

THE NOMINATION OF GENERAL RANDY A.
GEORGE, USA, FOR REAPPOINTMENT TO THE
GRADE OF GENERAL AND TO BE CHIEF OF
STAFF OF THE ARMY

HEARING

BEFORE THE

COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE

ONE HUNDRED EIGHTEENTH CONGRESS

FIRST SESSION

JULY 12, 2023

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
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**THE NOMINATION OF GENERAL RANDY A.
GEORGE, USA, FOR REAPPOINTMENT TO
THE GRADE OF GENERAL AND TO BE
CHIEF OF STAFF OF THE ARMY**

WEDNESDAY, JULY 12, 2023

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

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

Committee Members present: Senators Reed, Gillibrand, Blumenthal, Hirono, Kaine, King, Warren, Peters, Duckworth, Rosen, Kelly, Wicker, Fischer, Cotton, Rounds, Ernst, Sullivan, Scott, Tuberville, Mullin, Budd, and Schmitt.

OPENING STATEMENT OF SENATOR JACK REED

Chairman REED. Good morning. Let me call this hearing to order.

The Committee meets today to consider the nomination of General Randy George to be the next Chief of Staff of the United States Army.

General, congratulations on your nomination. I would like to welcome your wife, Patty, son Grant, and daughter-in-law, Hannah, and daughter, Andrea, and son-in-law Timothy. We are grateful to your family for the many years of support for your service and would also like to recognize and thank Senator Ernst, who will be introducing you shortly. Let me also thank the outgoing chief, General McConville, as he prepares for retirement. The Nation is safer and the United States Army is on a path of generational transformation because of his leadership. General George, the Committee welcomes your nomination to serve as Chief of Staff of the Army. As the current Vice Chief you have helped lead the Army through a critical period of modernization.

Previously, as the senior military assistant to the Secretary of Defense you gained a valuable understanding of how the department requires the joint chiefs and combatant commanders to work together in support of the National Defense Strategy. You bring extensive command experience, having led at every level from platoon to core including in combat.

You also have important analytical and force management expertise from both an Army and joint force perspective. These experi-

ences make you the right person at the right time to lead the Army.

The Army is in the midst of its most significant modernization effort in decades, the service pursuing an aggressive strategy called Army 2030 defined by the adoption of multi-domain operations and return to large-scale formations.

The Army is shifting to a division-based configuration that will need to operate in what you have described as dispersed, mobile, and low-signature teams. To remain competitive with China and Russia the Army must continue to invest in cutting-edge technologies that will define future battlefields.

Specifically, the Army has been pursuing modernization in key areas like long-range fires, air defense, vertical lift, and deep sensing. These are ambitious and farsighted objectives.

I am particularly encouraged by the Army's recent creation of a new cross functional team focused on contested logistics. This team, under the direction of Army Futures Command, will address the need for more resilient and agile logistics in dangerous environments like the Indo-Pacific.

General, I would like to know your plans to continue the Army's modernization efforts and what resources are needed to support them.

Even as increased resources are being allocated to the Indo-Pacific region, including for sea and air capabilities, the Army is being relied upon to provide a reliable presence around the world.

In particular, the Army is providing significant support to operations in Europe from logistics to rotational forces and command and control elements. We are reminded every day in Ukraine that combat credible ground forces are fundamental for deterrence.

With that in mind, I am interested in hearing about your view of the Army's mission globally and how you would adjust its operating concepts and force posture to support the National Defense Strategy.

Perhaps your most pressing challenge, however, will be addressing the Army's recruiting crisis. I will argue that all of the military services are facing their most severe recruiting challenges since the establishment of the all-volunteer force 50 years ago.

Last year the Army fell far short of its recruiting goals and the same appears likely this year. There are a number of factors contributing to this challenging recruiting environment including low national unemployment rates, lingering problems from COVID-19, and historically low numbers of Americans eligible for or interested in military service.

I understand the Army is conducting an overhaul of its recruiting and retention practices including the launch of a major new marketing campaign and the expansion of the Future Soldier prep course.

I would ask for an update and how you plan to recruit a broader pool of potential recruits, if confirmed, and grow back end strength in the coming years.

Further, I would like to understand how the Army plans to modify its current structure to account for reduced end strength in the near term but eventual growth to support the advanced capabilities being developed through the Army's modernization efforts.

General, these complex challenges will require the full complement of your skills. Thank you for your willingness to continue your service and lead the Army at this critical time. I look forward to your testimony.

Let me recognize the ranking member before I recognize Senator Ernst for her introduction. Senator Wicker?

STATEMENT OF SENATOR ROGER F. WICKER

Senator WICKER. Thank you, Mr. Chairman, and General George, I extend my congratulations to you and your family on your nomination.

I welcome your wife, Patty—and I understand she is your West Point sweetheart—as well as your children, Grant and Andrea and their spouses, Hannah and Timothy. Welcome to you all. I am going to have a little family reunion myself this weekend and so it is good to see a family together.

The President has nominated you Vice Chief of Staff of the Army to take the post of Chief of Staff pending Senate confirmation, which I hope will come quickly. I believe you are a great choice for this role and its associated duties.

Your leadership is battle tested, as the Chairman has already mentioned, having served in several major military operations throughout your career.

You have also worked alongside a range of allied and partnered militaries, experiences that will surely be of value in our global military competition with the Chinese Communist Party and the Russian Federation.

It is no secret that this is a very dangerous national moment, perhaps the most dangerous national security moment since World War II, a claim affirmed by many leading general flag officers who have testified here before this Committee.

The Army must resource multi-theater deterrence missions, expansive work with the allies and partners, and a large Homeland defense mission set. The Army is stretched thin as its portfolio grows.

During the current war in Ukraine the United States Army has acted as a NATO shield to further aggression. The Army's constant and enduring presence in Central Europe has proved essential for deterrence, disaster response, logistics operation, and military-to-military training missions including training the Ukrainian Armed Forces. Mississippi's own National Guard is in Europe now supporting these causes.

I welcome your thoughts on what else the United States could do to enable Ukrainian success including your thoughts on the provision of ATACMS [Army Tactical Advanced Conventional Munitions System] and aerial denial munitions.

However, we cannot discount the many struggles the Army faces and, again, the Chairman has indicated an interest in this troublesome fact. Recent reporting indicates the Army is set to miss its fiscal year 2024 recruitment goal by some 30 percent.

The Army has also been delinquent, General, in delivering Congress its Total Army Analysis. The purpose of the Total Army Analysis is to give us, the lawmakers, a more accurate picture of future unit organization projections for the service.

I am going to be asking if you can give us some assurance that the legislative branch will be given some respect in following the law in this regard.

The Army has improved its procurement process in recent years but there is more room for progress. I am encouraged to see that parts of the Army are diligently revitalizing our industrial base but I remain disappointed that we are not doing everything in our power to resource the industrial base.

In fiscal year 2024 alone we could invest an additional \$1.4 billion into the Army's munitions industrial base and every penny of that would be well spent. This funding would establish a steady production line for Switchblade 600 weaponized drone, buy another Patriot missile defense launcher, and expand the capacity of the production line for extended range GMLRS [Guided Multiple Launch Rocket System].

There is also much more to be done in the Indo-Pacific. The European Deterrence Initiative funded a wholesale change in Army force posture in Europe and we need a similar change in the Indo-Pacific. We have yet to make the investments necessary to build the Army posture we need on the First Island Chain. In particular, I am worried about the State of our logistics plans for which the Army has the functional lead.

So, General, I would like to hear your articulation of the Army's role in the Indo-Pacific including in contested logistics and what you would like from Congress in achieving this vision. Tell us what you need and we will try to get it to you.

As the country's largest and oldest military service the Army will inevitably play an integral role in the future of our national defense around the globe. I am hopeful that you will be able to lead it through this dangerous period and I look forward to your testimony.

Thank you.

Chairman REED. Thank you, Senator Wicker.

Senator Ernst, please?

STATEMENT OF SENATOR JONI ERNST

Senator ERNST. Mr. Chairman, Ranking Member Wicker, and distinguished Members of the Committee, it is my privilege today to introduce my dear friend and a native Iowan, Randy A. George, for his nomination to be Chief of Staff of the U.S. Army.

As a veteran of the Iowa Army National Guard I know firsthand that the role of the Chief of Staff of the Army is one of the most important in the military. I believe General George is the right man for this critical job.

General George had humble beginnings growing up in Alden, Iowa, a town with just over 700 residents. He joined the Army straight out of high school as a junior enlisted soldier.

He had a great eagerness to learn and later commissioned from West Point in 1988 as an infantry officer with a bachelor of science in engineering. Later in his career he attended the Naval War College and eventually became an instructor.

General George is a decorated war fighter with extensive combat service including in the Gulf war, the Iraq war, and the war in Af-

ghanistan. He is an experienced leader, holding command at every echelon in and out of combat.

In 2008 he commanded the Fourth Brigade combat team and the 4th Infantry Division while in support of Operation Enduring Freedom. Later in 2017 he returned to Afghanistan, this time commanding the entire 4th Infantry Division. Most recently, he commanded I Corps, managing daily activities for more than 44,000 soldiers to deploy, fight, and win decisively in the Indo-Pacific region.

Throughout his service General George never shied away from difficult tasks and completed them with distinction. He is a skilled joint officer having served in the Joint Staff J3 and responsible for geographic combat operation, and he has distinguished himself as the Vice Chief of Staff of the Army, a position he assumed in August. In this role General George has been instrumental in helping lead our great U.S. Army.

As new threats emerge our Army must maintain highly trained and lethal forces to fight and win the Nation's wars and I have full confidence that he understands the requirements of our Army at this critical time.

If confirmed, General George will spearhead Army modernization to deter or, if necessary, defeat great powers. General George is also laser focused on the betterment of our Army from recruiting and retention to readiness and training. He knows the needs of soldiers and their families.

General George is a hardworking public servant but I would be remiss to not mention that General George is also a great family man. It truly takes an extraordinary family to serve in our military and I would like to thank his wife and West Point classmate Patty and their two children, Grant and Andy, for their selfless commitment and support over the years.

I firmly believe that General George's qualifications, record, and character and, of course, his great home State make him the right nominee to serve in this important role.

General George has my full confidence. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Ernst, not only for your introduction but for your service. Thank you very much.

General George, please, your testimony?

