreement. If confirmed, I commit to having a thorough Department of Air Force review of the Joint Use Proposal in accordance with Department and FAA policies and requirements, including any required compatibility determination.

QUESTIONS SUBMITTED BY SENATOR MARSHA BLACKBURN

DIVERSITY, EQUITY, AND INCLUSION

19. Senator BLACKBURN. Dr. Chaudhary, you wrote, “naysayers must, shall I say, adapt and ‘assimilate.’” However, would a true opponent of diversity force assimilation?

Dr. CHAUDHARY. I do not believe an opponent of diversity, or anyone, would or should force assimilation. If confirmed, I would openly respect the views and opinions of any member of my organization, regardless of rank or position, and ensure they are protected to do so. As a testament to this perspective, during the Trump administration I remained on as a Commissioner on the President’s Advisory Commission on Asian Americans and Pacific Islander to ensure an efficient transition and prevent any gap in advocacy for military members. The exchange was cooperative, and the bi-partisan manner in which we came together to support military members was extraordinary. The cooperation and new friendships were so strong, that I was invited to speak at several events at the White House and Federal Agencies during the Trump administration. On more than one occasion, we came together regardless of political affiliation, put differences aside, and addressed the needs of military members. The key to this was that we respected each other’s views (however different), but focused on coming together to support the troops. That is my value-set, one that has continued for over two decades. If confirmed, I will apply this same spirit of bi-partisan cooperation and follow the lead of Secretary Kendall and Undersecretary Jones on diversity.

20. Senator BLACKBURN. Dr. Chaudhary, does protection of diverse viewpoints include those that are different than yours?

Dr. CHAUDHARY. Yes. As a former Senior Executive in Government and Air Force Officer I have maintained this practice for over 25 years. I believe that ensuring diverse viewpoints are heard is essential to the success of any organization or team endeavor. As a former pilot and senior project manager, it is especially important to ensure viewpoints different from my own are heard and addressed respectfully. As an example, flight safety in aircraft and spacecraft often depends on ensuring dissenting voices are protected, regardless of rank or position. As a young Aerospace Engineer, I learned this critical perspective while taking a course with the Univ. of Tennessee Space Institute, located in Tullahoma. If confirmed, I would continue to apply this value-set in the execution of my duties as ASAF and ensure viewpoints different from my own are not only protected, but valued across the organization.

As a testament to my perspective, I have served in the military and federal government in 5 different administrations, discharging my duties with an apolitical viewpoint. For example, during the Trump administration, I was a champion for formulation of the National Space Council, and later advocated for its continuation in perpetuity. As part of my approach, I interact regularly with colleagues in conservative think tanks, so that I may benefit from differing perspectives and gain the added value of friendships across party lines. Additionally, I have devoted doctoral level study to this subject at Georgetown University in the field of executive leadership. During this program, I researched ways leaders can formulate pathways to innovation, mitigate biases, and ensure disparate viewpoints are incorporated into strategic decision-making processes. If confirmed, I will continue this apolitical approach to service in government, and ensure dissenting viewpoints are valued.

[The nomination reference of Dr. Ravi I. Chaudhary follows:]

NOMINATION REFERENCE AND REPORT

PN1454

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
December 6, 2021.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Ravi Chaudhary, of Virginia, to be an Assistant Secretary of the Air Force, vice John Henderson.

_____, 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 Dr. Ravi I. Chaudhary, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Dr. Ravi I. Chaudhary

Education:

- School Name: United States Air Force Academy, CO
 - Dates Attended: 1989-1993
 - Degree / Qualifications earned: B.S., Aeronautical Engineering
- School Name: St. Mary's University, TX
 - Dates Attended: 1996-1999
 - Degree / Qualifications earned: M.S., Industrial Engineering
- School Name: Undergraduate Pilot Training, Laughlin AFB, TX
 - Dates Attended: 2000-2001
 - Degree / Qualifications earned: Air Force Pilot
- School Name: Air University, Air Command and Staff College, AL
 - Dates Attended: 2005-2006
 - Degree / Qualifications earned: Master of Mil. Op. Art & Science
- School Name: Air University, Air War College, AL (Distance Learning)
 - Dates Attended: 2008
 - Degree / Qualifications earned: Graduate, AWC
- School Name: Federal Executive Institute, VA
 - Dates Attended: 2015
 - Degree / Qualifications earned: Leadership for a Democratic Society
- School Name: Georgetown University, DC
 - Dates Attended: 2011-2017
 - Degree / Qualifications earned: Doctorate, Exec. Leadership and Innovation, D.L.S.

Employment Record:

List all jobs held since college including title or description of job, name of employer, location of work, and dates of employment.

CONSULTANT, ZIPLINE	Aug 21 – Oct 21
ADVISER, COMMSAFEAI	Jun 21 – Present
CONSULTANT, GERSON LEHRMAN GROUP	Mar 21 - Present
PRESIDENT & CEO, FALCON INNOVATIONS CONSULTING LLC, VA	Sep 20 - Present
DEP. DIR FOR COALITIONS, BIDEN-HARRIS FOR PRESIDENT, VA	Sep 20 - Nov 20
DIRECTOR, ADVANCED PROGRAMS AND INNOVATION OFFICE OF COMM. SPACE, FEDERAL AVIATION ADMINISTRATION (FAA)	Dec 17 - Aug 20
EXECUTIVE DIRECTOR, REGIONS & CENTER OPERATIONS, FAA	Dec 14 - Dec 17
PRESIDENT'S ADVISORY COMMISSION ON ASIAN AMERICANS AND PACIFIC ISLANDERS	May 14 - Sep 19

AIR FORCE MILITARY SERVICE:

EXECUTIVE OFFICER, AF District of Washington, Andrews AFB, MD	Jun 13 - Nov 14
COMMANDER, 317th Recruiting Squadron, Washington DC	Jun 11 - Jun 13
CHIEF OF STRATEGY, AF Strategic Plans and Programs, Pentagon, VA	Apr 10 - Jun 11
SPEECHWRITER, Sec. of the AF Executive Action Group, Pentagon, VA	Mar 09 - Apr 10
DIRECTOR, PERSONNEL RECOVERY CENTER, Baghdad, Iraq	May 08 - Sep 08
ASST OPS OFFICER, C-17 INSTRUCTOR PILOT, AMC T&E Sq, NJ	Jun 06 - Feb 09
DEPUTY CHIEF, WING TRAINING, C-17 PILOT, 437th Airlift Wing, SC	Sep 01 - Jun 05
AEROSPACE, FLT TEST ENGINEER, San Antonio/Robins Logistics Center	Mar 95 - Feb 00
CHIEF, 3RD STAGE LAUNCH ENGINEER, Space/Missile Sys. Center, CA	Aug 93 - Feb 95

Honors and Awards:

- Military Decorations
 - Meritorious Service Medal (5 awards)
 - Air Medal (5 awards for combat missions)
 - Aerial Achievement Medal (2 awards)
 - Joint Service Commendation Medal
 - Air Force Commendation Medal (4 awards)
 - Air Force Achievement Medal (3 awards)
 - AF Outstanding Unit Award (Awarded with Valor)
 - AF Organizational Excellence Award (3 awards)
 - Combat Readiness Medal
 - National Defense Service Medal (2 awards)
 - Afghanistan Campaign Medal
 - Iraq Campaign Medal
 - Global War on Terrorism Expeditionary Medal
 - Global War on Terrorism Service Medal
 - Military Outstanding Volunteer Service Medal

- Expert Marksmanship
- AF Recruiter Ribbon
- Military Awards
 - Directorate of Strategic Planning, Action Officer of the Quarter, Pentagon, 2010
 - Warner Robins Air Logistics Center Company Grade Officer of the Quarter, 1999
 - San Antonio Air Logistics Center Company Grade Officer of the Quarter, 1997
 - 313th Flight Test Squadron Company Grade Officer of the Year, 1997
 - Kelly AFB Technical Manager of the Year, 1997
 - Technology Directorate Company Grade Officer of the Year, 1996
 - Space & Missile Launch Programs Company Grade Officer of the Quarter, 1994
- Academic Awards
 - Ira C. Eaker Award for Publication, "Transforming American Airlift", 2006
 - NASA Graduate Student Research Fellowship, 1998
 - Squadron Officer School Superior Leadership Award, 1998
- Federal Service Awards
 - New America "Rising Stars in National Security in the U.S.," 2019
 - GOPIO Congressional Award for Science and Technology, and Citation for the Congressional Record, 2018
 - WWAAC Spirit of Service, Sacrifice & Patriotism Award, 2018
- Other Awards
 - American Advertising Image Award for Production, Writing, and Narration of "The Story of Asian Americans and Pacific Islanders in the U.S. Military", 2019
 - Roshni Media Group, Inspirational Achiever Award, 2015
 - NASA Rotary National Space Award Nominee, 2007
 - Associate Fellow, American Inst. of Aeronautics and Astronautics, 2007
 - HAF Community Service Award, 2011
 - Citation from the Maryland General Assembly for Appointment to the President's Advisory Commission on AAPIs, 2014
- Team Awards
 - Air Force Outstanding Unit Award, 2013 (for Command of Squadron)
 - Air Force Material Command Test Team of the Year, 1997
 - Air Force Material Command Engineering Team of the Year, 1997

[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 Dr. Ravi I. Chaudhary in connection with his 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):**
Ravi Chaudhary
2. **Position to which nominated:**
Assistant Secretary of the Air Force for Energy, Installations, and Environment
3. **Date of nomination:** December 6, 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):**

Georgetown University, D.L.S., Doctor of Liberal Studies, Executive Leadership and Innovation, 2011-2017 (focus on Corporate Leadership, National Security, Space Systems, & Drone Technology)

Air University, Air Command & Staff College, Master of Military Operational Art and Science, 2005-2006 (thesis on advanced air mobility)

St. Mary's Univ., M.S. Industrial Engineering, NASA Graduate Student Research Fellowship, 1996-1999 (thesis on systems engineering onboard the NASA International Space Station)

Air Force Academy, B.S. Aeronautical Engineering, 1989-1993 (Senior design project on aerodynamic winglets, solar/electric aircraft design)

Air University, Air War College, by Correspondence, 2008

Federal Executive Institute, Leadership for a Democratic Society, 2015

Other Education & Training:

Enhancing a Performance Culture, DOT Training, FAA, 2017
 Senior Executive Service Onboard Training and Certification, 2015
 Pentagon PPBE, Business Case Analysis, Air Force Comptroller, 2010
 Joint Personnel Recovery Command and Control, Joint Staff, 2008
 C-17 Instructor Pilot Training, 2007
 Night Vision Goggle Instructor Course, 2004
 C-17 Pilot Aircraft Commander, 2003
 Air Force Advanced Instrument School, 2003
 Air Force Undergraduate Pilot Training, 2001
 C-17 Pilot Initial Qualification, 2001
 Aircraft Battle Damage Repair Course, 1999
 Non-Destructive Structural Testing, 1996
 Fundamentals of Flight Testing, Univ. of Tennessee, 1997
 Spacecraft Systems Design and Engineering, AIAA, 1994
 Space Launch Vehicle Design and Engineering, 1994
 NASA Neutral Buoyancy Laboratory Dive Course, 1999

Defense Acquisition University:

Acquisition 101, 201 (two courses)
 Test and Evaluation 101, 202, 301 (three courses)

DOD Acquisition Certifications:

- Test and Evaluation, Level III
- Program Management, Level II

- Developmental Engineering, Level I

Military & Civilian Flying and Aircrew Experience (3000 hours estimated, 760 hours combat time):

Piloted Aircraft: C-17, T-1, T-37, T-41

Flight Test Engineer: C-17, C-5, C-130, C-141, F-15E, T-38

Observer: F-16, OH-58, UH-60

Civilian Pilot Ratings (FAA Commercial, Multi-Engine, Instrument):

Piper Warrior (P-28, General Aviation)

Cessna 172 (General Aviation)

Beach 400 (Business Jet)

Piper Saratoga (General Aviation)

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):**

CONSULTANT, ZIPLINE

Aug 2021 - Oct 2021

ADVISER, COMMSAFEAI

Jun 2021 – Present

CONSULTANT, GERSON LEHRMAN GROUP

Mar 2021 - Present

PRESIDENT & CEO, FALCON INNOVATIONS LLC., VA

Sep 2020 – Present

DEP. DIRECTOR FOR COALITIONS, BIDEN-HARRIS FOR PRESIDENT, VA

Sep 2020 – Nov 2020

DIRECTOR, ADVANCED PROGRAMS AND INNOVATION, DC

OFFICE OF COMMERCIAL SPACE, FEDERAL AVIATION ADMINISTRATION

(SENIOR EXECUTIVE SERVICE)

Dec 2017 – Aug 2020

EXECUTIVE DIRECTOR, REGIONS & CENTER OPERATIONS
FEDERAL AVIATION ADMINISTRATION (SENIOR EXECUTIVE SERVICE)
Dec 2014 – Dec 2017

PRESIDENTIAL COMMISSIONER
WHITE HOUSE ADVISORY COMMISSION ON AAPIs
May 2014 – Sep 2019

EXECUTIVE OFFICER, Air Force District of Washington, Andrews AFB, MD
Jun 2013 – Nov 2014

COMMANDER, 317th Recruiting Squadron, Washington, DC
Jun 2011 - Jun 2013

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):**

CommSafe AI; Advisor & Consultant

Gerson Lehman Group; Consultant (subject matter expert)
Falcon Innovations ATS, LLC; President & CEO

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):**

AF Academy Association of Graduates (1997 – Present), Member

American Institute of Aeronautics and Astronautics (1993-Present), Member and Associate Fellow

Georgetown Space Initiative (2021-Present), Adviser

Airlift Tanker Association (2006 – Present), Member

PADI Diver Certification (1997 – Present), Member

Air Force Association (2019-2020), Previous Member

Truman National Security Project (2014-2015), Previous Member

Sikh American Veterans Alliance (2019-2021), Previous Advisor

Hindu American Seva Communities; no longer advisor (2014-2015)—invited to HASC White House Conference, hosted by the WH Office of Faith Based and Neighborhood Partnerships and Office of Public Engagement

South Asian Military Family Support Network; Advisor (2011-2012)

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):**

None

- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years:**

Fairfax County Democrats (2020-2021), no longer a member
Democratic Asian Americans of Virginia (2020-2021), no longer a member
South Asians for Biden (2019-2021), no longer adviser
Delegate, DNC National Convention, 2020

- 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:**

Biden Victory Fund, \$2800
Friends of Raja for Congress, \$500

Terry for Virginia, \$100
Act Blue Kathy Tran, Virginia House of Delegates, \$100

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

- Military Decorations
 - Meritorious Service Medal (5 awards)
 - Led combat detachment flying critical airlift operations into/out of Afghanistan; established and executed critical flying operations at austere field in coalition environment and under elevated threat conditions
 - Air Medal (5 awards for combat missions)
 - Following 9-11, handpicked for critical combat insertions for OPERATION ANACONDA and in 2003 night one missions in Iraqi theater of operations
 - Flew critical combat missions into Afghanistan and Iraq, including initial combat insertion of 101st Airborne Division into Afghanistan and SECDEF level classified missions
 - Aerial Achievement Medal (2 awards)
 - Flew flight test missions in support of critical Air Force upgrades supporting safety investigations and key fleet modernization programs
 - Joint Service Commendation Medal
 - Served as Director of Personnel Recovery Operations, Multi-National Corps, Iraq, and led command and control for crucial classified rescue operations
 - Air Force Commendation Medal (4 awards)
 - Air Force Achievement Medal (3 awards)
 - AF Outstanding Unit Award (Awarded with Valor)

- AF Organizational Excellence Award (3 awards)
- Combat Readiness Medal
- National Defense Service Medal (2 awards)
- Afghanistan Campaign Medal
- Iraq Campaign Medal
- Global War on Terrorism Expeditionary Medal
- Global War on Terrorism Service Medal
- Military Outstanding Volunteer Service Medal
- Expert Marksmanship
- AF Recruiter Ribbon
- Military Awards
 - Directorate of Strategic Planning, Action Officer of the Quarter, Pentagon, 2010
 - Warner Robins Air Logistics Center Company Grade Officer of the Quarter, 1999
 - San Antonio Air Logistics Center Company Grade Officer of the Quarter, 1997
 - 313th Flight Test Squadron Company Grade Officer of the Year, 1997
 - Kelly AFB Technical Manager of the Year, 1997
 - Technology Directorate Company Grade Officer of the Year, 1996
 - Space & Missile Launch Programs Company Grade Officer of the Quarter, 1994
- Academic Awards
 - Ira C. Eaker Award for Publication, "Transforming American Airlift", 2006

- NASA Graduate Student Research Fellowship, 1998
 - Squadron Officer School Superior Leadership Award, 1998
 - Federal Service
 - New America "Rising Stars in National Security in the U.S.," 2019
 - GOPIO Congressional Award for Science and Technology, and Citation for the Congressional Record, 2018
 - WWAAC Spirit of Service, Sacrifice & Patriotism Award, 2018
 - Other Awards
 - Roshni Media Group, Inspirational Achiever Award, 2015
 - NASA Rotary National Space Award Nominee, 2007
 - Associate Fellow, American Inst. of Aeronautics and Astronautics, 2007
 - HAF Community Service Award, 2011
 - Citation from the Maryland General Assembly for Appointment to the President's Advisory Commission on AAPIs, 2014
 - Team Awards
 - American Advertising Image Award for Production, Writing, and Narration of "The Story of Asian Americans and Pacific Islanders in the U.S. Military", 2019
 - Air Force Outstanding Unit Award, 2013 (for command of squadron)
 - Air Force Material Command Test Team of the Year, 1997
 - Air Force Material Command Engineering Team of the Year, 1997
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):**

PUBLISHED WORKS (Academic and Technical Journals):

The Impact of Additive Manufacturing on the Future Space Economy, National Academy of Sciences, Presentation for Transportation Research Board, 2019

Nexus Between Science, the Arts, and Religion to Improve Executive Decision-making, Georgetown University Doctoral Thesis, 2017

Transforming American Airlift: Effects Based Mobility, the C-17 and Global Maneuver, Air/Space Power Journal, 2007

Transforming AMC Test and Evaluation Using AF Smart Ops 21 (Lean Six Sigma), American Institute of Aeronautics and Astronautics, 2007

Reliability Means Performance, Defense Acquisition University, Program Manager Magazine, 2000

Air Force Damage Repair Techniques Applicable to Repairs for the International Space Station, Defense Technical Information Center, 1998

Variability Reduction and Design of Experiments for the Space Station Kit for Impacts, American Institute of Physics, 1999

Endplate Effectiveness of a NACA 0015 Airfoil, American Institute of Aeronautics and Astronautics, 1993

CONGRESSIONAL TESTIMONY, TEST PLANS & REPORTS:

CSAF Written Testimony, House Armed Services Comm., Military Construction, 2009

CSAF Opening Remarks, AF Posture, Senate Armed Services Committee, 2009

C-17 Formation Flying and Combat Lighting System Test Plans, 2006 and 2007

C-5 Multifunction Radio and Collision Systems, Test Plan and Technical Report, 1999

International Space Station, Module Repair, NASA Test Plan and Report, 1999

T-38 Talon Maneuver Spectra, Test Plan and Report, 1998

OPINION ARTICLES:

How To Stop Racism Against AAPIs in the Military, CNN, 2021

Leveraging Artificial Intelligence in the Fight Against Extremism in the Military, 2021

APAH Month Celebrates the Great American Melting Pot, 2007

Numerous Citations in the Huffington Post:

Final Reflection on AAPI Heritage Month, 2016

Courage Under Fire, West Point Cadets Show the Meaning of Leadership, 2016

Pentagon's Forgotten Weapon Against Extremist Ideology, 2015

In Columbia Heights, Minnesota, Students Stand Tall, 2015

For Iraqi Veteran, Supporting Veterans Means Action, 2014

A Jeffersonian Approach to Innovation in the Information Age, 2013

Steven Spielberg's Lincoln Unlocks the Mathematics of Breaking Gridlock, 2012

For Air Force Academy Cadets, Faith Traditions Spark Innovation, 2012

Pentagon Rolls Out the Red Carpet to Welcome Innovators in STEM, 2012

U.S. Air Force Airmen Trace the Footsteps of Washington, Take an Oath, 2012

Celebrating the Spirit of the Red tails with my Fellow Airmen, 2012

In Uncertain Times, America Looks to Its Service Members for Inspiration, 2011

Launching the First Hindu Military Chaplaincy, 2011

Hindu Air Force Officer Reflects: Before You Reach for Hate, 2010

For Indian Americans, Honoring Veterans Day Signifies Service, Patriotism, 2010

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).**

Speeches are primarily related to Military Members and Veterans:

Asian Americans Who Made Military History (2019):
<https://youtu.be/Q1jeUyRdxrl>

Embry Riddle Space Traffic Management (2018):
<https://youtu.be/0fl-5bwlUpQ>

White House National Forum for AAPI Military Members (2016):
<https://youtu.be/4BF-9IsJeWQ>

Pentagon Diwali: American Exemplarism (2015):
<https://youtu.be/WomfdS2MIWQ>

Pentagon Diwali: Honoring Our Military and Their Families (2015):
<https://youtu.be/SL9Z075kPRU>

Japanese American Veterans Association (2016):
<https://youtu.be/YoNL1u86IAQ>

International Kuo Shu Tournament (2016):
<https://youtu.be/RRcpZ2Xk4So>

White House East Room Introduction, First Lady (2013):
<https://youtu.be/kHUOyOqBZ6c>

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. A simple “yes” or “no” response is appropriate.

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.

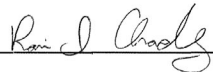
19. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress?

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.



This 9 day of December, 2021

[The nomination of Dr. Ravi I. Chaudhary was reported to the Senate by Chairman Reed on April 27, 2022, with the recommendation that the nomination be confirmed. The nomination was returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate on January 3, 2023.]

[Prepared questions submitted to Mr. Frank Calvelli by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES AND QUALIFICATIONS

Question. Sections 956 and 957 of the Fiscal Year (FY) 2020 National Defense Authorization Act (NDAA) created the position of the Assistant Secretary of the Air Force for Space Acquisition and Integration (ASAF (SAI)) and authorized that official to also serve as the Senior Acquisition Executive of the Air Force for Space Systems and Program (SAE/SP). Section 1602(b)(2) of the Fiscal Year 2022 NDAA amended 10 U.S.C. 9016(b)(6) to require that the Assistant Secretary of the Air Force for Space Acquisition and Integration to be “responsible for and oversee all architecture and integration with respect to the acquisition of the space systems and programs of the armed forces, including in support of the Chief of Space Operations under section 9082 of this title [10]”. Further, section 905 of the Fiscal Year 2022 NDAA allows the Secretary of the Air Force to assign to you, if confirmed, the duties of the Senior Procurement Executive for Space Systems and Integration. You are the first person nominated for Senate confirmation to be Assistant Secretary of the Air Force for Space Acquisition and Integration.