STATEMENT OF GENERAL RANDY A. GEORGE, USA, FOR RE-APPOINTMENT TO THE GRADE OF GENERAL AND TO BE CHIEF OF STAFF OF THE ARMY

General GEORGE. Okay. First, thank you, Senators.

Chairman Reed, Ranking Member Wicker, Members of the Senate Armed Services Committee, I am humbled to have been nominated to serve as the 41st Chief of Staff of the Army and I want to thank you all upfront for your steadfast support of our soldiers and their families.

I know this has already been done but I would also like to introduce my family. My wife, Patty, is behind me. She is my West Point classmate and, yes, by every measure she was the better cadet. She has been my toughest critic and biggest fan for 34 years of marriage and she has kept our family strong through numerous

moves, deployments, and assignments. She has also been a friend and a mentor to many military spouses over the years.

Our two kids are behind me as well, our son, Grant, whose hair is now too long, who served in the 4th Infantry Division in the Ranger Regiment, and he is here with his wife, Hannah, and my daughter Andy and her husband, Tim, are also joining us.

Patty and I joke that we gave our kids the opportunity to attend three different high schools. We do believe that it made them tougher and more adaptable and I know they are both very thankful for that.

My mother and father, Bob and Lorraine, are watching from home in Alden, Iowa. I think it is closer to 800 people where I am at, Senator Ernst. My mom was a little uncertain when I shipped off to basic training at 17 but I know my dad was very happy to have me off the payroll.

There is not a military presence in Alden, Iowa, and we were not from a military family. But there was a Korean War veteran in town that I did some work for while in high school. He told me stories about his time in the Army and it inspired me to go talk to a recruiter. I came into the Army to get money for college and I have stayed because of the mission and the people.

Over the last almost 250 years the Army has become one of the greatest ground forces the world has ever seen. We have been the main effort for every conflict in our country's history and have dominated our adversaries because of the courage, imagination, and determination of our soldiers and our Nation.

Integral to that, if confirmed I plan to have four focus areas.

My number-one focus will be on warfighting so that our Army is always ready to respond when our Nation calls.

Second, I will work to ensure that we are continually improving to stay ahead of our potential adversaries. As the war in Ukraine has shown us we are in a rapidly changing strategic environment. We cannot afford not to evolve.

Third, I will work to ensure that we have the industrial and sustainment base and the soldier and family support infrastructure to rapidly project our force across the globe.

Fourth, and finally, I will continue to strengthen the Army profession and build cohesive teams which starts with fixing recruiting so that we remain an Army of the people and for the people, a formidable team of all-volunteer warriors.

I am proud to be a U.S. Army soldier and I look forward to your questions.

Chairman REED: Thank you very much, General.

I have a series of standard questions which you could respond to.

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

General GEORGE. Yes, Chairman.

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

General GEORGE. No, Chairman.

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

mony, briefings, reports, records, and other information from the executive branch on a timely basis.

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

General GEORGE. Yes, Chairman.

Chairman REED. Do you agree when asked before this committee to give your personal views even if your views differ from the administration?

General GEORGE. Yes, Chairman.

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 requester regarding the basis for any good faith delay or denial in providing such records?

General GEORGE. Yes, I do, Chairman.

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

General GEORGE. Yes, Chairman.

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

General GEORGE. Yes, Chairman.

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

General GEORGE. Yes, Chairman.

Chairman REED. Thank you very much, General.

Welcome. I think we all share Senator Ernst's enthusiasm and confidence in your assumption, if confirmed, of the role of Chief of Staff to the Army and one of the issues that you identified upfront was recruiting, and we know there are many forces that I mentioned in my comments that are making it difficult not just for the military but for businesses to recruit.

If confirmed, what actions would you take to address this recruiting crisis? I must say, as I mentioned before, I was very impressed with General Kelly and the Future Soldier prep course. I think also too we have to spread our focus not only to high school ROTC but to junior colleges.

But please, sir, your comments?

General GEORGE. Yes, Chairman. As I said in my opening statement, I think it is the number-one challenge that we face and the one thing that we have to be focused on. We are.

I will tell you that every leader in the Army and I have been as the Vice as completely focused on this and there is really two areas. Some of these are—we are doing whatever we can in the short term and I will mention a couple of those.

We also have a longer term or what we have called basically a sprint that we hope to finish here within this next month of what are—do we need—how do we need to change structurally or what big changes do we need to make, are we—how we are picking recruiters, where we have our recruiters at, the command and control structure, marketing. We are reviewing every aspect of that.

As you mentioned up front we are—some of the challenges that we are having is having people to meet our standards. We do not—

we are not going to lower our standards. The Future Soldier prep course has been very helpful to that.

We are down there helping them, people that generally otherwise meet the standards to get in the military, pass the ASVAB [Armed Services Vocational Aptitude Battery]. We have had challenges with folks passing the entrance test and that is helping them and then also helping them to pass the height and weight so that they get in.

We have seen very good success for that, better than 95 percent, and they are doing better in basic training and we—I think the big thing on the—you mentioned on perceptions, lot of people are—there is two big things.

I think that the big perception is putting their life on hold that young kids are worried about. I can—I remember that and was basically told, hey, it is going to accelerate your life and I still use that because it was, because it has, and I think we need to get that word out and we are working very hard to do that. But that is the big reason that we hear people are not coming in the military.

Chairman REED. I thought it was interesting you mentioned that—the Korean War veteran who got you interested. One of the issues is a generational one. We just do not have the volume of veterans we used to have that would talk to young men and women and inspire them. But we have to get this solution solved.

One issue I will ask is you have been looking closely at the fighting in Ukraine, and what lessons are you drawing from what is going on there that can—must be applicable to the Army?

General GEORGE. We are—I mean, there is a lot of lessons that we are taking from that and something that we are studying. I think everybody is studying that. So I will give you a couple of broad—very broad ones.

First, Chairman, I think that partners and allies and just the strength of that, I mean, was something that was—has been immediate think how we, the Western forces, go about mission command and how we allow initiative and just how impactful that is on the battlefield.

I could go down every warfighting function that we have. I will mention a couple and each really quick. I think the importance of long-range fires and the accuracy of that that is something that the Army, really, the joint force is investing in and just how important that is.

I think people are seeing around the world how great U.S. equipment is. That is another thing that I think everybody is seeing. We are learning a lot in logistics and with 3D printing that is happening that is up there.

We used to pull artillery tubes, for example, back to be repaired and maybe all the way back to a depot. That is happening to tele maintenance in a much more forward position. We are learning a lot in counter unmanned systems so counter UAS and how they are being used. I mean, it is—that is rapidly evolving over there. So I think I could go on and on on this one.

Chairman REED. Well, thank you, sir, and, again, thank you for your service, your family's service. Back in 1971 dating fellow cadets was not encouraged but times have changed for the better and the result is before us.

General GEORGE. Yes, sir. Chairman REED. Thank you, sir.

General GEORGE. Thank you. Chairman REED. Senator Wicker, please?

Senator WICKER. I will leave that alone.

[Laughter.]

Senator WICKER. I mentioned a couple of things in my opening statement, General, so and it may be that others will want to delve into this. I mentioned the Total Army Analysis, which is required in last year's NDAA, Section 1044.

You just solemnly answered one of the standard questions that the Chairman always asks, will you ensure that your staff complies with deadlines established by this committee for the production of reports, records, and other information. Do you acknowledge that that includes things like the Total Army Analysis?

General GEORGE. Yes, sir.

Senator WICKER. I just want to point out when something is placed in the statute by the House and Senate and signed by the President it is the law of the land, and we want to give you what you want to win for our Nation and we do hope that our general officers will lead by example by giving us in a timely manner what we want and transitioning to what you need.

Talk about what the ATACMS could do for our friends in Ukraine in winning this war against the illegal Russian invasion. The French are now prepared to deliver what you call Storm Shadows, or SCALPs.

I do not know what the correct term is that we are supposed to use. How helpful would our ATACMS be to the effort to defeat the Russian invasion of Ukraine?

General GEORGE. Senator, the ATACMS, obviously, are great. That missile is a great system, adds range. So that is basically what it would be providing is the ability to attack deeper targets.

In the end, I think that we have discovered at looking at this—and the Chairman asked about lessons learned—it is still a combined arms fight. There is a lot of things that go into conducting offensive operations and I think that is an aspect of it.

Senator WICKER. Well, you are—you are you are going to obey the commander in chief, no question about it, and he is going to make the call there. But you also have agreed to give us your own personal opinion. These ATACMS would be helpful to the Ukrainians who have asked for them. Is that not correct?

General GEORGE. Yes.

Senator WICKER. In terms of the range of them, if that is a problem actually the range of the French weapons being provided to Ukrainians is greater range. Is that not correct?

General GEORGE. I am not familiar with exactly what the range is on the—on the French weapon.

Senator WICKER. Okay. Well, just supply that on the record and that will be fine.

Let me ask you about a favorite of mine and that is Junior ROTC. You are a graduate of the academy and I am—I got my commission through ROTC at the University of Mississippi.

But it has become clearer and clearer how important the ROTC at the high schools is. If you ask a principal of a high school, you ask a superintendent of a public school system, if they would like

to have Junior ROTC of some kind, whether it is Army or whatever, they will—they have always given me a resounding yes and the RAND Corporation, other independent studies, have confirmed that Junior ROTC in high schools is a citizenship builder and only 10 percent of our high schools are able to have Junior ROTC. But 40 percent of our recruits come from students who have been in Junior ROTC.

So we are—we are increasing the floor of Junior ROTC in the NDAA and raising the ceiling. What is your opinion about this and will you help us make Junior ROTC a success pursuant to this NDAA?

General GEORGE. Senator, I agree with you completely. I was going to say the exact same thing. Where you have had JROTC in a school we see, whether they are part of the program or not, they get exposure to the military and we have increased people that are joining the military.

So that is good, and I think they are great programs and what—we are, yes, committed to continuing to grow these programs. What we want to do is responsibly grow them, make sure that we are picking the right people and working with the local schools to do that.

But I agree with you, and we are looking—too we have to look at, make sure that we are—there are some areas where we are not that we could expand in some of these areas and we are looking at all of that.

Senator WICKER. Right, and, Mr. Chairman, in general, there are whole sections of the country where there is really a paucity of Junior ROTC. This is a citizenship builder, and whether they go into the military or not it is a subset of schools that are over-achievers, that attend school more regularly, that graduate more regularly, and go on to higher education later.

So thank you for that assurance. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Wicker.

Senator King, please?

Senator KING. Thank you, Mr. Chairman.

Before beginning my questions, I cannot help but comment on the futility of this hearing since we know that General George will not be confirmed in any time in the foreseeable future, not because of his qualifications or his experience or his vast knowledge that he would bring to the job but because of a hold that has been held on all general officers.

General George, you have committed to giving us your best professional advice. Do you believe that this blanket hold on the promotion of general officers, which has left us, for example, without a commandant of the Marine Corps in the first time in over 100 years, is undermining national security?

General GEORGE. Senator, it is—yes, it is impacting our readiness. For us it is important as we move leaders to get the right leader in the right place at the right time and especially with the—with the right experience and so that is—that is what we are challenged with right now with the hold.

Senator KING. Thank you.

Senator WICKER. Mr. Chairman, I have to take a point of personal privilege here, if I might, and I will be brief.

I am mindful of the senator from Maine's point of view. But as a matter of fact a nominee for Chief of Staff of the Army can be brought to the floor in the usual manner despite a hold by the majority leader, taken up for a vote, cloture voted, and the confirmation proceed.

Is that not correct, Mr. Chairman?

Chairman REED. That is correct but that does not account for the 250 and 60 general officers that are on hold and the response—

Senator WICKER. Indeed, it is—it is a general statement—it is a general statement that applies to the others. But with regard to this nominee and the one yesterday they will be taken up in the normal course when the majority leader decides to bring them to the floor and I think that will happen expeditiously.

Thank you, sir.

Senator KING. My response would be that national security is being compromised by all 250 of those nominees that are being held up, not just by one or two.

I would like to proceed with my questions if I could, Mr. Chairman.

Chairman REED. Continue.

Senator KING. General, you have two hats if—when confirmed. One is best military advice to the President of the United States. The other is Chief of Staff of the Army.

One of the hardest things to do is saying something that is difficult to the boss. Are you willing to give the President of the United States advice that he or she does not want to hear?

General GEORGE. Yes, I am, Senator. I think we have had—I have had to give advice to my boss. As I have advanced in my career I have had to do that.

Senator KING. I hope that that is—that is something that you will remember as you undertake this position because it is—if you look back through history, even recent history over the last 20 or 30 years, telling the boss what they wanted to hear got us into some real serious trouble. So I hope you will remember this moment and take that responsibility very, very seriously.

You mentioned the nature of war and the quote you used was “rapidly changing strategic environment.” Could you expand on that a bit and tell me what you mean by that and how you believe we have to evolve to meet those new challenges?

General GEORGE. Senator, I will use unmanned systems as an example and loitering munitions and what we have seen because I think there has been a lot of that that has been out there in the open source press, but just how quickly things are—you can take something off the shelf, for example, and weaponize it or add different components to it.

There is 3D printing that can go to that and can rapidly change and so what that has caused also for us is that you have to think about how do you defend yourself against that.

So I think we have to look at it both on the offensive and on the defensive side. I think what we have seen with—as well on the—with software and just how quickly you can change and advance capabilities. That is happening and you can really look at that across all the other warfighting functions as well. Cyber.

Senator KING. Speed is one of the things you are focusing on. Delighted to hear you talk about 3D printing because we cannot afford to be, as you say, sending something back to the depot.

In my view, every barrack—every barracks, every hangar, every ship should have a 3D printer and we should be buying the intellectual property when we buy a platform. Do you agree?

General GEORGE. Yes, Senator, I agree.

Senator KING. Very quickly in some time that I have left, lessons from Ukraine—what have we learned about what is going on in Ukraine and how that war has proceeded in terms of tactics, strategy, weaponry? Some quick thoughts on lessons from Ukraine.

General GEORGE. I will try to give a couple in addition to what I talked about before because I could go on. We are studying this—we are learning a lot from this. Just what is going on right now I think we are learning how difficult offensive operations are and what you have to piece together to do.

I think it is the same for—I did not cover a lot earlier on integrated air and missile defense but it gets to the counter UAS piece that I brought up before that you are going to have to have systems that are able to knock down, and you—first, you got to see all of that but then you got to be able to knock down small class one, two, three unmanned systems all the way up to cruise missiles and I think that that is a real challenge that we are—we are learning over there.

I think Ukraine is doing a great job. But the basic thing that I think we have learned from the beginning is it is critical to have the will to fight and that is exactly what the Ukrainians have been showing us over there.

Senator KING. Thank you. Thank you very much, General.

Chairman REED. Senator Rounds, please?

Senator ROUNDS. Thank you, Mr. Chairman.

General George, first of all, I want to thank you for your service to our country and to your family, and Patty, thank you, because when you deploy your entire family really deploys.

There is a separation that does not go away, movements that a lot of the rest of the country do not take into account from one location to another as your different missions are assigned, and I want to say thank you to not just you but your family as well for that.

I would like to begin, General, with a discussion that I have asked all of the other service chiefs about. All of the other service chiefs and the combatant commanders have expressed concerns about the impact auctioning off portions of the 3.1 to 3.45 gigahertz band of the spectrum would have on our defensive capabilities.

Based on what we have discussed before, if this report, which is due in September, demonstrates that auctioning the 3.1 to 3.45 gigahertz portion of the spectrum will adversely impact our national security what would be your advice to the President and Congress?

General GEORGE. Senator, my advice would be we need that spectrum and if we were going to lose that, obviously, it would be time and resources to be able to adjust to that capability. We are taking part in that study right now and providing our insights to that.

Senator ROUNDS. Thank you. I think one part that is missing sometimes is that certain parts of the spectrum have to one degree or another the necessary physics that allow for some real capabilities and that is the reason why some of our systems have been established in that area to begin with. Would you concur with that? General GEORGE. I would concur with that.

Senator ROUNDS. Thank you, sir.

General, there is—at the time here it looks like right now there is perhaps a 90,000 personnel shortfall between the numbers within the Army and the numbers that we are projected to need.

You are going to take your position at a time in which this recruiting crisis is probably the most severe that it has been since the DOD's 50-year all-volunteer force was created in the first place.

While the Army struggles to meet recruiting numbers many have criticized what is viewed as an increased and an untoward emphasis on immutable characteristics like race and sex throughout the DOD and the department has increasingly focused on new policies and plans in areas like equity, extremism, gender ideology, abortion, and sex change operations. There is even a growing bureaucracy focusing on these specific issues.

I know that when you started there was a concern about this may set us back a few years or it delays your movement into other activities and so forth. That was the way it was then and that still is one of the concerns, as you have expressed earlier.

That did not stop us from meeting our recruitment goals 20 years ago, and while it may impact some today I think there are other things that may have an impact as well including the items that I have just discussed.

I guess my perspective is that everyone should be welcome to serve if qualified. But we are losing focus on teamwork, discipline, and the enormous challenge presented by an emergent China.

How do you see this issue, sir, and is this an area where when we start talking about all of these other items are they impacting our ability to recruit young men and women?

General GEORGE. Senator, I would say yes. Perceptions—the first thing you mentioned, I mean, we—yes, we have to turn recruiting around and I am confident and we are going to put the whole Army's effort and all the leaders behind it to do that and we appreciate any help that you are providing with that.

We are keeping soldiers in the Army. So retention is at near historic. So they like the units that they are serving in. I will tell you that I spend most of my time focused on warfighting and that has been my—that has been my experience.

We do talk about building cohesive teams. That has been my—also been my experience since I was first in. There are things that you have to do to make sure that you are bringing everybody together from across the country and everybody has the same values and character as part of that that is critically important to us.

So I do—I think anytime that there is a perception of something from somebody because it is—like I mentioned up front, it was a veteran that talked to me. It is coaches that talk to people and teachers and, I mean, I would want people to know that the Army is a great place to be.

It is a life accelerator and we are focused on our mission, and there is so many things that you can do in the military to advance your life and we got to get the word out on that.

Senator ROUNDS. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Rounds.

Senator Kaine, please?

Senator KAINE. Thank you, Mr. Chairman. General George, great to meet with you yesterday. I look forward to supporting your nomination.

I will add to the recruiting challenge you could hardly send a worse message to people who were thinking about joining the military and maybe making a career out of it than is being sent right now with these military holds.

One of my kids is a marine officer 8 years Active, now a Reservist, like everybody else who joins an all-voluntary military willing to risk their life for their country.

But why would they sign up to serve knowing that a member of the U.S. Senate could block their professional advancement because they are disappointed with a policy that they had nothing to do with? That is what is happening right now.

Two hundred and fifty people, soon to be more than 600, who have volunteered to wear the uniform of the country and risk their life to defend the country are being blocked from professional advancement because a member of this body is disappointed with a policy that these hundreds have nothing to do with.

If you are disappointed with a policy in the military, especially if you are a member of this committee, you have an opportunity every year when we mark up a defense bill to try to convince your colleagues that the policy should be changed.

I have been now through 11 NDAA's on this committee and every year I introduce amendments and try to convince my colleagues that my position is right, and sometimes I prevail but I often do not, and if I cannot convince my colleagues I am right that is on me. But I do not take it out on hundreds of officers and their families whose lives are being put in limbo because I am unhappy.

This is—I associate myself with Senator King's point. This is hurting our defense. This is hurting our Nation when we are in a very challenging global environment, and as we are talking about what we can do to try to make military service more attractive it is sending exactly the wrong message to people that we are trying to encourage to join the military.

General George, you—I think you are aware we had a hearing earlier this year where Army experts came and talked about the recruiting challenge and they listed the reasons that through some intense surveying why recruiting is tough and the number-one reason is, I am worrying that I am putting my life on hold, that others will move ahead and I will not because I will be in a situation where I cannot advance.

That was even a more powerful factor than, I am worrying about the risk of my life. People were able to accept that risk and still wanted to join but the number-one factor that people were not joining is, gosh, I am worried that if I join the military I am going to have to put my life on hold and I will not be able to advance like others.

This body is sending a loud message that is being heard all over this country to people who have risen through the ranks, who have served, who have deployed multiple times, whose families have moved, who have sacrificed. We are sending a loud message to them that, wow, Kaine's mad about something that the Pentagon is doing and he could not convince his colleagues that it was right.

So, what, I should just punish everybody who had nothing to do with it? I pray that we will turn from this dangerous path because if one senator can do this, hey, all hundred will find something at the Pentagon that they are not wild about and suddenly it is okay—well, look, I am not happy and I could not convince my colleagues but I at least can punish people who are blameless. I hope we will turn from this.