Have you read these provisions and the appropriate Senate and House report language pertaining to these provisions?

Answer. Yes, I have thoroughly reviewed the National Defense Authorization Acts for fiscal year 2020, fiscal year 2021, and fiscal year 2022, as well as the Joint Explanatory Statements, regarding these and other provisions that provide the statutory foundation for the Assistant Secretary for Space Acquisition and Integration (ASAF(SA&I)) position.

Question. What is your understanding of the duties and responsibilities of the (ASAF (SAI)), as amended by section 1602(b)(2) of the Fiscal Year 2022 NDAA, including in light of the accompanying Senate Report 117–39 with respect to the word “oversee”?

Answer. My understanding is that the ASAF SA&I position is responsible, on behalf of the Secretary, for the acquisition, architecture and integration of space systems and programs of the Armed Services; serves as the Space Service Acquisition Executive; chairs the Space Acquisition Council; oversees and directs the Space Rapid Capabilities Office and the Space Systems Command, and the Space Development Agency once it transfers to the Department. I understand the term “oversee” to mean bear overall responsibility. If confirmed, I will work with leadership across

the Department and space community to ensure Congressional intent is met to deliver space capabilities.

Question. What is your understanding of the duties and responsibilities of the SAE/SP as the Senior Procurement Executive, if you are confirmed, and if the authority is delegated from the Secretary of the Air Force?

Answer. My understanding is that if Senior Procurement Executive authority is delegated from the Secretary of the Air Force, the Assistant Secretary of the Air Force for Space Acquisition and Integration will be responsible for the management and direction of the Space Force procurement system. This includes implementation of any unique acquisition policies, regulations, and standards.

Question. What background, experience, and expertise do you possess that qualify you to serve as the ASAF (SAI), including with respect to each of the following areas:

Department of Defense acquisition laws, regulations, directives, and organization.

Answer. I was the Principal Deputy Director of the National Reconnaissance Office (PDDNRO) from 2012–2020. In that role I also served as the Deputy NRO Acquisition Executive (DNAE), overseeing all NRO Major System Acquisitions, NRO Program Executive Officers, and was responsible for all NRO acquisition management policies, processes, and procedures.

Being Part of the Intelligence Community, the NRO followed Intelligence Community Directive 801 Acquisition policy, which is very similar to the DOD 5000 series. In my role as DNAE my responsibilities included:

- Serve as the NRO Chief Acquisition Officer and Principal Advisor to the NAE for all matters relating to NRO acquisition management and its execution.
- Establish NRO Acquisition Management policies, processes, and procedures governing NRO acquisitions to include administrative oversight of defense contractors complying fully with federal, IC, and DOD acquisition management requirements.
- Supervise, monitor, and report the NRO Acquisition Management function performance through audits and assessment, and policy enforcement instilling discipline and accountability, while achieving maximum credibility in cost, schedule, and performance reporting.
- Oversee the delivery of all NRO acquisitions to their approved baseline and monitor NRO acquisition execution via the Program Status Review and measure performance.
- Oversee and provide guidance for acquisition program independent assessments, in support of NRO acquisition program management reviews and/or milestone decisions
- Facilitate communication and issue resolution between the responsible Acquisition Executive, other NRO Directorates and Offices, and oversight authorities prior to program reviews and/or milestone decision points as necessary
- Provide results and recommendations relative to acquisition program assessments or issues to the NAE prior to program reviews and/or milestone decision points
- Provide guidance to acquisition PMs concerning entrance criteria in an ADM (acquisition decision memorandum) for milestone reviews

Question. Department of the Air Force acquisition laws, regulations, and directives as they pertain to space systems and integration.

Answer. While I do not have experience working specifically under the Department of the Air Force acquisition laws, regulations, and directives I understand in general the DAF is subject to the same acquisition laws and regulations as the rest of the DOD, however, there are a few differences. Most significantly, the DAF is the only military department that has more than one Service Acquisition Executive (SAE). 10 USC 9016 provides that the DAF has a SAE for space programs and systems in addition to a SAE for non-space programs. Pursuant to an Fiscal Year 2022 NDAA amendment to 10 USC 9014 and 9016 the DAF is also the only military department where its Secretary is authorized to empower more than one official to exercise Senior Procurement Executive authorities. The DAF also has two acquisition organizations, the Space Rapid Capabilities Office and, once it is transferred from DOD, the Space Development Agency, that are mandated by statute (10 USC 2273a and 10 USC 9084 respectively) and given unique missions and authorities.

Question. Department of the Air Force organization and operations, writ large, as they apply to acquisition.

Answer. While I do not have experience working specifically in the Department of the Air Force organization and operations acquisition structure I understand the DAF, like all other DOD components, is subject to DOD's acquisition regulations, primarily found in the DOD 5000 series as well as the DOD supplement to the Federal Acquisition Regulation. Like other military departments the DAF also has its

own implementation of these regulations which can be found in the Air Force FAR supplement as well as the Air Force publication in the 61, 62, 63, and 64 series, which govern in the DAF R&D, developmental engineering, acquisition, and contracting, respectively.

Question. Oversight of Department of the Air Force/Space Systems acquisition programs and processes.

Answer. Similar to my role at the NRO where I oversaw all major system acquisitions and acquisitions under our Program Executive Officers, the role of ASAF (SAI) should be quite similar. Instead of overseeing NRO Directorates and Offices executing acquisition programs, the responsibilities will be to oversee acquisitions being executed by Space Systems Command, Space Rapid Capabilities Office, and the Space Development Agency.

Question. If confirmed, what leadership and management experience do you possess that you would apply to your service as ASAF (SAI)?

Answer. As the NRO's Principal Deputy Director, National Reconnaissance Office for over 8 years (2012–2020) I provided overall day-to-day management of highly technical, 3500+ person joint Intelligence Community/Department of Defense agency, with decision responsibility as delegated by the Director, NRO (DNRO). In the absence of the DNRO, I acted on the Director's behalf on all matters. My responsibility included the successful execution of all major systems acquisitions. I oversaw a very large complex portfolio of programs including satellite, ground, operations, and facilities, and successfully drove delivery of NRO programs on cost and schedule meeting Intelligence Community and Department of Defense requirements. I was instrumental in driving the future transformative architecture direction of the NRO, and helped re-establish the NRO as the leading acquisition organization in the U.S. Government.

SPACE ACQUISITION COUNCIL

Question. Section 1602(a) of the Fiscal Year 2022 NDAA redesignates the Space Force Acquisition Council in section 954 of the Fiscal Year 2020 NDAA as the Space Acquisition Council.

What is your interpretation of this redesignation?

Answer. My interpretation is that this redesignation reflects that the statutory membership of the Space Acquisition Council includes the Department of the Air Force, Office of the Secretary of Defense, and National Reconnaissance Office. The redesignation also reflects Congress' intent to broaden the Council's oversight beyond the Department of the Air Force to include space systems and programs of the "armed forces". Finally, the redesignation appears to codify Congress's intent for the Council to ensure integration across the national security space enterprise.

Question. Section 1602(b)(1) requires a series of reviews by the Space Acquisition Council for space systems and programs of the armed forces consistent with duties outlined in section 1602(b)(2).

If confirmed, what is your interpretation of section 1602(b) et seq?

Answer. As with the redesignation in Section 1602(a), my interpretation is that this section requires the Council to ensure integration across the national security space enterprise. Additionally, "armed forces" appears to appropriately scope the Council's oversight to extend to military space systems and programs and funding.

RELATIONSHIP WITH ELEMENTS OF THE DEPARTMENT OF DEFENSE OUTSIDE THE AIR FORCE

Question. If confirmed, please describe what your relationship would be with senior leaders of the Department of Defense in the following positions:

The Undersecretary of Defense for Acquisition and Sustainment

Answer. If confirmed, I will work closely with the Undersecretary of Defense for Acquisition and Sustainment to ensure space programs support the priorities of the Department of Defense and will assist them in the management of space programs held under their authority as the Defense Acquisition Executive.

Question. The Undersecretary of Defense for Research and Engineering

Answer. If confirmed, I will work closely with the Undersecretary of Defense for Research and Engineering to oversee the transfer of Space Development Agency to the Department of the Air Force. There are multiple links between space science and technology development and projects managed by the defense agencies and field activities that will require coordination to ensure the technology needs of the Department and the joint force are met.

Question. The Undersecretary of Defense for Intelligence and Security

Answer. If confirmed, I will rely on the Undersecretary of Defense for Intelligence and Security to provide critical inputs and guidance to ensure any systems acquired

are appropriately informed by intelligence and have all appropriate security measures in place.

Question. The Assistant Secretary of Defense for Space Policy and Strategic Capabilities

Answer. If confirmed, I will work with the Assistant Secretary of Defense for Space Policy to make policy informed decisions regarding architectures and capability acquisition efforts that support strategic objectives.

Question. The Chief Information Officer of the Department of Defense

Answer. If confirmed, I will ensure all cybersecurity, communication, and information system policies developed by the Department of Defense Chief Information Officer and implemented by the Department of the Air Force Chief Information Officer is appropriately applied to space acquisition programs.

Question. The Joint Staff

Answer. If confirmed, I will work with the Joint Staff on continued improvement to the Joint Capabilities Integration and Development System, utilize their guidance on early capability development, and take their advice on force structure integration.

Question. U.S. Space Command

Answer. U.S. Space Command is a vital partner in developing requirements for space systems and providing warfighter feedback during test and operations. If confirmed, I look forward to working with the newest combatant command to deter conflict, and if necessary, defeat aggression, deliver space combat power for the Joint/Combined force, and defend U.S. vital interests with allies and partners.

Question. U.S. Strategic Command

Answer. Space capabilities play a key role in the U.S. strategic architecture. If confirmed, I am eager to work with USSTRATCOM to deliver the capabilities needed to ensure our strategic systems provide support to the President, the Secretary of Defense, and other national leadership. In addition to the nuclear mission, if confirmed, I will work with STRATCOM to ensure the space backbone is in place to enable success in their missions of global strike and global missile defense.

Question. National Reconnaissance Office

Answer. If confirmed, I will partner with the National Reconnaissance Office on a wide range of challenges where both the military and intelligence communities play a role. Drawing on my extensive experience at the National Reconnaissance Office, I believe there are many areas where the Department and the National Reconnaissance Office, along with the larger space community, can achieve unity of effort to meet the strategic goals of the United States.

Question. Other Combatant Commands

Answer. If confirmed, I will work closely with all combatant commanders to meet their needs from a space systems and capabilities perspective. The joint force depends on space capabilities, and it would be my responsibility to ensure those capabilities are delivered at the relevant speeds.

Question. Relationship within the Department of the Air Force

Answer. If confirmed, please describe what your relationship as the ASAF (SAI) and SAE/SP would be with the following senior leaders of the Air Force:

Question. The Secretary of the Air Force

Answer. If confirmed, I would be subject to the authority, direction and control of the Secretary of the Air Force.