General, I want to ask you about the Radford Depot. My team and I recently went to the Radford Army ammunition plant. We heard about the challenges that they face competing for contracts.

Radford is a strategic capability, critical component in our Nation's mission to produce munitions, which is important and getting more important. Although cost is an important consideration in these items we also need to preserve the viability of an organic industrial base. I know you have spent time focusing upon the munitions production needs of the country.

So how do you view the balance between choosing vendors with lowest cost bids while maintaining the ability to deliver readiness from our organic industrial base?

General GEORGE. As you mentioned, Senator, Radford and several other depots out there are critically important and it is an amazing workforce, having been to a bunch of them, and what they do and just how patriotic they are in their mission.

I think what we are looking at doing—and we have spent some of our own money to try to—we need to inside the budget. We appreciate the support we have gotten from Congress. I think we got \$1.6 billion last year to also invest in that. We do have to upgrade these depots. I think that it is important to do that and do it in a way where we can increase production.

I can give one example of an ammunition plant where you can build the capability, you can keep the same size workforce, and then have the ability to expand production from there, and I think that is where we need to focus.

Senator KAINE. I appreciate it. Thank you, Mr. Chair.

Chairman REED. Thank you,

Senator Kaine. Senator Ernst, please?

Senator ERNST. Thank you, Mr. Chair, and thank you very much, General George, for your time today.

Patty, thank you for being here and to the rest of the family and I want to send a special thank you also to your parents back home in Iowa and I know that they are very, very proud of your accomplishments, General George.

I also know that when you are confirmed you will be an effective steward for the Army and a great partner to those of us on this committee.

So I do want to express some of the concerns that I have, and we have discussed our Special Operations Forces in detail but just for everyone's knowledge and information with the recruiting chal-

lenges the Army is expressing interest in cutting our SOF forces. SOF was born for great power competition. They are the Nation's purpose built force for campaigning against great powers.

Their value proposition is to deter war in peacetime and create military advantages for the joint force in wartime. But SOF also remains the Nation's premier force for crisis response and counterterrorism.

As a recent congressionally mandated study determined the demand signal from theater commanders for SOF will increase. I am concerned to learn of the proposals to cut Army SOF by 10 to 20 percent.

Now, I know we are facing budgetary challenges. The end strength challenges also are squeezing the whole Army. But SOF are not mass produced and I doubt that cutting them would create the savings the Army is actually looking for and, worse, those cuts could have disproportionate impact on Special Operations missions.

So the numbers are not adding up at this time. We are looking to cut SOF when we need them the most. So, General, do you believe these reductions would limit the Army's ability to provide forces to commanders to deter great powers, counterterrorism, and respond to crises?

General GEORGE. Senator, I have been deploying side by side with SOF forces for the last 20 years. I agree with you that they are an amazing capability. They have been and they will continue to be. I agree with that.

What we are doing with modeling I have been talking with both General Braga, who is the USASOC [United States Army Special Operations Command] commander. The Army makes up about 65 to 70 percent of all of SOCOM [Special Operations Command] and what we do is model to see how are things going to be different, what capabilities do we need.

So when I was in Afghanistan just a couple of years ago there was 11,000 that was there. Most of that was SOF and we are not doing that. So I think we have to review all of this. We are in the process. There has been no decisions made. I am close to both of them. I actually heard from General Fenton this morning.

So we are talking through that. But I think what we owe you is the best joint force and military that can tackle the problems that are ahead and that is what we are working on.

Senator ERNST. Yes, and so just to make clear, you will be working with those commanders—those operational commanders and making sure that the cuts would not create operational risk and you can report those to Congress. Is that correct?

General GEORGE. Yes, Senator, we are working closely with them. Absolutely.

Senator ERNST. Okay, and I do hope that as you are working through those issues then before any of those cuts are approved that you would notify members of this committee.

General GEORGE. Just earlier because Senator Wicker—of course, we are going to come over before any of these final—this comes out that we will talk it over with you first.

Senator ERNST. Good. Thank you, and, General, I do want to share SOCOM's assessment. We did receive this just recently and

it says that SOF can only execute its assigned mission with SOF enablers and cutting enablers increases risk to mission.

Mr. Chairman, I just want to if—I would ask if we could enter this into the record.

Chairman REED. Without objection.

[The information referred to follows:]

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RESPONSE TO CONGRESSIONAL INQUIRY

RFI 23-200

10 July 2023

SUBJECT: U.S. Special Operations Command's (USSOCOM) Manpower

PURPOSE: Provide information to congress on SOCOM Manpower requirements.

Q1. A recent study assessed that the demand for SOF in great power competition missions will increase. Does SOCOM concur with this assessment? Please explain.

Answer:

1. The Department of the Defense Information Operations Posture Review, informed in part from products from the Center for Naval Analyses (CNA) as well as the GAO and RAND, has not yet been released by the Office of the Secretary of Defense staff. Therefore, while we cannot comment on it, we can address SOF in Great Power Competition.
 - a. The FY2020 NDAA section 1713 mandated an independent assessment of special operations force structure, roles, and responsibilities which the CNA performed, delivered to ASD SOLIC, and submitted to Congress. In this assessment, CNA stated that Global Combatant Commands (GCCs) generally believe they will need more SOF across the board, with increased demand for at least SOF information, intelligence, surveillance, and reconnaissance (ISR), and sensitive activities capabilities. Their analysis shows a 60 percent growth (an increase of nine O-6 units). Their findings conclude explicitly that there is required growth in 10 of the future force projections they analyzed and include implied growth in 'supporting elements of the SOF enterprise.'
 - b. USSOCOM also believes the demand for SOF will increase. This belief is supported through USSOCOM analyses in support of our Programmed Objective Memorandum 25 (Joint Mission Analysis (JMA) and Force Structure Methodology (FSM)) as well as in managing both the employment of SOF and in projecting future utilization of SOF in the Global Force Management process (GFM). SOF Capabilities allocated to support FY22 compared to the FY25 future demand demonstrate the fundamental shift toward National Defense Strategy objectives. However, the allocation of forces against this future demand informs us that the demand historically continues to outpace our ability to project and provide SOF. The JMA and FSM also reflect the shortfall of deployable force elements to fulfill GCC NDS priorities. Using this demand, FSM analysis does not demonstrate any justification to reduce USSOCOM military force program (MFP-11) end strength.
2. In conclusion, USSOCOM concurs that the GCCs will require more SOF in Great Power Competition. The world is becoming more uncertain as the pacing and

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acute threats continue to broaden their areas of interest and influence. The global uncertainty requires a force capable of deploying with a small footprint to conduct precise operations and activities to assess the regional threats and changes to the various operating environments, often where conventional capabilities are not operating.

Q2. What enablers does SOF rely on, or is SOF expected to rely on, in future missions? Please describe notional missions in addition to relevant enablers.

Answer:

1. Special Operations Forces can only execute its assigned mission with SOF enablers. SOF operations in a great power competition environment require small expeditionary forces with organic capability (including enablers), state-of-the-art technology, dedicated platforms, and ready partners. No SOF missions are executed without significant enabler contributions that are mission-critical to the operator's success.
2. If USSOCOM were to reduce additional force structure, reductions would include SOF operators as well as enablers to ensure we maintain an Operator-Enabler balance so that SOF missions can be successfully executed. USSOCOM tasks our components as a joint command to support missions across our joint formation. For instance, USASOC signal detachments support each Theater Special Operations Command and provide them with global connectivity as part of the SOF Information Environment.
3. Enablers in our SOF formations include Combat Arms, Combat Support, and Combat Service Support (CS/CSS) such as logistics (transportation, quartermaster, ordnance), intelligence, communication, fires, aviation, as well as medical, signal, cyber and space.
 - a. Intelligence analysts and collectors provide the multi-disciplined foundational and targeting information for force protection, situational awareness, and discrete SOF operations and often process information from targets that allow rapid exploitation.
 - b. Enablers provide the communications for our ground, maritime, and airborne platforms, and relay information where intelligence enablers process, exploit, and disseminate (PED) SOCOM ISR data which feed into the greater Intelligence Community (IC) enterprise.
 - c. Logistical capabilities equip, provide field services, maintain our weapons and equipment, and provide transport of materiel, forces, and equipment. Airborne operations are supported by riggers who ensure parachutes and oxygen systems are safe for military freefall operations. Maintenance forces sustain our ability to fight by ensuring ready equipment and rapid repair as required.

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- d. Enablers provide information warfare capabilities to influence the local populace.
 - e. Field Artillery (FA), ADA (Air Defense Artillery), and Aviation (AV) personnel provide support for Air and Ground deconfliction, Fire and Air Support planning, and supervision and participation in the conduct of Army and Joint Targeting processes.
 - f. Explosive ordnance detachments (EOD) provide capabilities in our formations to protect the force and also provide Counter Weapons of Mass Destruction capabilities.
4. Enablers ensure multiple aspects of a mission are synchronized, coordinated, and equipped to allow tactical SOF units to deploy, redeploy, and execute SOF-assigned missions.

Q3. Would force structure cuts to SOF enablers increase risk to mission for operational commanders? Please explain.

Answer:

1. Yes.
2. The Nation depends on SOF to rapidly deploy and quickly execute missions within timelines and within authorities that the Services are not built to accomplish. Any reduction to SOF Enablers increases the CS/CSS requirement on the SOF operators to either do themselves or depend on others to provide non-organic enablers. As in many of our operations, the Operator – Enabler relationship reflects habitual training and integration within our maneuver forces.
3. For example, SIGINT assets are heavily employed in ARSOF operations and typically go on target with SOF operators. Dynamic team relationships and training repetitions cannot be created after an emergency.
4. Throughout history, SOF has not commonly operated in areas where Service capabilities are readily available to provide the proper timeliness or priorities. Regarding Great Power Competition, SOF formations will be operating on the edge of conflict before any formal hostilities, operating in the gray space and in Phase 0 of an operation. It takes years to train operational units to the level of proficiency required to difficult and specialized SOF missions; this is true for enablers as well. Cuts to the SOF formation decrease our ability to meet Combatant Commander's requirements. Maintaining the current projected Combatant Commander demand with fewer enablers thus increases the risk to the mission.

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Senator ERNST. Thank you, Mr. Chair, and thank you, General. SOF—they are a strategic capability for the joint force and I look forward to working with you to strengthen them. I will followup with additional questions for the record.

But again, General George, you have my full support with your nomination and confirmation. I am proud to be sharing the desk with you this morning for the introduction and, again, congratulations to your family.

Thank you. Thank you, Mr. Chair.

Chairman REED. Thank you, Senator Ernst.

Senator Rosen, please?

Senator ERNST. Thank you, Chairman Reed. I appreciate you for holding this hearing, and I want to thank you too, General George, for testifying today, for your lifelong service, your thoughtfulness and, of course, we would always be remiss if we did not think about the families who pack and unpack, do all of that, I guess, schlepping around the world in order to support the service to our Nation. So I thank you and your family.

But I want to talk a little bit about a small arms range for Nevada and so I want to revisit an issue that I have consistently raised with General McConville and Secretary Wormuth.

Currently Nevada's Guard and Reserve soldiers are traveling to surrounding states in order to satisfy their annual weapons qualification. It is an average cost of \$500,000—half a million dollars per year per unit.

I am appreciative of the Army's commitment to correct this would spur the effort underway to build a permanent range at Hawthorne Army Depot by fiscal year 2025.

It is my understanding that Nevada Army National Guard is on track to complete their planning and design to meet that timeline.

So, General George, if confirmed, can I have your commitment that a small arms qualification range is built enough by 2025 so that Nevada's soldiers can meet their annual requirements at greater convenience and lower cost to the taxpayer?

General GEORGE. Yes, Senator.

Senator ERNST. Thank you. I will take that as a strong yes.

General GEORGE. A strong yes.

Senator ERNST. Well, everybody is very excited to do that in Nevada. It will really improve our readiness.

We are going to stay with Hawthorne Army Depot because we are the largest ammunition depot and demilitarization facility, and so despite its size and crucial role that Hawthorne Army Depot plays for our munitions readiness it is in desperate need of significant infrastructure upgrades such as replacing boilers that were installed in 1974, nearly 50 years ago. They are now inoperable. We need to modernize condemned buildings that are unable to be occupied and fixing roads that are currently impassable.

So I am proud that this committee adopted my report language during the NDAA markup that encourages the Secretary of the Army to prioritize infrastructure investments for Hawthorne and requires the Army to brief us on the status to upgrade and repair the infrastructure and functionality of the depot.

The need to invest in our munitions depots has only become more acute in light of the need to ramp up munitions production not only to arm Ukraine but also to backfill our own stockpiles.

So during this year's Army posture hearing Secretary Wormuth made a commitment to me to take a look at investments at Hawthorne.

So, General George, again, if confirmed, can I have your commitment to include Hawthorne in the Army's next future years defense planning or even unfunded priority list so that Congress can fund

these investments to ensure our munitions readiness? This is top of mind.

General GEORGE. Yes, Senator. We are—I mean, we are reviewing that. We do have a plan across all of that and, obviously, we have to balance readiness exercises and everything else to look at that.

But yes, it is critically important for us and we will definitely take a close look at Hawthorne, really, and across our industrial base.

Senator ERNST. Thank you. I appreciate that, and I want to talk a little bit now about remote maintenance support that we are giving to Ukraine.

We know that the Army is providing remote maintenance teams to allow Ukrainians on the frontlines to receive immediate advice—hands-on advice from U.S. soldiers and contractors on weapons and equipment maintenance.

So as Ukraine receives more advanced equipment the demand for these teams is, frankly, going to grow and so, General George, what should the Army be doing to expand this program to ensure it is equipped to efficiently and accurately respond to requests out in an Active battlefield like in Ukraine as—particularly as their counter offensive continues to evolve?

General GEORGE. Well, Senator, as earlier we were talking about lessons I think that is one of the big lessons that we have learned, what you can do with tele maintenance and what that does to reduce—have to backhaul things and what you can fix forward.

So I am really—we are really proud of what Army Materiel Command and U.S. Army Europe is doing to put this forward across all of these equipments and we will—absolutely we pay close attention to operational readiness rates and will continue to support them.

Senator ERNST. Thank you. Thank you, Mr. Chair.

Chairman REED. Thank you, Senator Rosen.

Senator Scott, please?

Senator SCOTT. Great. Thank you, Chairman. Thank you, General George. Thank you for being here. Thank you for your family for being here. Thank you for your service.

So can we talk about recruiting? Let me just give you some numbers that you probably already know. I guess the Army missed their numbers by 25 percent last year and I think it is on track to do 23 percent less this year.

There is a Pentagon study that showed 77 percent of American youth are not eligible to serve and there is a recent Wall Street Journal article that highlighted a disturbing trend that said children of military families, who typically make up 80 percent of Army recruits, are telling their children not to serve, especially those in the South. So I will just give you the things I will ask and you can answer me in any order.

One, can you talk about what you are going to do, if anything, on the people that were discharged on COVID? So if you can talk about that, and then what would you—if you were—if you got to talk to all these military families about why their kids should serve what would you say to them and what would you tell if you were talking to—like, I think I was telling somebody in your team I have got an 11-year-old grandson who I am sure is going to serve in the

military. Why should he serve in the Army? What would you tell these kids why they should go in to the Army?

Can you talk about what you are doing at Fort Jackson where you are trying to prepare kids for joining the military that might not be able to get in, and then is there anything Congress ought to be doing to help you? There is no—however—whatever order you want to do it.

General GEORGE. Okay. Thanks, Senator.

First, on COVID discharges we do have a process. There have been people that have come back into the Army that were discharged for COVID and specifically for COVID. It was not COVID and several other things that kind of went along with that. So I am confident that we have a process and we have had people that come back in.

Senator SCOTT. Do you think it is going to work?

General GEORGE. What is that?

Senator SCOTT. Do you think a lot of people—do you think a lot of people will come back?

General GEORGE. Well, that will be, obviously, up to them. We want anybody who is able bodied and wants to come back and serve their country to come back and join us.

Your second question was talking to families—

Senator SCOTT. Does this surprise you? Does that number surprise you about military families telling their kids they do not—they should not come back in or they should not—

General GEORGE. I do not know where you got this statistic at, Senator, but I wanted—

Senator SCOTT. I will find it. It is the Wall Street Journal article.

General GEORGE. What I was going to tell you is, and I just had a friend who just sent—his son just did a year of college and now he is enlisted and he is going to the Rangers so I am—which I am very happy about.

So I think there is a lot of them out there that are still telling their kids and they know. I think what we got to do is change the perception and talk to them about what we are doing and the one thing I would tell you—and I think we have had a couple of conversations—we got to get out and get that story out to people that are influencers and talk to our veterans and tell them what we are focusing on.

Again, retention has not been a problem for us. People are staying in the military. We are very busy. We are deploying. We are doing things.

So why the Army? Obviously, I love the Army. I have been doing this for a really long time. I know you can do almost anything in the Army and I think it has proven to be a meritocracy. Work hard. Do your job. You are going to—you are going to advance.

There is a million different things you can do from cyber. Everybody does not have to be an infantryman or artillery. There is a lot of things that you can do in the military and I tell everybody that I did not plan. I came in for a couple of years. I have mainly stayed for the people initially, and, obviously I love the mission. So and I think we got to get that word out and talk to people.

I am really proud of, to your last question on Fort Jackson, what we are doing down there with the Future Soldier prep course and it gets to your—you said 77 percent cannot meet the standards.

We have had—we have seen some of the—that has dropped, actually, from just a couple of years ago. We want people to meet our standard and I think we want them to know that, that we are willing to invest in them and help them pass that test to get healthier.

I would love if—and if you have not been down there I think it is good and I am always amazed when I—the number-one story I always hear is everybody says, I am glad I put my phone up a little bit and I am sleeping better. I am doing better. But I think it is helping. That course is helping them. We are seeing great results out of it.

Senator SCOTT. Can you—thank you. Can you just talk—we do not have much time left but just talk about the troops we have in Asia and the importance of them and are they really doing their job? Are they are going to help deter either China, North Korea or any bad actor?

General GEORGE. Absolutely. I think, Senator, we got—and USARPAC [United States Army, Pacific Command] is doing a lot. Would like to come sit down and talk to you about that or have somebody that can explain what the Army is out there doing in the Pacific.

Like we talked about with Ukraine I think partnerships, partners, and allies mean a lot and human interoperability, I think, is the most important thing. You get that out of exercises that we are doing over there and we are doing a lot of them. I was—it is amazing the relationships that we have built, I think, in Europe and we are doing the same thing in the Pacific Theater.

Senator SCOTT. Thank you, sir.

Chairman REED. Thank you, Senator Scott. Senator Warren, please?

Senator WARREN. Thank you, Mr. Chairman. It is good to see you here, General George. Welcome. Congratulations.

So I am deeply concerned about the increasing number of suicides that we are seeing among Active Duty soldiers. In the first quarter of 2023, 49 Active Duty soldiers took their own lives. That is the highest first quarter number since DOD first started collecting these data a decade ago.

Now, the Army has studied this problem a lot but it has not acted with enough urgency. From 2019 to 2022 the Army sponsored 47 studies addressing suicide. However, an Army audit obtained by the Project on Government Oversight found that nearly 90 percent of those studies, quote, “did not have any actionable recommendations or recommended only more research.” Nearly 90 percent of them, and for the few studies that did have actionable recommendations the Army did nothing.

Now, the Army was originally supposed to issue new suicide prevention regulations in the fall of 2021. Nearly 2 years after that deadline it has still failed to do so and our servicemembers are suffering.

So, General George, if you are confirmed can I count on you to help get these regs out and, even more importantly, to help get

these regs implemented in order to address the suicide crisis in our military?

General GEORGE. Yes, Senator.

Senator WARREN. Good.

General GEORGE. Can I talk—can I say a couple of things about that?

Senator WARREN. You sure can. You sure can.

General GEORGE. Just in my experience because as a commander it was not necessarily the regulation—

Senator WARREN. Fair enough.

General GEORGE.—that made the difference for me. It was getting the resources and then command emphasis and that is what we have to do, and right now we are doing what we call a building cohesive teams update and I always talk about every location is a little bit different and I always give the example of Alaska versus Fort Irwin versus now Fort Liberty. Very different. They are facing different challenges and I think that that is what we are trying to do is focus.

One of the things that we have learned from we will take things that work. But in Alaska they are doing something called Mission 100, which is basically getting somebody to talk to a counselor immediately.

Everybody has to do that within a year because what we are finding is a lot of these problems are not necessarily behavioral health problems. They are relationship issues, financial issues.