Question. Chief of Space Operations

Answer. If confirmed, I will work closely with the Chief of Space Operations to ensure that the acquisition community delivers capabilities that meet warfighter requirements on cost and schedule. Further, I would work closely with the Chief as a member of the Space Acquisition Council to manage acquisition of space systems and ensure integration across the national security space enterprise.

Question. The Chief Information Officer of the Air Force

Answer. If confirmed, I would support the Chief Information Officer of the Department of the Air Force and ensure that all cybersecurity, communication, and information system policies are appropriately implemented across space acquisition programs and processes.

Question. Chief Scientist of the Air Force

Answer. If confirmed, I would support the Chief Scientist's work and ensure that all space research, development, and acquisition efforts appropriately leverage assessments of the Chief Scientist.

Question. Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics

Answer. If confirmed, I would work closely with the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics to ensure the transition of these Service Acquisition Executive authorities and responsibilities is completed effec-

tively and efficiently. I will partner as appropriate, leveraging knowledge and efficiencies while still preserving the authorities and autonomy of the Assistant Secretary of the Air Force for Space Acquisition and Integration.

RELATIONSHIP WITH OTHER SERVICES

Question. Other services will utilize space systems and ground elements as a joint force. If confirmed, please describe what your relationship would be with the Department of the Army and the Department of the Navy?

Answer. If confirmed, I would work closely with the Departments of the Army and the Navy and across the Joint Force to ensure space capability requirements are met and delivered at the speed required to outpace adversaries.

RELATIONSHIP WITH MISSILE DEFENSE AGENCY

Question. What is your view of the Missile Defense Agency developing a medium field of view infrared prototype sensor to detect missile tracking information?

Answer. The Missile Defense Agency has a tough mission in protecting the Homeland from missile attacks. The development of hypersonic missiles is the latest technology evolution requiring precise capabilities to track with enough accuracy to enable defensive options. If confirmed, I commit to understand the force design for missile tracking, the ability to better detect maneuvering hypersonic missiles compared to today's missile warning satellites, and how the space community works together to provide the capabilities.

Question. What are your views of the Missile Defense Agency acquiring and fielding an operational constellation of missile tracking satellites?

Answer. My view is that DOD overall must continue to collaborate as a missile tracking, missile warning, and missile defense enterprise focused on extracting maximum potential from each Agency, and their associated investments, to field an optimized, resilient, space-based missile tracking architecture as quickly as possible. If confirmed, I will continue to work with the Missile Defense Agency and others in the missile warning, missile tracking mission area.

Question. What are your views of the Missile Defense Agency acquiring the capabilities to command and control an operational constellation of missile tracking satellites?

Answer. If confirmed, I will continue to drive the space enterprise, in coordination with the Missile Defense Agency and others in the space community, to optimize the approach to ground command and control architectures that enable critical capabilities such as missile tracking.

Question. What are your views with respect to integrating such satellites within the proliferated architectures and ground systems being fielded by the Space Development Agency, to include wide field of view infrared satellites as well as the Next Generation Overhead Persistent Infrared system, which is being developed by the Space Systems Command?

Answer. I view it as foundational that the Department of the Air Force has an integrated missile tracking, missile warning, and missile defense approach to address the spectrum of Overhead Persistent Infrared mission area needs. If confirmed, I would drive collaboration to avoid inefficiencies, duplication, and unnecessary stakeholder overlap.

SPACE SYSTEMS COMMAND

Question. The Space Systems Command acquires space and ground systems. What are your views on the Space Systems Command with respect to whether its organizational construct should be aligned to products, mission, or both?

Answer. As a new Field Command, and as the largest acquisition arm for the U.S. Space Force, I believe that Space Systems Command should focus on producing game-changing space capabilities for the warfighters and allies. My opinion is the Space Systems Command organization should focus on defeating the threat, aligned to achieve unity of effort, and building strong relationships with industry and partnerships with allies. If confirmed, I will lead the Program Executive Officers to ensure our program managers are focused on the end-to-end lifecycle of their respective mission sets.

Question. Given the direction in the Fiscal Year 2020 NDAA, what do you see as the organizational construct for the SSC? If confirmed, will you follow the Fiscal Year 2020 NDAA direction?

Answer. I believe the best acquisition organizational construct should be flat, push decision-making down to the lowest level, ensure integration across the space enterprise, and be aligned with the warfighter. I understand that Space Systems Command is regularly communicating with other space acquisition organizations

like the National Reconnaissance Office, Space Rapid Capabilities Office, Department of the Air Force Rapid Capabilities Office, Missile Defense Agency, and Space Development Agency to discuss requirements to avoid unnecessary overlap. If confirmed, I will build a strong relationship with Space Systems Command and will follow the Fiscal Year 2020 National Defense Authorization Act direction.

Question. What are your views on Space Systems Command's reporting structure to the SAE/SP with respect to the following:

Milestone Decision Authority

Answer. If confirmed, I will ensure that Milestone Decision Authority is aligned appropriately across the portfolio. My goal is to streamline processes to cut down decision time and get capabilities to the users to defeat the threat.

Question. Head of Contracting Authority

Answer. If confirmed, I will evaluate existing Head of Contracting Authority delegations across the portfolio and ensure that contracting decisions are appropriately managed and streamlined.

Question. Program Executive Officer(s)

Answer. I understand that the Program Executive Officers at Space Systems Command will report to the Assistant Secretary of the Air Force for Space Acquisition and Integration. If confirmed, I look forward to working with them to deliver space capabilities on time, on budget, and meeting warfighter requirements.

Question. Directing and Overseeing Space System Command

Answer. If confirmed, I will be responsible for all the space acquisition programs in the Space Systems Command portfolio and integrating them in an overall architecture. I will work with the Space Systems Command Commander and the Program Executive Officers to ensure "system of systems" integration across the space enterprise.

Question. Use of Middle Tier Acquisition authority pursuant to section 806 of the Fiscal Year 2016 NDAA

Answer. It is my understanding Section 804 authorities are valuable tools that enable the expedited initiation of prototyping to deliver innovative technologies at the pace of commercial industry. If confirmed, I will work with Department leadership to ensure Section 804 authorities are used appropriately and that innovative capabilities are delivered at the speed of relevance.

SPACE DEVELOPMENT AGENCY

Question. Section 956 of the Fiscal Year 2020 NDAA, directs that the ASAF (SAI) shall direct and oversee the Space Development Agency (SDA). Section 1601 of the Fiscal Year 2021 NDAA directs that the SDA transfer to the Space Force on October 1, 2022. Section 1603 of the Fiscal Year 2022 NDAA directs, to the extent practicable, the delegation of head of contracting and milestone decision authority to the SDA.

Have you read these provisions and the accompanying report language?

Answer. Yes, I have read these provisions and the accompanying report language.

Question. What do you consider to be the principal duties of the SDA?

Answer. The Space Development Agency is a unique organization and serves as a constructive disruptor for space acquisition to quickly deliver needed space-based capabilities to the warfighter and to rapidly adapt to emerging threats and support other missions through the development, fielding, and operation of the National Defense Space Architecture. If confirmed, I will support its unique role and ensure its capabilities are integrated across the space enterprise.

Question. If confirmed, will you commit to ensuring the SDA has proper staffing at appropriate pay bands to lead, manage, and execute its mission as proscribed in law?

Answer. If confirmed, I intend to partner with the Chief of Space Operations and the Secretary of the Air Force to ensure the acquisition agencies have the proper staffing at appropriate pay bands to lead, manage, and execute their missions.

Question. Do you believe the SDA should be exempt from the Joint Capabilities Integration and Development System overseen by the Director of Requirements, J8, the Joint Staff? Please explain your answer.

Answer. I understand that the Space Development Agency currently gathers requirements through their Warfighter Council process. If confirmed, I will work with the Space Development Agency to better understand the current process, and with the Joint Staff, to ensure the space enterprise can deliver integrated warfighting capabilities to meet the joint warfighter's needs.

Question. Section 1645 of the Fiscal Year 2021 NDAA requires the Director of the Missile Defense Agency, in consultation with the Director of the SDA and the Chief

of Space Operations, to develop a Hypersonic and Ballistic Missile tracking space sensor payload.

Have you read this provision and the accompanying report language?

Answer. Yes, I have read these provisions and the accompanying report language.

Question. Is it your view that the word “payload” in this provision includes a satellite?

Answer. It is my understanding that Section 1645 of the Fiscal Year 2021 National Defense Authorization Act speaks only to the need for Missile Defense Agency to deliver a hypersonic and ballistic missile tracking payload; the need to build a satellite is absent from, and not implied by, this provision. In light of this, it is my view that the strengths and opportunities afforded by each agency must be leveraged. If confirmed, I commit to working across the space community to deliver the best possible hypersonic and ballistic missile tracking capability for our country.

Question. Section 1645(b)(2) requires a plan for integration of the “payload” into the space-based sensor architecture developed by the SDA.

What is your assessment of this provision, and do you have concerns regarding the integration of the “payload” into the SDA architecture?

Answer. If confirmed, I will seek to understand the standards and interface controls that have been established to ensure the effective integration of the broader space enterprise. This understanding is key to foster the effective integration of payloads, satellites and ground segments across not just Missile Defense Agency and Space Development Agency, but across all stakeholders delivering essential missile tracking capability for our nation.

Section 1662 of the Fiscal Year 2022 NDAA allows the Missile Defense Agency to field “prototype” satellites, but the language prohibits the MDA from fielding operational satellites or ground systems unless a waiver is given by the Space Acquisition Council. The duties of the Space Acquisition Council are proscribed by section 1602(b)(1) of the Fiscal Year 2022 NDAA, which you would chair, if confirmed.

Question. If confirmed, what is your interpretation of section 1662 and its prohibition in connection with respect to the duties outlined section 1602(b) et seq.

My view is Section 1662 of the Fiscal Year 2022 National Defense Authorization Act provides a mechanism for the Missile Defense Agency to mature key technologies that will help its ability to stay ahead of evolving threats, while ensuring that any developed capabilities will dovetail into the broader space enterprise and architecture that I, if confirmed, would be responsible for as the Assistant Secretary of the Air Force for Space Acquisition and Integration and as Chair of the Space Acquisition Council. If confirmed, I commit to ensure that these responsibilities and authorities are executed thoughtfully, in accordance with the provisions set forth in the National Defense Authorization Act, and to the maximum benefit of the space enterprise.

SPACE RAPID CAPABILITIES OFFICE

Question. 10 U.S.C. 2273a authorizes the activities of the Space Rapid Capabilities Office (SpRCO).

What are your views on the function of the SpRCO within the overall space acquisition context of the armed forces?

Answer. From my understanding, Congress created Space RCO to provide a mechanism to rapidly deploy time sensitive and critical space capabilities as assigned by the Commander, USSPACECOM and approved by the Secretary of the Air Force. If confirmed, I look forward to learning more of the specific details on the programs the Space RCO is working and their interaction with the larger space community.

Question. In your view, how does the SpRCO differ from the “Big Safari” program in the Space Systems Center of the Space Force?

Answer. I am not aware of the specific efforts the Space RCO or the “Big Safari” program office at the Space Systems Center is undertaking. If confirmed, I plan to understand the roles of each of these organizations and how synergy across them enables the Department to provide the necessary capabilities for a strong space architecture.

Question. If confirmed, will you ensure the SpRCO retains its own Head of Contracting Authority to rapidly execute funding as it traditionally has done?