I think we got to look at this through health and holistic fitness. Our health and holistic fitness—where we have fielded that in the brigades we have seen reductions in behavioral health and in suicides. Again, I think it is—that is what we have to focus on are the end results and we are not happy with where we are at.

Senator WARREN. Well, and I appreciate the attention that you have paid to this and I have every confidence you will continue to do this.

But I just want to be able to say quite publicly, you and I, this has got to be a priority for the Army and seeing these first quarter numbers is truly alarming.

One other thing that we know—you raise several factors can contribute to suicide. Another one we know is failure to respond to sexual harassment or assault.

So, General George, do you agree that addressing sexual assault and harassment should be part of the solution to suicide prevention programs at DOD?

General GEORGE. Senator, I think all of that is yes as a part of that if you are having them and so first it is prevention of those kind of things that we have to focus on and then—and the response, absolutely, making sure that we are taking care of the victim.

Senator WARREN. I appreciate that. We do not have suicide prevention regulations yet but we do have recommendations from what is called the Suicide Prevention and Response Independent Review Committee and one of the shortfalls it identified in a report earlier this year is the critical shortage of behavioral health professionals.

Do you agree that one tool in addressing these shortages could involve the Army working with servicemembers to facilitate access to whatever care can help them whether it is directly through DOD or outside DOD?

General GEORGE. Yes, Senator, I agree with that and like I said before I think what we are trying to do is if it is specifically—I think there is a national shortage in behavioral health specialists so what we want to do is make sure that we are triaging and people who need the behavioral health actually get that, and if somebody has a financial issue or relationship issue they are talking to somebody.

Senator WARREN. I appreciate that. I just want to mention that in Massachusetts we have the Home Base program, which is making a big difference to servicemembers and their families.

They provide treatment for post-traumatic stress disorder and depression as well as for the complicated grief of loved ones who have lost a servicemember or a veteran to suicide, and it provides an opportunity for servicemembers to get the help they need without worrying about the stigma of seeking help through DOD instead.

So I want us to do everything we can in this area and I look forward to having a chance to work with you. Thank you, General George.

General GEORGE. Thank you, Senator. I look forward to getting up to see Home Base and everything else.

Senator WARREN. Good. I am going to hold you to that.

General GEORGE. Yes, Senator.

Chairman REED. Thank you, Senator Warren. Senator Tuberville, please?

Senator TUBERVILLE. Thank you, Mr. Chairman. General, thanks for being here, you and your family. Thanks for your service.

As we talked about yesterday we want to try to keep politics out of—out of your business. You do not need that and I apologize for what you have had to go through this morning. Some of your hearing time should not—you should not have had gone through that but—because you cannot control that, okay. So but I thank you for being here.

But you are going to find out in your recruiting—we have talked about recruiting today—your three biggest hurdles are going to be politicians, the media, and social media. That is going to be your three biggest problems.

I have gone through that before not in the military but also in coaching, and so that is some things that you are going to have to fight through.

Just one little story. About a year ago—I will tell you a sad story—one of the big things that we get here—that you get satisfaction from is to be able to nominate young men and women to the military academies, which is awesome. I mean, it is an awesome accomplishment.

They work for it all their life. They put their heart and soul into it, and I called a young man last year in Alabama, and it had been his lifelong goal to be perfect in every score and in school.

He said, Coach, I am going to turn it down. I have read too much in the media about what is going on. I do not want any part of it. That is the direction that we are headed in this country.

We need kids like him to be in the military, not force them out because of too much dang politics. So good luck to you and I think you are going to do an awesome job.

I want to ask you about the future long-range assault aircraft, the new helicopter that we are getting ready to start, and you are going to be the recipient of that. What is your thoughts about it, the decision that we made with the dual rotor?

General GEORGE. You are talking of FLRAA?

Senator TUBERVILLE. Yes, the FLRAA. Yes.

General GEORGE. Well, I think that that helicopter, obviously, the ones that we have had and I have been on for the last 20 years are great. This one you are going to get double the speed and double the range and have the ability to upgrade from them.

I think that that will be a significant improvement and as I mentioned up front we have to constantly be looking to evolve and I think that this will help us—definitely help us to do that.

Senator TUBERVILLE. Do you think that is going to help us in the Indo-Pacific the Army being involved if there happens to be a future conflict?

General GEORGE. I do, yes, Senator.

Senator TUBERVILLE. Because of the size, the speed?

General GEORGE. I think the size and the speed and getting—and moving things around. Yes, Senator.

Senator TUBERVILLE. Thank you. Tomorrow I will be meeting with General Hamilton, the commander of the Army Materiel Command, and as you know Anniston Depot is the designated center of industrial and technology excellence for vehicles such as the M-1 Abrams tank and the Stryker.

The depot has teammates deployed around the world in direct support of our Nation's war fighters providing service and repairs in the field, especially in this time of the conflict we are having in Europe.

General, what is being done to ensure that the depots around the country can meet the current forecasted workload to replenish what we are losing now?

General GEORGE. Senator, first, as I mentioned to you, I think, we are super proud of Anniston. A lot of what ends up in Ukraine has been touched by the great workforce that is down there at Anniston and also helping with all of the logistics is also coming out of Redstone.

We are in the process of updating the industrial base. It is critically important to the Army, really, to the joint force and to our Nation. We have a long-range plan to do that and we have kind of broken it up in increments to prioritize what we can do.

We had spent a good amount—\$1.5 billion—out of our budget. Thanks to Congress we got an additional \$1.6 billion, and I think we are continuing to look at that and what we need to do to pull it left.

It is oftentimes not as easy as just going out and fixing everything all at once because we also have to continue to do what we

are doing at Anniston. So you have to figure out how you are upgrading it while continuing the mission.

Senator TUBERVILLE. I am amazed at how many people it takes to run a tank, not the people inside but the people that follow along—the fuel, the maintenance, mechanics.

General GEORGE. Yes, sir. Yes.

Senator TUBERVILLE. I mean, it is unbelievable just looking through that scenario. But, again, congratulations—

General GEORGE. Thank you, sir.

Senator TUBERVILLE.—to you, your family and look forward to going to Redstone and Fort Novosel and Anniston in the near future. Thank you.

General GEORGE. Thank you.

Chairman REED. Thank you, Senator Tuberville.

Senator Kelly, please?

Senator KELLY. Thank you, Mr. Chairman, and good to see you again, General, and very nice meeting your family and congratulations on your nomination.

I really appreciate the conversation we had—I think it was about a month ago—about the importance of leveraging existing Army assets to strengthen our electronic warfare capabilities and hearing your perspective on how critical our Army's training ranges are to that work and that effort.

The Fort Huachuca electronic proving ground offers great potential for electronic warfare testing, experimentation, and training. In Fort Huachuca, as we discuss, has a truly unique geography that allows us to safely employ electronic warfare effects and to train very realistically, and a DOD team recently came out to the fort and assessed their capability and found that it does have the capacity and the expertise and the will also to do more and, in my view, we need to seize this opportunity.

That is why I led a provision in this year's defense bill requiring that the Secretary of Defense carry out a demonstration of a new Western Range complex. This will eventually serve as a joint multidomain nonkinetic testing and training environment across military departments and the Western Range complex would connect multiple nonkinetic ranges and training sites to better replicate some real-world threat conditions. I also worked on provisions to require assessments on where we may need to invest to ensure that we keep pace with changing technology and threats.

So, General George, if confirmed, you would oversee the execution of Army policies and programs on electronic warfare. So could you explain a little bit why this capability is so important as we accelerate modernization to meet threats posed by countries like Russia and China?

General GEORGE. Yes, Senator. We—this kind of gets to some of the earlier questions we were talking about what have we learned and a lot in electronic warfare and also in signals intelligence. That is a big part of what we can do out in Huachuca.

There is very few locations like what we have—the capability that we have out at Huachuca, which is also our—the Army's intel center and we have to immediately adapt the kind of lessons that we are learning and we need places where we can do that, and we are looking at a place just like you are talking about doing that at

Huachuca. Also have to integrate that into our combat training centers.

So I think it is absolutely—if we are going to evolve we are going to have to learn how to adapt to those environments.

Senator KELLY. One of the things that makes Fort Huachuca unique is the geography, and when you put an emitter out on the Barry Goldwater Range on the ground to emulate some Chinese threat compared to what you can do in Fort Huachuca you are talking about upwards of 10 times the power and what that enables is, say, it is a surface to air missile threat, a fighter, to be able to identify that threat from a much greater distance.

So could you talk a little bit about the context of what this means for a future conflict in the Pacific if we were to get into one?

General GEORGE. Well, I think that what you are talking about being able to do is realistic training that we have to be able to do. Those are the kind of threats that we are going to face and you have to train—you have to train for that.

We are doing the same thing in trying to incorporate that where we can with our exercises. Some of our exercises have actually linked back to capabilities that we have had at the electronic proving grounds.

I think we have to—obviously, the Pacific is the expanse and doing geography and linking all of these capabilities to include command and control is something that we will—we will continue to do. But it is, obviously, critically important to the Army and, I think, the joint force.

Senator KELLY. Well, thank you, General.

In my remaining time here I just want to talk about a visit I had at the Army Futures Command, and I was briefed on their efforts to ensure that the U.S. Army remains at the forefront of technological innovation and warfighting capability.

They had some concerns that they did not have a lot of nimble funding tools and sources and they were often at risk of missing some opportunities to leverage innovation from industry because they did not have the funding tools available to get resources to companies without it taking, in some cases, a couple years.

So I know I am running out of time here. But, General, I am interested in getting some help and a commitment to facilitate some collaboration between the Army Futures Command and the Office of Strategic Capital and to see if you would be willing to work with me on these efforts to bridge what we often refer to as the valley of death in government contracting.

General GEORGE. Absolutely, Senator. Whatever we can do to, I think, do things—evolve quickly we are absolutely interested in that and I am happy to come see you and talk to you about that more. Senator KELLY. Thank you, General.

Chairman REED. Thank you, Senator Kelly.

Senator Budd, please?

Senator BUDD. Thank you, Chairman. Thank you, General, for being here and congrats on your nomination.

I want to focus on Special Operations Force structure and potential cuts that have now been widely reported, including an exclusive by the Secretary of the Army with the Army Times.

Special Operations Forces play a critical role in strategic competition, counterterrorism, and crisis response. So and, General, a true or false question here. So given these requirements would you say that demand for Special Operations Forces from the combatant commands is growing? True or false, please.

General GEORGE. I do not know the answer to that specifically. But if you were to ask me how much it is since what we were doing 10 years ago I think, again, what we are trying to do to look at this, and there has been no decisions made on this—on anything with the force structure but we are doing things differently and this really comes down to if we are operating in the same theater together and doing the same thing and that is what we model. There are ways that we can do things, I think, one, more efficiently and, two, that would be better for the—for the joint force.

So we have a lot of capabilities that are out there already campaigning and I think that we can do a lot of things together, Senator.

Senator BUDD. General, thank you. I appreciate your responses earlier to Senator Ernst and her kind introduction of you.

The trend that I am seeing—and this is anecdotal and we probably would have the data that we are seeing an increased demand on this—but the joint concept for competing states that the joint force will conduct irregular warfare operations and activities proactively to subvert, create dilemmas for adversaries, and impose costs on adversaries' strategic interest.

So when I think of irregular warfare I think specifically about Army SOF, Green Berets, psychological operations, civil affairs.

So another true or false. Decreasing the overall—and this is, again, decreasing overall capacity of Army Special Operations will decrease joint force ability to conduct the irregular warfare called for by the joint concept for competing. Would that be true or false?

General GEORGE. I am sorry I have not given you a true or false, Senator. But I do think that, first of all, for SOF it takes a long time to grow that capability. We have not talked to anybody at SOCOM about—specifically for SOF, that specific capability, because I agree with you we need that capability and—out there. I think what we are talking about is how we support that capability that they have.

Senator BUDD. Thank you, General, and keeping with that it would seem that if we did decrease SOF in the joint force that would decrease our ability to compete. So what does the operational and personnel tempo look like for Army Special Operations?

General GEORGE. I would tell you that the op tempo is high really across the Army for what we are doing. So that is kind of how we measure it as far as we are looking at brigade combat teams, the same enablers that we are talking about are over there forward.

For example, in Europe right now it is all the Army enablers that are already over there that are supporting the SOF so they would not have to send additional folks over there. So that is what we try to do to do economies of scale. That is what you would expect us to do because we also need an Army that can fight and win and so I think that is all part of it.

Senator BUDD. General, continuing on with that, and I think I heard in that answer that you said it is high right now. So if demand is increasing and capacity would decrease under the Army's reported plans would that not negatively impact both operational and personnel tempo?

General GEORGE. Again, what we are—we would like to decrease tempo—perstempo—for everybody that is out there.

Senator BUDD. Right. But understand if it is—if it is actually is increasing would not decreasing under the Army's reported plans—would that not negatively impact operation personnel tempo? I mean, they seem they could be going in opposite directions.

General GEORGE. If you are talking very basically like that—I would love to come over and have a detailed conversation with you on this, Senator—really, for everybody—about this.

Senator BUDD. Thank you, General. So I hope that we can make some reasonable decisions here—I look forward to that conversation—that are in the best interests of the Army and the joint force as a whole. So I am going to be following this closely and I would love detailed updates as the department's planning progresses.

But in my final time here I want to ask on a different topic. When we spoke in my office you mentioned the Army needs to improve its marketing strategy to address the recruiting crisis. You have mentioned recruiting a bit before.

But what strategies and tools—a little different question—what strategy and tools would you suggest to improve Army recruiting?

General GEORGE. I will give you one quick example, Senator. I heard this when I was out with a recruiting company commander. I do not remember if it was Oklahoma or Texas or it was one of the others and he said, hey, if you are a nationally—your national message might be buy a certain kind of vehicle and out here we buy Ford 150's. That is what it is.

How do we tailor local messages to local. That is one thing that I think that we have to look at because we are different and we are trying to appeal to a very broad—we want to come from across society and so I think that we have to look at it in detail from the local markets all the way up to the larger markets and that is what we need to do.

Senator BUDD. Thank you, General. Chairman, my time has expired.

Chairman REED. Thank you, Senator Budd.

Senator Hirono, please?

Senator HIRONO. Thank you, Mr. Chairman.

General George, welcome. Thank you very much for your service and your commitment to continuing to serve and, of course, aloha to your family because we all know that when you serve your family also serves.

We have had over the last 2 days the—hearings on two really important nominations. Yesterday was General Brown to be the Chair of the Joint Chiefs and today you to be the Chief of Staff for the Army.

It has been made abundantly clear how damaging the holds that Senator Tuberville has placed on military promotions is and yesterday I note that Senator Tuberville in his questioning of General Brown for his position said if there is anything he can do to help

General Brown, and I would say—and I would join my colleagues in saying, Senator Tuberville, you have made your point and I ask you to lift your hold because, as I said, it has been made abundantly clear by all of your testifying that these holds are creating much damage to our readiness, our ability of our military to proceed. So there is that for Senator Tuberville.

General George, as part of my responsibilities I want to ensure the fitness of all nominees who come before any of the committees on which I serve for fitness to serve and I ask the following two initial questions. 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?

General GEORGE. No, Senator.

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

General GEORGE. No, I have not, Senator.

Senator HIRONO. General George, I have been sitting here for a while, and I very much appreciate your very thoughtful responses to the questions that have been put to you and especially relating to very sensitive issues such as suicide and, I would say, the continuing scourge of sexual assault and harassment in the military. I appreciate your thoughtful responses.

As the chair of the Readiness Subcommittee I have made very clear the importance of infrastructure as a top priority and the Army, like every service, has a deep backlog of maintenance and modernization for its facilities and basic infrastructure and, in fact, in Hawaii there is a backlog of almost \$5 billion in facilities maintenance and modernization and that is the deficit. We discussed this yesterday.

Where does infrastructure replacement, repair, and maintenance stand in your order of priorities for the Army?

General GEORGE. I will tell you, Senator, that it is integral. Our job is to be prepared for—to fight and win our Nation's wars and having the right infrastructure depending on what it is is a critical aspect of that.

You know in Hawaii how critical Schofield and everything that we have out there, the training area, PTA [Pohakuloa Training Area], is to us out there. So we have to pay attention to that. It gets to recruiting as well. If you are not—if you do not have the right infrastructure that has an impact on your workforce and so I would say it is of critical importance to us.

Senator HIRONO. There is such a huge infrastructure deficit throughout the DOD but the Army has a huge presence in Hawaii as well as in other places and what I would like to see going forward under your leadership is a more obvious commitment to infrastructure replacement, maintenance, modernization.

I do not really see that as a commitment. We wait until things fall apart, where electricity goes out at Tripler, the major hospital in Hawaii, and you cannot have that, not to mention the huge concerns regarding Red Hill.

So you did mention the importance of renegotiating our leases for training, especially Pohakuloa, and part of those renegotiations is very much talking with the community.

So I would like to have your commitment that you will make sure that that kind of outreach is occurring. The last thing we need to happen for these really critical training areas is some concerns raised that we have not addressed due to some lack of outreach and continuing discussions with especially the native Hawaiian community.

General GEORGE. I agree with you 100 percent, Senator, and we will—we will partner with the local community. I know they are doing that right now.

Senator HIRONO. As we are doing these leases I think there may be an opportunity for the Army to really look at its needs and return some of the land to the State. So that kind of a process I think is very important. I hope you will conduct that and with a view of returning land that you do not need to the State.

General GEORGE. Okay, Senator. Yes.

Senator HIRONO. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Hirono.

Senator Mullin, please?

Senator Mullin: Thank you, Chairman, and I honestly had no intention of addressing this but I have to because it seems like my colleagues from the other side continue to bring up the Tuberville hold and they are leaving a factor out of this, that Chuck Schumer can bring this up for vote anytime he wants to. Secretary Austin can come here and address his concerns anytime he wants to.

Senator Tuberville has the right to put a hold on it because he believes something is illegal. He believes that Secretary Austin is going outside of Code 1093. 1093 was a code—was a law that was passed that President Biden—for my colleagues that may not know the history of this, President Biden voted for that was very clear that allowed exceptions only in three cases for the armed services to pay and assist in any circumstances for an abortion.

That is the law, and if we do not like the law then we have the right as a body to change it. But yet we are ignoring that issue, and if Secretary Austin believes that it is within his authority to do so then he can come in here with his team of attorneys and, Chairman Reed, you can have a hearing on it and he can explain it to all of us, or Chuck Schumer can simply bring it to the floor for a vote and we can all vote on it and say we do not believe in law anymore and we want to dissolve it.

But my colleague has the right to put a hold on it. So we can continue to gripe about it all we want but it is within his right to do it and it is within our body to address his concerns if we choose to. But we are all ignoring that issue.

So I think my colleagues should probably refocus on themselves and call in Chuck Schumer or this committee to have a hearing on it.

With that being said, I will quit my rant.

General George, a pleasure seeing you again. I truly think we have developed a friendship. I appreciate you, and, Mrs. George, your sacrifice. Holy smokes, between you and your service and your husband's service in the way you guys have held a family together is remarkable.

I just commend you guys. My heart goes out for you. The sacrifice and service that you have made and your children have made I just thank you. Thank you for giving us this opportunity.

I get thanked all the time for my service and I stop and I say, no, there is not one of us who could do this if you all did not do your job and do it well. So God bless you and God bless your family and I wish you—I wish you all the luck and I am going to just end this because I really do not have any question for you because we have met multiple times.

I really thank you for your interest in our munitions depot in McAlester and, of course, Fort Sill. I look forward to the time we get you back in Oklahoma and we get a tour of those facilities along with Tinker and even Vance and Altus. So Godspeed, and that you understand you do have a friend in me and I am here wanting to get in the boat and row in the same direction with you and continue to make this country stand out and be the greatest nation in the world. Thank you.

General GEORGE. Thank you, Senator.

Chairman REED. Thank you, Senator Mullin.

Senator Duckworth, please?

Senator DUCKWORTH. Thank you, Mr. Chairman.

I just want to correct the record here. Senator Tuberville has been given multiple off ramps. He was offered a vote on Senator Ernst's bill which was far—much more overall encompassing. He has been given lots of opportunities and he is simply refusing to lift a hold.

For the first time in over a hundred years we do not have a commandant of the Marine Corps, someone who can have the full power and authority of a commandant. This is absolutely unacceptable. We have all of these officers and their families. My colleagues talk about and laud the family members for their service.

We have family members who are being pulled out of schools, unable to start a new school term. We have spouses who cannot start a new job, who have lost their jobs. The entire military readiness is slowly grinding to a halt and it is going to get worse every single day because Senator Tuberville has injected politics into this.