Answer. From my current understanding, the ability to achieve the timelines the Space RCO has been given hinges on the ability to rapidly find mature technologies, get them on contract, and fund them. If confirmed, I would work with the Congress, the Department, and the broader space community to ensure decision-making is at the right level of authority, including HCA, to build and deploy critical space capabilities on appropriate timelines.

RELATIONSHIP WITH NATIONAL RECONNAISSANCE OFFICE

Question. In your view, is the National Reconnaissance Office a part of the Department of Defense?

Answer. The National Reconnaissance Office holds a unique position as a defense agency in the Department of Defense and as a member of the Intelligence Community. If confirmed, I will work with the National Reconnaissance Office leadership to ensure national security space acquisition activities are synchronized and warfighter requirements are met.

Question. Should the National Reconnaissance Office be considered a combat support agency?

Answer. The National Reconnaissance Office is one of multiple defense agencies charged with supporting the Department of Defense. The National Reconnaissance Office (NRO) provides data to National Security Agency (NSA) and National Geospatial-Intelligence

Agency (NGA), both of which are designated as Combat Support Agencies (CSA), to be distilled into intelligence products prior to delivery to Combatant Commanders. The National Reconnaissance Office's systems are critical to national security, U.S. policy makers, and warfighters. If confirmed, I will look forward to working with the National Reconnaissance Office in the development of capabilities that will mutually support the needs of the Title 50 and Title 10 communities.

Question. Section 952 of the Fiscal Year 2020 NDAA created the Space Force as a separate armed force within the Department of the Air Force, composed of a Chief of Space Operations and "such assets as may be organic therein," and to be "organized, trained, and equipped to provide . . . freedom of operation for the United State in, from, and to space" in order to support Combatant Commanders in carrying out their duties specified under the Unified Command Plan, as approved by the President.

In your view, do you believe the Space Force should be capable of acquiring tactical intelligence, surveillance and reconnaissance capabilities to support Combatant Commanders in carrying out their operational and contingency plans? Please explain in detail your views on this matter.

Answer. I understand there could be a role for the Space Force to procure tactical intelligence capabilities complementary to those that already exist. If confirmed, I would seek to further understand the operational concepts, use cases, and alternatives fully to make an informed decision.

PROGRAM INTEGRATION COUNCIL

Question. The current structure of space acquisition is coordinated through the Space Program Integration Council.

What is your understanding of the Council's membership and the roles of members on the Council?

Answer. I understand that the Program Integration Council is a coalition of organizations dedicated to advancing space capabilities through coordination and collaboration. If confirmed, I would seek further understanding of the Program Integration Council roles and responsibilities as a forum enabling the delivery of integrated warfighting capabilities.

Question. In your view, does the Council act under a unity of command or unity of effort?

Answer. I understand the Program Integration Council to act under unity of effort and is in a role of coordinating efforts among many space acquisition agencies. If confirmed, I would seek further understanding of the Program Integration Council roles and responsibilities as a forum enabling the delivery of integrated warfighting capabilities.

Question. In your opinion, if the Council is a unity of effort or consensus body, how do the authorities in sections 956 and 957 of the Fiscal Year 2020 NDAA and section 1603 of the Fiscal Year 2022 NDAA impact the decisions of the Council?

Answer. I understand the Program Integration Council to be a unity of effort body, where the participating member organizations utilize their existing authorities, to advise and make recommendations to Department decision makers in accordance with statute and policy. If confirmed, I will rely on the Program Integration Council to advise me on delivering integrated warfighting capabilities as efficiently as possible integrated with external organizations.

ACQUISITION OF COMMERCIAL SERVICES

Question. Section 1601 of the Fiscal Year 2018 NDAA transferred to the Commander of Air Force Space Command, which is now the Chief of Space Operations, the authority for procuring commercial satellite services.

If confirmed, please explain your role in oversight of such procurement actions.

Answer. If confirmed, I will work closely with the Chief of Space Operations to facilitate the effective utilization of both DOD and commercial satellite communications capabilities in a coherent space architecture.

Question. Section 1605(a) of the Fiscal Year 2022 NDAA requires the SAE/SP to evaluate whether commercial capabilities exist before proceeding to a program of record, while at the same time, section 1605(b) instructs the Secretary of Defense to not solely rely on commercial programs to carry out operational requirements, including command and control requirements, targeting requirements, or other requirements that are necessary to execute strategic and tactical operations without mitigation measures.

If confirmed, how will you balance the competing demands of sections 1605(a) and 1605(b)?

Answer. The rapid growth of the commercial space sector provides a significant opportunity for the DOD to utilize innovative commercial capabilities and production processes to deliver critical space capabilities. Each mission area must be evaluated to determine the risks involved in order to achieve the proper balance between government and commercial capabilities. If confirmed, I will take a balanced, risk-informed approach to incorporating commercial space capabilities that leverages the agility, innovation, and value of commercial systems without compromising critical national security missions.

RELATIONSHIP WITH NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Question. If confirmed, please describe how you will integrate the space acquisition efforts under your purview with the National Aeronautics and Space Administration (NASA), specifically with regards to space and ground systems, as well as launch ranges.

Answer. If confirmed, I will work with the NASA leadership to ensure the Department has a comprehensive, whole of government approach to the space enterprise. I will collaborate with NASA leadership to ensure that activities are synchronized to maximize national investment in space and ground systems.

RELATIONSHIP WITH THE AIR FORCE RESEARCH LABORATORY

Question. If confirmed, please describe the relationship you will have with the Air Force Research Laboratory, including description of what specific areas related to space acquisition you feel are most important.

Answer. The Air Force Research Laboratory plays a pivotal role in discovery, development, and delivery of warfighting technologies in support of future Department programs. If confirmed, I will work closely with the Air Force Research Lab to ensure the space technology development portfolio provides long-term competitive advantage, balancing the pursuit of transformational capabilities and nearer-term incremental improvements.

ASSURED ACCESS TO SPACE

Question. What are your views on the effect of section 2773 of title 10, U.S. Code, as it relates to Assured Access to Space?

Answer. The 10 U.S. Code 2773 requires the Department of Defense and Intelligence Community to be able to place a payload into space when and where needed. The U.S. Space Force provides assured access by having a highly reliable, responsive, and robust space launch infrastructure and industrial base. Given today's growing threat from countries like China and Russia, maintaining assured access to space has never been more important. If confirmed, I intend to maintain assured access to space by building on the actions that have maintained the Department's mission success on National Security Space Launches.

Question. In your view, what are the most serious challenges in achieving the requirements of section 2773 of title 10, U.S. Code?

Answer. In my view, the Department has been fortunate over the last ten years to tap into the significant private investment in the U.S. space launch market such that there are currently more than can compete for National Security Space Launch missions. As in the past, the greatest challenge to maintaining assured access to space, as defined by 2773 of title 10 U.S. Code, are market forces beyond the De-

partment of Defense's control. If confirmed, I look forward to learning about various ways to strengthen the launch industrial base.

Question. Section 1601(a) of the Fiscal Year 2022 NDAA requires disclosure of National Security Space Launch program contract pricing terms to the congressional defense and intelligence committees for the National Security Space Launch Program with appropriate protections for competitive pricing information. This provision ensures Congressional oversight of taxpayer funded competitive awards.

Question. If confirmed, will you comply with the law as required by this provision?

Answer. If confirmed, I intend to comply with the law.

ACQUISITION OVERSIGHT OF SPACE SYSTEMS

Question. The Space Force executes a wide range of acquisition efforts in space in order to support Combatant Command requirements synchronized with ground systems and user terminals. If confirmed, please describe what you would consider to be the most serious issues you would face in the following areas:

Missile Warning, Tracking and Space Sensing

Next Generation Overhead Persistent Infrared Satellites

Answer. My understanding is the capabilities of a Next Generation Overhead Persistent Infrared system are a part of an integrated missile tracking, missile warning, and missile defense approach. If confirmed, I plan to work across the Department and space community to better understand these integration challenges and deliver the best possible missile warning and missile tracking capability for the country.

Question. Proliferated constellations for missile tracking, non-ballistic missiles

Answer. Proliferated constellations using smaller satellites offer the potential of faster development times. Integration of proliferated constellations for missile tracking with the overall missile tracking architecture could potentially be a challenge. If confirmed, I plan to work across the Department and space community to better understand any integration challenges and deliver the best possible missile warning and missile tracking capability for the country.

Question. Space and Ground Weather

Answer. Based on open source information, one of the biggest challenges in the Space and Ground Weather portfolio is developing and utilizing relationships with civil agencies and allies to deliver a capability. If confirmed, I plan to understand the details of the portfolio and will work across the Department and broader space community to deliver the best possible capability for the country.

Question. Nuclear Event detection on ground and in space

Answer. Based on open source information, one of the biggest challenges I see based on my experience is the synchronization of equities across the multiple stakeholders and the ability to leverage each one's resources to an integrated plan. If confirmed, I plan to understand the details of the portfolio and will work across the Department and broader space community to deliver the best possible capability for the country.

Intelligence Reconnaissance and Surveillance

Question. Ground Movement Target Indicator capabilities to support Combatant Commanders

Answer. Since leaving the NRO, I am not up to date with the current Ground Movement Target Indicator capabilities nor how the relationship between the USSF and the NRO has evolved on this topic. However, I support the importance of Ground Movement Target Indicator capabilities, along with how space and ground systems need to synchronize across organizations to support Combatant Commanders. If confirmed, I will collaborate with the appropriate stakeholders to develop a plan to address this.

GPS

Question. Global Positioning System (GPS) III, GPS IIIF

Answer. Based on open source information, one of the biggest challenges I see based on my experience is the impacts caused by the proliferation of adversary signal jamming. Because the economic and military impacts of a GPS outage are untenable, this makes protection of Navigation and Timing services a critical necessity for the nation. If confirmed, I would conduct a review to ensure the Department is on track to deliver protected and Military-Code GPS signals to the warfighter.

Question. Military GPS User Equipment

Answer. Based on open source reporting of Military GPS User Equipment, one of the biggest challenges is the integration of GPS equipment into the thousands of platforms across the Department. If confirmed, I plan to understand the details of the portfolio

and will work across the Department to prioritize integrating Military GPS User Equipment into weapon platforms across the services.

Question. Alternate Positioning Navigation and Timing

Answer. While I do not have specific details of efforts on alternative space-based Positioning Navigation and Timing systems, if I confirmed, I will ensure alternative architectures reflect realistic cost, schedule, and performance goals, as well as provide viable pathways towards redundancy and resilience for the critical GPS enterprise.

SATCOM

Question. Advanced Extremely High Frequency satellites and their follow on constellation for strategic communications

Answer. Based upon open source information, I understand that the Advanced Extremely High Frequency satellite program capability is critical to both the President and the National Command Authorities in what could be a very stressing time. If confirmed, I will work across the Department to protect against any gap in capability.

Question. Family of Advanced Beyond Line of Sight Terminals and other strategic grade user terminals

Answer. If confirmed, I will review the Family of Advanced Beyond Line-of-Sight Terminals program. I will also maintain continued engagement with my counterparts to ensure alignment of nuclear command control and communication programs to provide a safe, secure, reliable, effective, and credible deterrent.

Question. Protected Tactical Enterprise Service and user terminals

Answer. If confirmed, my top priority for Protected Tactical Enterprise Service will be maintaining synchronization between space, ground, and terminal segments ensure warfighters are able to fully leverage the system.

Question. Absorbing the current fleet of the Army's Wide Band Gap satellites and their replacement

Answer. I understand the Army's Satellite Communications capabilities are being folded into the Department of the Air Force. If confirmed, I will ensure the conditions are set for an efficient and effective transition.

Question. Absorbing the Navy's Mobile User Objective System satellites and their replacement

Answer. I understand the Navy's Mobile User Objective System is transitioning to the Department of the Air Force. If confirmed, I will ensure all efforts associated with the transition of the Mobile User Objective System to the Department of the Air Force are complete.

Assured Access to Space

Question. National Security Space Launch phase II procurements

Answer. In my view, the most pressing issue for Phase 2 is to continue National Security Space Launch's mission success track record to ensure access to space and counter the threat posed by Russia and China. If confirmed, I will work across the Department and the space community to maintain the ability for assured access to space.

Question. National Security Space Launch phase III procurements

Answer. I believe the most pressing issue for Phase 3 acquisition is to maintain assured access to space, maximize competition, and ensure the Department of the Air Force continues to enable a strong launch industrial base. If confirmed, I will emphasize the efforts to set strategy for the next acquisition phase.

Question. Tactical and Responsive Launch

Answer. If confirmed, the most pressing issue I would address is expanding the scope of tactically responsive launch to address all aspects of the space mission, to include satellites, control systems, operational concepts, and most importantly, the specific requirements of the combatant commanders.

Battle Management, Command and Control and Associated Ground Systems

Question. Space Command and Control, including the Kobayshi Maru program to replace the operating systems (SPADOC) at the Combined Space Operations Center

Answer. If confirmed, the most pressing issue I would address is to ensure delivery of a Space Domain Awareness command and control capability to replace the antiquated SPADOC system the Space Force currently relies upon.

Question. Sensor agnostic integration for Space Domain and Situational Awareness, including MDA's BMC2 to meet U.S. SPACECOM requirements

Answer. If confirmed, the most serious issue I would address is to work across the Department and space community to ensure sensor data availability, quality, and latency that meets user needs, directly expanding USSPACECOM's understanding of the space order of battle.

Question. Integrated Tactical Warning and Attack Assessment (ITW/AA), including the Combatant Commanders Integrated Command and Control System (CICCS) for assured missile warning as part of the NC3 system

Answer. If confirmed, I will work to ensure an integrated system of systems across the NC3 enterprise to deliver capability meeting warfighter and National Command Authority's needs.

Space Domain Awareness and Space Control

Question. Synchronization writ large between satellite and ground systems

Answer. If confirmed, the most serious challenge I would work to deliver an integrated, resilient, multi-source Space Domain Awareness architecture to accept, discern and trust data from any source, while ensuring it is accessible to, and supported by, stakeholders.

Acquisition

Question. In your view, what do you perceive to be the recent successes and shortfalls in Space Force acquisition activities?

Answer. From my understanding, the Department of the Air Force has major space acquisition programs that are built on solid foundations of good analysis, prudent planning, and effective risk management. During my time at the National Reconnaissance Office, I personally witnessed the successful partnership and collaboration between the National Reconnaissance Office and Space Force with respect to the National Security Space Launch program. If confirmed, I look forward to learning specific details about the successes and shortfalls and working with Congress to ensure that the space acquisition community is delivering integrated capabilities with relevant speed and discipline.

Question. If confirmed, what steps would you take to improve oversight in the requirements determination, resource allocation, and acquisition management processes?

Answer. If confirmed, I will work across the Department of the Air Force to establish cost effective and achievable requirements for future programs, while ensuring the budget is managed to deliver capabilities, and leverage acquisition best practices to ensure synchronization between the Department and other agencies.

Question. In your opinion, how can the Department of Defense and the Space Force better access and integrate commercial and military technology to remain ahead of potential adversaries?

Answer. The establishment of the U.S. Space Force provided the Department of Defense a tremendous opportunity to take a fresh look at how to equip the force with new capabilities for the future fight. The commercial sector is at the forefront of many new technologies such as artificial intelligence, edge computing, and machine learning; technologies which will be beneficial to outpacing strategic competitors. If confirmed, I will work to identify and reduce the barriers to leveraging the best available commercial technologies to meet the warfighter requirements.

Question. If confirmed, what recommendations would you have for how the Space Force better plans and prepares for weapon system sustainment as part of its acquisition activities?

Answer. Effective sustainment requires good planning, and it is one of the Department of the Air Force's key challenges. If confirmed, I will work with the sustainment community, industry, and other services to review the current methods for sustainment planning for space systems and associated ground systems while seeking data-driven updates to sustainment methods.

Question. In your view, what are the benefits and challenges of the Space Force embracing the digital future in acquisitions, both for decision-making and for improving weapon systems it acquires?

Answer. A digital future has the potential for profound improvements to the process of defining, acquiring, and operating systems for the Space Enterprise. These benefits can greatly accelerate the speed of acquisition and decision making while enabling provide acquisition agility. The challenges in executing this digital vision will be both technical and cultural. If confirmed, I will work across the Department of the Air Force to ensure digital solutions are appropriately leveraged to build and deploy critical space capabilities.

Question. If confirmed, what actions would you recommend the Space Force take with regard to digital design, digital twinning, and digital acquisition data for monitoring?

Answer. While I understand from published materials that the Space Force is working to implement aspects of digital transformation, at this time, I cannot make specific recommendations. If confirmed, I will work with across the Department to

learn more about the current state of the digital transformation activities and determine if any adjustments in approaches are required.

COST AND SCHEDULE ESTIMATES

Question. The Government Accountability Office (GAO) has reported that the Air Force's use of unrealistically optimistic cost and schedule estimates is a major contributor to cost growth and program failure.

If confirmed, what steps do you believe the Space Force can and should take to ensure that cost and schedule estimates are fair and independent, and that such estimates provide a sound basis for decision-making on Space Force programs?

Answer. If confirmed, I will work with the Department of the Air Force financial management and cost analysis staffs to identify opportunities for improving cost and schedule estimates and Service Cost Positions. I will assess the Department of the Air Force's cost and schedule estimates for major space acquisition programs, as well as recent GAO reviews of programs, and implement necessary and/or appropriate adjustments.

SOFTWARE ACTIVITIES AND ACQUISITION OF INFORMATION TECHNOLOGY (IT)

Question. If confirmed, what would be your highest priority IT and software-related initiatives?

Answer. In general, I believe the Department needs to improve its ability to effectively acquire information technology and other software-intensive capabilities. If confirmed, I will assess the effectiveness of acquisition systems and work across the Department and Congress to implement any needed improvements.

Question. If confirmed, how would you coordinate the development or procurement of cloud computing services within the space domain with the Air Force and other Department of Defense and federal government cloud computing initiatives?

Answer. If confirmed, I will work with the Department of the Air Force Chief Information Officer and other relevant parties to assess the Department's cloud computing initiatives, as well as related initiatives, to ensure that the space systems and programs are appropriately integrated and leveraging the work of other entities.

Question. In your view, what is the appropriate role for cloud computing capabilities in Space Force acquisition, research, testing, and logistics programs and activities?

Answer. I expect that cloud computing will be a key enabler for space system acquisition, research, testing, and logistics activities, as cloud computing offers access to scalable processing power, massive data storage, and information sharing. I believe these are critical for digital engineering and sophisticated modeling and simulation. If confirmed, I will work across the Department of the Air Force to examine this area and the ability to leverage cloud computing to build and deploy critical space capabilities.

CONTRACTING

Question. In your view, what are the major challenges facing the Space Force with respect to contracting activities?

Answer. I understand that the Department of the Air Force has a robust contracting capability, one that was leveraged by the Nation to great benefit. At the same time, it is my understanding there are challenges with respect to contract management. If confirmed, I will work with the Department's senior leadership to analyze the challenges, develop options, and execute solutions.

Question. In your opinion, do you believe that the Space Force is making appropriate use of non-FAR-based contracting approaches, such as Other Transaction Authority (OTA)?

Answer. My understanding is that the Department of the Air Force has been successful in employing a number approaches, to include the use Other Transaction Authorities. If confirmed, I will encourage the appropriate use of these approaches to bolster business agility across a broader DOD and economic spectrum.

Question. If confirmed, how would you drive greater use of flexible contracting authorities while also ensuring appropriate oversight of such use?

Answer. If confirmed, I will work with the Department's senior leadership to assess current use of flexible contracting authorities available and identify opportunities for improved use. Additionally, I would work with the Congress to identify and scope additional authorities that may enhance the effectiveness of acquisition.

Question. If confirmed, how would you ensure that Space Force personnel are properly trained in the use of flexible contracting authorities, such as using non-FAR based contracting methodologies?

Answer. If confirmed, I will work with the Department's senior leadership, to ensure Space Force personnel are properly trained through organic training programs on all contracting options, to include non-FAR-based contracting methods.

MIDDLE TIER ACQUISITION

Question. Section 804 of the Fiscal Year 2016 NDAA authorized DOD to employ an acquisition approach ("Middle Tier Acquisition") that was intended to support the rapid delivery of new capability to meet emerging operational needs.

In your view, has the Space Force made appropriate use of Section 804 authorities?

Answer. I understand the Space Force is using Section 804 authorities on certain programs. If confirmed, I will familiarize myself on how these authorities are being utilized and ensure the Space Force applies Section 804 authorities appropriately.

Question. In your assessment, what risks have accrued and been accepted by the Space Force as a consequence of the use of these authorities?

Answer. I am not familiar with risks accepted by the Space Force on the use of Section 804 authorities. If confirmed, I will review the use of Section 804 authorities on space programs and ensure that they are properly mitigating associated risks.

Question. If confirmed, what processes would you put in place to ensure appropriate oversight of the Department's use of 804 authorities? Please explain your answer.

Answer. If confirmed, I will assess the oversight applied to these authorities and work with Department senior leadership and Congress to implement any needed changes.

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, and operationally suitable?

Answer. If confirmed, I would ensure all systems meet effectiveness and suitability requirements as driven by law, policy, and warfighter needs. There would have to be exigent circumstances that would drive a request to accept a weapon system and/or equipment that has not been thoroughly tested and determined to be operationally effective and suitable. In such a case, I would work with the Department of the Air Force and congressional defense committees to explain why the system was not fully tested prior to operational acceptance.

Question. In your view, does the Department of the Air Force have adequate test and evaluation capabilities? In which areas, if any, do you feel the Air Force should be developing new test and evaluation capabilities?

Answer. I do not have insight into the Department of the Air Force's test and evaluation capabilities. If confirmed, I look forward to working with the Department's test and evaluation team to explore how to best serve the joint warfighter.

TECHNOLOGY TRANSITION

Question. The Department of Defense continues to struggle with the transition of new technologies into existing programs of record and major weapons systems and platforms. Further, the Department also has struggled with moving technologies rapidly from the Department's programs into the hands of operational users.

In your view, what impediments to technology transition do you perceive to exist within the Space Force?

Answer. In my previous experience, it can be challenging to shift from emerging technology solutions to acquisition programs of record. If confirmed, I will work across the Department of the Air Force to ensure the space systems and programs have the resources, an adaptable planning process, and authorities to take immediate advantage of emerging technological advances.

Question. If confirmed, to what extent could and should the Air Force Research Laboratory and other Air Force systems engineering commands play a greater role in enabling the transition of promising technologies from a successful initial demonstration to a Space Force program-of-record, which may include working with industry and the desired program executive officer (PEO) to develop and assist with a systems engineering plan necessary to achieve transition?

Answer. If confirmed, I will work across the Department to accelerate technology transition and identify opportunities for collaboration between the Program Executive Officers, Air Force Research Lab, and industry stakeholders to address and overcome barriers.

Question. If confirmed, what steps, if any, would you take to enhance the effectiveness of technology transition efforts?

Answer. The Department of the Air Force must define as early as possible those technologies that will provide the greatest advantage against near peer competitors. If confirmed, I will work to employ tools such as prototyping and experimentation to identify technologies from multiple sources, including the Department of Defense Laboratories, academia, industry, the Department of Defense, and other agency partners.

Question. In your view, what can be done from a budget, policy, and organizational standpoint to facilitate the transition of technologies from science and technology programs and other sources, including small businesses, venture capital-funded companies, and other non-traditional defense contractors, into acquisition programs?

Answer. It is my understanding that ensuring access to technologies from small businesses, venture backed companies, and non-traditional contractors was a driving factor behind the Department of the Air Force's decision to establish SpaceWERX. If confirmed, I will assess SpaceWERX's efforts and work with the Department's senior leadership and Congress to implement any needed changes.

SPACE FORCE-RELATED DEFENSE INDUSTRIAL BASE

Question. What is your view of the current health of the industrial base that supports the Space Force?

Answer. I have seen great resiliency from the industrial base to recover from and adjust to the impacts of COVID-19. If confirmed, I will work with Department of the Air Force leadership to consider impacts on the industrial base, and continue to grow and foster interactions to meet growing warfighter readiness requirements, reduce sustainment costs, increase environmental resiliency, and posture for future threats.

Question. How should Space Force acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major end items such as aircraft, munitions, or key repair parts?

Answer. Impacts on the industrial base must be understood and considered in making key investment decisions for recapitalization and modernization, as well as in making investments in science and technology. If confirmed, I will work closely with Department of the Air Force senior leadership to consider decision implications on the industrial base.

Question. In your view, what actions should the Space Force take to maintain access to critical elements of the defense industrial base?

Answer. The Department of the Air Force should continue to assess risks to the industrial base and pursue mitigations collaboratively with key stakeholders in the space enterprise. If confirmed, I look forward to learning more about ways to encourage competition and support the industrial base. I would work with Department senior leadership and Congress to pursue such methods.

Question. If confirmed, what would you see as your office's role in working with or supporting efforts of the Air Force Office of Small Business Programs?

Answer. I believe in the power of small businesses as part of the U.S. defense industrial base and that programs like the Small Business Innovation Research/Small Business Technology Transfer programs are especially important. If confirmed, I look forward to working with and supporting the efforts of the Air Force Office of Small Business Programs to strategize together how to leverage the innovation resident in U.S. small businesses.

SEXUAL HARASSMENT

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.

If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment or discrimination from an employee of the Office of the ASAF(SAI)?

Answer. If confirmed, I would follow the Department of the Air Force's reporting guidelines in circumstances of sexual harassment or discrimination of any kind. I believe this a very serious issue and, if confirmed, would take both immediate and appropriate action based on the findings of any resulting investigation.

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

SPACE FORCE ACQUISITION REFORM

1. Senator HIRONO. Mr. Calvelli, last year, Secretary of the Air Force Frank Kendall made several structural changes to the department in order to make for a more agile organization, particularly with respect to acquisitions. Many are concerned that overhaul of the Pentagon's satellite and space system architecture will be a painful and expensive process. It is certainly long overdue. If confirmed, what improvements would you recommend to continue to refine the Space Force's acquisition process?

Mr. CALVELLI. If confirmed, I will look to drive speed and program management discipline into the Department's space acquisitions in order to get new capabilities into the hands of the warfighters faster. From my experience and expertise in space acquisition, speed and program management discipline can be added to acquisitions by: ensuring requirements and analysis are coordinated and completed ahead of capability need; driving early technology risk reduction and research and development of new capabilities to reduce risk in the acquisition phase; utilizing the right acquisition strategies, contract types, and contract incentives to incentivize speed as well as successful contract execution; driving cost and schedule realism into proposals; acquiring smaller systems for space; driving ground systems to more open architec-

tures while developing ground software in smaller more manageable pieces; and making sure that space and ground come together as a system, with ground ready before launch.

In addition, speed and program management discipline in acquisition can be helped by: using existing technology; limiting contract changes; keeping requirements stable; empowering our program managers and holding them accountable for program success; holding industry accountable for results; driving organizational focus on meeting schedule, cost, and technical performance commitments; and creating a culture of successful program execution, while driving a sense of urgency.

2. Senator HIRONO. Mr. Calvelli, what do you see as the highest priority with respect to improving our space system architecture?

Mr. CALVELLI. It is difficult to identify only one highest priority to improve space system architecture. I see a few complementary priorities. If confirmed, the highest priorities for me with respect to improving space systems architecture include: driving speed in the Department's acquisitions to outpace adversaries and maintain our technological advantage we get from space; integrating the overall space architecture with other war fighting domains to give its warfighters a strategic edge; making the space architecture more resilient so that it can be counted on during times of crisis and conflict; and driving program management discipline across space acquisitions in order to deliver programs on cost, on schedule, and meeting requirements.

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

SPACE

3. Senator KING. Mr. Calvelli, the DOD space acquisitions process has been plagued with delays, set-backs, and overspending for years. What strategies will you bring from the commercial section to fix these issues and get the assets DOD needs into operation?

Mr. CALVELLI. I come from a culture where successful delivery of programs on cost, on schedule, and meeting requirements was a top priority. If confirmed, I intend to bring that strong program management discipline to space acquisitions.

4. Senator KING. Mr. Calvelli, what are your top program priorities within DOD space acquisition? (i.e. hypersonic detection and defense, offensive space control, assured PNT (positioning, navigation, and timing), cybersecurity?)

Mr. CALVELLI. If confirmed, my top priorities will be 1) driving speed in space acquisitions to outpace adversaries and maintain a technological advantage in space; 2) integrating the overall space architecture with other war fighting domains to give warfighters a strategic edge; 3) making the space architecture more resilient so that it can be counted on during times of crisis and conflict; and 4) driving program management discipline across space acquisitions in order to deliver programs on cost, on schedule, and meeting requirements.

5. Senator KING. Mr. Calvelli, as the primary acquisition authority for space assets in DOD how will you balance the requirements of the joint force across the gamut and ensure interoperability?

Mr. CALVELLI. The Nation needs to integrate its space architecture with other war fighting domains to give its warfighters a strategic edge. If confirmed, I will work with the Combatant Commands, the Joint Staff, the Services, and our allies to ensure the Department of the Air Force is properly balancing requirements in a way that delivers interoperable capability. Interoperability is best done by driving ground systems to more open architectures, and by integrating and making data more accessible to other DOD capabilities (e.g. Air Force Advanced Battle Management System (ABMS), and DOD Joint All Domain Command and Control (JADC2)) through standard application program interfaces (APIs).

QUESTIONS SUBMITTED BY SENATOR GARY C. PETERS

NATIONAL SECURITY SPACE LAUNCH PHASE THREE

6. Senator PETERS. Mr. Calvelli, the United States is leading the world in space launch capabilities with diverse capabilities and innovative operations and technologies. As the U.S. Space Force (USSF) prepares for Phase III of the National Security Space Launch (NSSL) program, it is critical that the United States capitalize

on the diverse and robust launch market developing here at home. In the Phase III RFI [request for information], industry was asked for information that should be used to modernize the USSF's requirements and procurement approach to best match American spacelift capabilities with DOD's mission needs. How can you assure this Committee, that if you are confirmed, that the USSF will fully review its procurement approach and ensure that it will not create unnecessary barriers to entry or disincentivize industry participation with outdated and overly burdensome requirements?

Mr. CALVELLI. Assured access to space is critical for the Nation. This means having multiple launch providers. If confirmed, I intend to review the Phase III procurement, and make sure there are no barriers or burdensome requirements that disincentivize industry participation or innovation.

7. Senator PETERS. Mr. Calvelli, DOD is required under section 1601 of P.L. 117-81 to "maximize continuous competition for launch services as the Space Force initiates planning for phase three, specifically for those technology areas that are unique to existing and emerging national security requirements." If confirmed, what would be your vision for meeting that requirement?

Mr. CALVELLI. If confirmed, I will foster a competitive strategy for National Security Space Launch Phase III seeking to utilize the appropriate technologies to support these critical national security space missions.

ADDITIVE MANUFACTURING

8. Senator PETERS. Mr. Calvelli, additive manufacturing has recently enabled rapid design and iteration of new components and subsystems across the aerospace industry. Breakthrough efforts in large-scale metal additive are building on that success to provide full systems that are more nimble, responsive, and cost effective than those produced in traditional fixed tooling factories. Current DOD use cases, however, are limited and the technology has not yet been embraced for larger scale applications. How will you address and embrace technologies like this in your new role?

Mr. CALVELLI. Amazing technological innovations for space are happening on the commercial side. New technologies like additive manufacturing, on-orbit assembly, on orbit servicing, proliferated small satellites, and small launch systems are changing the face of space. If confirmed, I believe embracing new technologies will be key to maintaining a technological advantage in space, in order to outpace adversaries.

TACTICALLY RESPONSIVE LAUNCH AND SPACE CAPABILITIES

9. Senator PETERS. Mr. Calvelli, the Fiscal Year 2022 National Defense Authorization Act passed by Congress directs the Department of Defense to develop capabilities to "rapidly place on-orbit systems to respond to urgent needs of the commanders of the combatant commands" in case these space systems are "degraded, attacked, or otherwise impaired". In your new position, how will you ensure these tactically responsive launch and space capabilities are funded and fielded?

Mr. CALVELLI. A part of resiliency of the Nation's space architecture needs to be the ability to rapidly reconstitute capabilities in the situation where they are degraded, attacked, or impaired. If confirmed, I will investigate the use of tactically responsive launch for the rapid reconstitution of capabilities.

MARKET TOOLS FOR SPACE LAUNCH

10. Senator PETERS. Mr. Calvelli, last year, a study commissioned by the U.S. Space Force, the Defense Innovation Unit, and the Air Force Research Laboratory found that the United States is "... woefully inadequate to compete for global market share because China has cornered and dominated the global [space] market." The report goes on to say that, "The United States must ... develop new market-enhancing tools to increase U.S. commercial space activities, grow viable U.S. space companies, and finance their growth." The Department of Defense would undoubtedly play a vital role in developing these market-enhancing tools, especially in the area of space launch. As the "the senior architect for space systems and programs across the Department of Defense," if confirmed, what tools would you advise the Secretary of the Air Force to create in order to promote a more dynamic domestic space launch marketplace?

Mr. CALVELLI. A vibrant U.S. space industrial base is critical for successful acquisitions. If confirmed, I would encourage the continued use of the U.S. policy to use American made components for all national defense space systems, and ensure adherence to all applicable laws and regulations. I would also look to work with De-

fense Innovation Unit, SpaceWERX, and other innovative DOD organizations to take advantage of commercial capabilities.

MOVING FASTER IN SPACE

11. Senator PETERS. Mr. Calvelli, as Russia's recent anti-satellite test and China's recent hypersonic test illustrate—our great power competitors understand they need to overcome U.S. dominance in space. In this regard, one area of particular concern for me is space launch. While the United States currently enjoys an advantage in launch, I fear that we may soon fall behind if we do not embrace the strengths of our commercial launch sector with a more dynamic and competitive strategy. A recent Congressional Research Service (CRS) report on "National Security Space Launch," from February 3rd—highlights areas where Congress may need to step in to spur additional competition, namely helping new launch providers with additional development funding and providing increased opportunities for these providers to compete. What do you believe to be the advantages of providing additional development funding for space launch and increasing the competitive opportunities for launch providers?

Mr. CALVELLI. Assured access to space is essential to the Nation and ensuring multiple launch providers is critical. The Department of the Air Force made great strides by having two independent companies awarded for the Phase II National Security Space Launch contracts. Prior to this, the Nation depended on a single company, through the Evolved Expendable Launch Vehicle contract, for launch. Anything the Department of the Air Force can do to encourage additional competition for Phase III should be considered.

12. Senator PETERS. Mr. Calvelli, if confirmed, can I get your commitment to work with the committee to maximize competition so that we continue to stay ahead of Chinese and Russian threats?

Mr. CALVELLI. Yes. Staying ahead of adversaries is a top priority for me.

QUESTIONS SUBMITTED BY SENATOR JOE MANCHIN

SPACE SECURITY

13. Senator MANCHIN. Mr. Calvelli, Russia and China have an interest and demonstrated capability in a range of anti-satellite weapons. Given our military's reliance upon satellites for navigation and communication, this capability can severely weaken our military's ability to respond effectively in the opening hours of a conflict. How prepared do you assess we are to protect against these threats from our adversaries?

Mr. CALVELLI. The U.S. has made progress, but the Department of the Air Force needs to continue to make improvements in the resiliency of the space architecture. This includes both space systems as well as ground system resiliency.

14. Senator MANCHIN. Mr. Calvelli, what capabilities or improvements, if any, are you aware of that might better protect our satellites from adversary interference?

Mr. CALVELLI. If confirmed, I would also continue to drive towards a more resilient space architecture. From my experience, resiliency can be added by taking advantage of diverse orbits, adding new technical capabilities, using a mix of traditional satellites and smaller more proliferated satellites, robust space situational awareness, the ability for rapid reconstitution, and taking advantage of commercial capabilities. Resiliency also includes making sure that ground systems do not have single point failures and that they are secure from cyber-attacks. Nothing is more important than making sure all DOD space capabilities are available and can be counted on to support the warfighter and the Nation during times of crisis and conflict. If confirmed, adding resiliency will be a priority.

QUESTIONS SUBMITTED BY SENATOR RICK SCOTT

MILITARY CONSTRUCTION

15. Senator SCOTT. Mr. Calvelli, have you considered the impact of inflation in terms of the budgeting pressures it is creating on the area of responsibility you are being nominated for? If so, please respond with how you plan to adapt to this inflationary environment, both with respect to budgets and mission priorities.

Mr. CALVELLI. If confirmed, I will work with Department of the Air Force leadership to ensure they are taking a look at the economic factors and projections; con-

tinue to emphasize program cost, schedule, and performance; prioritize, integrate, and properly phase funding requirements for the most critical capabilities within the budget topline; and leverage innovation to maximize buying power.

HOUSING

16. Senator SCOTT. Mr. Calvelli, what progress is being made to implement the “Tenant Bill of Rights”, and to ensure that it is fully enforceable?

Mr. CALVELLI. My understanding is the Services have worked to improve military privatized housing, as well as the responsiveness of project managers to tenant work order requests and other issues. If confirmed, I would support and work with Department of the Air Force leadership to understand the scope of the challenges that exist or remain.

17. Senator SCOTT. Mr. Calvelli, how would you enhance it?

Mr. CALVELLI. If confirmed, I would support Department of the Air Force efforts to ensure all airmen, guardians, and their families have the quality housing they deserve.

 QUESTIONS SUBMITTED BY SENATOR JOSH HAWLEY

OFFENSIVE SPACE-CAPABILITIES

18. Senator HAWLEY. Mr. Calvelli, China is advancing its space and anti-satellite capabilities at an alarming rate, with the clear intent of dominating the space domain, or what Chinese strategists have termed “the commanding heights” of its military competition with the United States. What are the most important steps the United States needs to take in order to maintain our ability to prevent China from dominating the space environment?

Mr. CALVELLI. The Department of the Air Force is at a critical juncture for its defense space architecture, and there is a real sense of urgency to act. The Nation needs to: outpace its adversaries and maintain the technological advantage it gets from space; integrate its space architecture with other war fighting domains to give its warfighters a strategic edge; make its space architecture more resilient so that it can be counted on during times of crisis and conflict; and accomplish these with speed. If confirmed, these would be my priorities.

19. Senator HAWLEY. Mr. Calvelli, belligerents in any future conflict in space will likely face strong first-use pressures, since the first one to blind the other could have a significant operational advantage. What steps can the United States take now to strengthen its ability to withstand Chinese preemption in space and maintain our own ability to strike first effectively?

Mr. CALVELLI. The U.S. can make its space architecture more resilient so that it can be counted on during times of crisis and conflict. From my experience, resiliency can be added by taking advantage of diverse orbits, adding new technical capabilities, using a mix of traditional satellites and smaller more proliferated satellites, robust space situational awareness, the ability for rapid reconstitution, and taking advantage of commercial capabilities. Resiliency also includes making sure that ground systems do not have single point failures and that they are secure from cyber-attacks. Nothing is more important than making sure all DOD space capabilities are available and can be counted on to support the warfighter and the Nation during times of crisis and conflict. If confirmed, adding resiliency will be a priority.

[The nomination reference of Mr. Frank Calvelli follows:]

NOMINATION REFERENCE AND REPORT

PN1666

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
January 10, 2022.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Frank Calvelli, of Virginia, to be an Assistant Secretary of the Air Force. (New Position)

_____, 2022.
(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 Mr. Frank Calvelli, which was transmitted to the Committee at the time the nomination was referred, follows:]

Bio
Frank Calvelli

Education:

- State University of New York at Potsdam, Potsdam, New York
 - 1982-1986
 - Bachelor of Arts in Computer Science, May 1986
- Loyola College, Baltimore, Maryland
 - 1989-1992
 - Masters in Business Administration (MBA), May 1992

Employment Record:

- Booz Allen Hamilton, Chantilly Virginia
 - Senior Vice President, National Systems Group. Providing support across a variety of efforts supporting the Intelligence Community. No direct reports.
 - 26 July 2021 – Present
- Raytheon Technologies Company, Sterling Virginia
 - Director Operations Analysis, Modeling and Simulation responsible for overseeing a small team matrixed out to other parts of the organization doing operations analysis and modeling and simulation support.
 - 4 January 2021 – 9 July 2021
- National Reconnaissance Office (NRO), Chantilly, Virginia
 - Principal Deputy Director National Reconnaissance Office. Provided overall day-to-day management of highly technical, 3500+ person Intelligence Community agency, with decision responsibility as delegated by the Director, NRO (DNRO). In the absence of the DNRO, acted on the Director's behalf on all matters. Oversaw large complex portfolio of programs including satellite, ground, operations, and facilities. Successfully drove delivery of NRO programs on cost and schedule meeting Intelligence Community and Department of Defense

requirements. Drove future transformative architecture direction of the NRO, and helped re-establish the NRO as the leading acquisition organization in the U.S.

- 6 July 2012 – 5 Oct 2020
- Central Intelligence Agency, Langley, Virginia with Duty at the NRO
 - Experience at the NRO included assignments in research and development, systems engineering, satellite and ground acquisition, and mission operations. Overall, 30 years of a 34 year government career at CIA (1986-2020) was at the NRO including eight years as Principal Deputy Director (2012-2020).
 - 14 July 1986 – 31 Dec 2020

Honors and Awards:

- Presidential Rank Award for Distinguished Service (2016)
- National Intelligence Distinguished Service Medal (2020)
- CIA Distinguished Career Intelligence Medal (2020)
- NRO Gold Medal for Distinguished Performance (2012, 2019, and 2020)
- National Military Intelligence Foundation, Jimmie D. Hill Award (2020)

[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 Mr. Frank Calvelli in connection with his nomination follows:]

117th CONGRESS, 2020 -- 2021
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR228
WASHINGTON, D.C. 205106050
(202) 2243871

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):
Frank Calvelli
2. Position to which nominated:
Assistant Secretary of the Air Force for Space Acquisition and Integration
3. Date of nomination: 10 January 2022
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):
High School: Roy C. Ketchum Senior High School, Wappingers Falls, New

York, Attended 1979-1982 academic years. Received High School Diploma June 1982

Undergraduate College: State University of New York at Potsdam, Potsdam, New York. Attended 1982-1986. Received Bachelors in Computer Science May 1986

Graduate School: Loyola College, Baltimore, Maryland. Attended 1989-1992. Received Masters in Business Administration (MBA) May 1992.

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):**

Federal Government

Principal Deputy Director National Reconnaissance Office (6 July 2012 - 2 October 2020), Chantilly Virginia. Provided overall day-to-day management of highly technical, 3500+ person Intelligence Community agency, with decision responsibility as delegated by the Director, NRO (DNRO). In the absence of the DNRO, acted on the Director's behalf on all matters. Oversaw large complex portfolio of programs including satellite, ground, operations, and facilities. Successfully drove delivery of NRO programs on cost and schedule meeting Intelligence Community and Department of Defense requirements. Drove future transformative architecture direction of the NRO, and helped re-establish the NRO as the leading acquisition organization in the U.S.

Central Intelligence Agency (14 July 1986 - 31 Dec 2020) with duty at the National Reconnaissance Office. Experience at the NRO included assignments in research and development, systems engineering, satellite and ground acquisition, and mission operations. Overall, 30 years of a 34 year government career (1986-2020) was at the NRO including eight years as Principal Deputy Director (2012-2020). Retired from CIA/NRO 31 December 2020

Non-Federal Government

Raytheon Technologies Company (4 January 2021 - 9 July 2021) - Director Operations Analysis, Modeling and Simulation responsible for overseeing a small team matrixed out to other parts of the organization doing operations analysis and modeling and simulation support.

Booz Allen Hamilton (26 Jul 2021 - Present) - Senior Vice President, National Systems Group. Currently no direct reports and providing support across a variety of efforts supporting the Intelligence Community.

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):

None/Not Applicable

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):

None/Not Applicable

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):

None/Not Applicable

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): None/Not Applicable
- b. List all memberships and offices held in, and services rendered to, all political parties or election committees during the last 5 years: None/Not Applicable
- 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: None/Not Applicable

10. Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements):

- Presidential Rank Award for Distinguished Service (2016)
- National Intelligence Distinguished Service Medal (2020)
- CIA Distinguished Career Intelligence Medal (2020)
- NRO Gold Medal for Distinguished Performance (2012, 2019, and 2020)
- National Military Intelligence Foundation, Jimmie D. Hill Award (2020)

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):

None/Not Applicable

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).

- Statement for the Record provided to the Subcommittee on Strategic Forces Committee on Armed Services, U.S. House of Representatives, March 15, 2016

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. A simple “yes” or “no” response is appropriate.

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.



This 11 day of January, 2022

[The nomination of Mr. Frank Calvelli was reported to the Senate by Chairman Reed on March 8, 2022, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on April 28, 2022.]