Let me make it clear. DOD statute is very clear. The DOD cannot fund abortions and the DOD is not funding abortions. The DOD is simply providing the ability for servicemembers to travel to a different State from the one in which they are assigned in order to receive reproductive health care.

The DOD is not paying for those abortions. They are simply saying if you cannot get the reproductive health care you need, whether that is an abortion or IVF or an IUD or wherever that is, then you should be able to travel someplace for that.

You know who gets hurt the most on this? Our lowest ranking. It is the youngest women in the military. It is the spouses of the youngest men in the military who have to ask for a pass from their sergeants to leave their duty station so that they can go take care of their health care needs, and what we are telling them—what Senator Tuberville is telling them is, I do not care about you. Thank you for your service but you cannot take care of your own healthcare or your spouse's health care.

To simply put this as this is a political thing and this is about the military providing abortion is absolutely categorically untrue because the military is not providing abortions in this instance.

Now, let me also be clear that our men and women in uniform face so many hardships they should be able to take care of themselves and their family members, bottom line, and if there is anybody that is injecting politics into this it is Senator Tuberville, who is fundraising—he is fundraising off of his hold on the military leadership that is affecting the national security of this country. If he truly cared about this he would not be fundraising off of it. That is my rant.

Now, General George, good morning and welcome to you and your family and congratulations on your nomination. I am just going to skip all my preamble and just get to the point.

General George, if confirmed how would you direct the Army to prepare for a combat scenario where peer adversaries target our supply webs and logistical networks? This follows up on our conversation that we had. I care deeply about contested logistics.

What efforts does the Army need to adopt to enhance resilience and effectiveness in a contested logistics environment and how can Congress contribute to these efforts? We talked about this a little bit and I wanted you to be able to elaborate on that here.

General GEORGE. Yes. Thanks, Senator.

We have stood up contested logistics so we share your concern on this. It is absolutely critical and this would be a partnership with, really, Army Futures Command as leading it with Army Materiel Command.

But it is a challenge for us and I think, really, for our country from the strategic level. We have talked a lot this morning about an industrial base. But that is strategic readiness and so making sure that you are protecting that and ammunition and what we are producing back here, and then the same thing with ports and getting things and operational logistics all the way down to what we can do to tactical logistics.

So it is a very—I think you have—I know you are familiar with the term that logistics is for professionals. I mean, it is very challenging, very hard, and I think we are going to have to really partner. I know the joint force is thinking about this and, really, it is going to take all of us together to make sure that we are as ready as we can be.

Senator DUCKWORTH. Thank you. Can you drill down a little bit on your experience as a commander and your multiple deployments in OIF and OEF dealing with operational logistics, especially energy, batteries for radios, diesel fuel, but then also talk a little bit about supply parts and perhaps the need for having additive metals milling equipment downrange so that we can produce some of our own repair parts?

General GEORGE. Yes. Thanks for this because it had not come up, Senator. I will give an example. When I was a brigade—I had a light brigade BCT in eastern Afghanistan—we lost soldiers because we had to move fuel and parts and do those kinds of things so in very dangerous territory. Whatever we can do—I think that reducing fuel consumption makes us more nimble on the battlefield

and will obviously make a difference in the Pacific but, really, anywhere. So battery, increasing that.

I also—what I also like about that is that when you have—a lot of our vehicles have thermal sights, have different sights. When you are able to have—the engine is not running and you have silent watch I think that makes you also more lethal.

So we are focused on those kinds of things. For the individual soldier I think it is also important because nobody likes to carry a lot of heavy batteries. So whatever we can do to also lighten that load and we are working on all of those things.

Senator DUCKWORTH. The fewer batteries they carry the more ammo they can carry, right?

General GEORGE. That is exactly right. Yes, Senator. Thank you.

Senator DUCKWORTH. Thank you. I yield back, Mr. Chairman.

Chairman REED. Thank you very much, Senator.

Senator Cotton, please?

Senator COTTON. General George, welcome, and congratulations on your nomination. Thanks for your lifetime of service. Mrs. George, thank you as well.

I know that several senators have addressed with you the recruiting challenge. Well, I call it the recruiting crisis that the Army faces. I think this is the number-one challenge, certainly, the most urgent challenge you have to address.

Some things are beyond your control. You cannot control rising wages in the private sector. You cannot control a shrinking teenage population or 20 something population in our country.

But some things will be in your control and I would just add my voice to all of those other senators about trying to address those concerns about expanding eligibility pools, making it easier to push a waiver authority down from the general officer level to the field or even company grade level, addressing some of the perceptions of political correctness in the military and so forth.

This is a tough challenge. I hope you succeed. The Nation needs you to succeed. But I think it is probably going to be one of the main things that your tenure is measured by if you cannot succeed.

Second—we discussed this yesterday. I want to put it on the record, though. The Caisson Platoon at the Old Guard is a very special unit. Normally we would not talk about platoons or even regiments at a hearing like this. But the Old Guard is a regiment of national importance.

It does not just perform in—at ceremonies at the White House and State funerals but it also performs military honors funerals every single day and because of right now the stand down of the Caisson Platoon there are not caissons being used with horses in the Arlington National Cemetery, and every day that goes by that that is not happening that means a veteran who earned those honors and a family who is there for the funeral is not receiving them.

So can I get your commitment on the record that the Army does not intend to end or eliminate the Caisson Platoon?

General GEORGE. Senator, there is no intention to eliminate that capability.

Senator COTTON. Thank you, and I know the Army has laid down a path forward. I think it is up to a year or maybe a little bit less than a year now. Can I get your commitment as well that you will

try to do everything you can to accelerate that process and get horses back operating with the Caisson Platoon in Arlington National Cemetery?

General GEORGE. Yes, Senator. That is our goal to accelerate.

Senator COTTON. Okay. Finally, I want to address the ongoing saga about the Army's combat fitness test and gender neutral standards. We have talked about this. You have heard me talk to your predecessor and Secretary Wormuth about it. For years the Army said they would have general neutral standards under the combat fitness test.

Last spring at the last minute the Army decided not to do that. This committee in the NDA directed it to have gender neutral standards in the combat arms branches. Secretary Wormuth and her army of lawyers found a way to say that they did not need to do that.

So here we are this year with Congress being more directed. The House of Representatives, in language proposed by Representative Waltz, includes a directive that the Army should impose, one, gender neutral standards in combat arms branches, and two, those standards have to be higher than they are for the Army as a whole because, frankly, the Army standard is kind of pathetic.

The Army standards require you to run two miles in 22 or 23 minutes, and I say run. I want the record to report that I use sarcastic air quotes with my fingers when I say run because moving two miles in 23 minutes is not running. It may be shuffling but it is not running.

This Committee tried to have the same approach, at least I did, that Representative Waltz proposed but the Army came back to us and said they would rather revert to the old Army physical fitness tests—the old fashioned two-mile run, pushups, and sit ups and use gender specific standards. So what I sense is an ideological opposition in the Secretary of the Army's office to having gender neutral standards for the combat arms branches. I just want to read you something and see if I can get your agreement on it.

While it may be difficult for a 120-pound woman to lift or drag 250 pounds the Army cannot artificially absolve women of that responsibility. It may still exist on the battlefield.

The entire purpose of creating a gender neutral test was to acknowledge the reality that each job has objective physical standards to which all soldiers should be held regardless of gender. The intent was not to ensure that women and men will have an equal likelihood of meeting those standards.

General, do you agree with that sentiment?

General GEORGE. Yes, Senator, I do.

Senator COTTON. Thank you. It was given by one of your officers, Captain Kristen Griest. She may be a major by now. She was one of the Army's very first female infantry officers and one of the first graduates of the Ranger school so I think she should know what she is talking about.

So to be clear, I do not want the Army necessarily to return to the old Army physical fitness test. I am fine if they keep the combat fitness test. I do expect the Army to have gender neutral standards for the combat arms branches in which ground combat roles have irreducible physical demands.

So can I get your commitment that you will work with this Committee and with the House Armed Services Committee to move forward in a way that achieves your objectives with the combat fitness test but also ensures that we have gender neutral and higher standards for those demanding combat arms branches?

General GEORGE. You have my commitment, Senator, and I would like to—I do like the Army combat fitness test. I think it is a great test. I think it is changing the fitness culture.

So far we have been doing this through the Active component for this last year and we are getting ready to do it in compos two and three so the National Guard and the Army Reserve.

I was thinking back to when I first came on. I think this is important because this will help us set a good baseline and decide where the standards are. When I first came in, enlisted in the Army, I know by the time I was a lieutenant the standards were a lot different, a lot higher, and that is what we need and that is what we need to do.

So we would like to take the time to make sure that we are doing this appropriately and have them set the right way.

Senator COTTON. Good. I am glad to hear that because, again, it was not my idea to say the Army should revert to the physical fitness test as opposed to the combat fitness test. It was the secretary's office and some of my Democratic friends who had such an ideological opposition to gender neutral standards that you and I and Captain Griest all think that the Army should have.

So I am happy to work with you on that. I am happy for the Army to have gender specific standards in profession—or in branches and MOSes that do not require those same kind of demanding physical positions like an intelligence analyst or a systems network or anything—any other kind of jobs.

But in things like the infantry and artillery and armor I think we can all agree that there are irreducible physical demands that we have to ensure male and female soldiers alike can be on the battlefield.

Thank you.

Chairman REED. Thank you, Senator Cotton.

Senator Peters, please?

Senator PETERS. Thank you, Mr. Chairman.

General George, welcome. Good to see you again and congratulations on your nomination as well.

General George, as you are well aware, for decades the Army has prepared soldiers for deployment overseas through the use of validation exercises conducted either at the JRTC or NTC. These exercises are, of course, of critical importance to allow soldiers and their commanders to conduct training that they may not be able to receive at their home station with—it can be training with larger formations and supporting units necessary for success when they deploy overseas.

I believe this is especially true, and I think you would agree, for Reserve components and for the National Guard. But as the Army places more emphasis on the need to fight in the cyber and space domains and in contested and degraded EW environments I am becoming concerned that this model leaves National Guardsmen ill

prepared for participation in validation exercises and, more importantly, for deployment downrange.

I think we need to be investing more in National Guard exercises and installations that can host the type of large-scale combat operations that include cyber and EW effects to better prepare our troops.

So my question for you, sir, is what if any changes need to be made to the current validation exercise training model to better prepare soldiers, especially National Guardsmen, for the threats that they are facing in the coming years?

General GEORGE. Well, I think a couple of things, Senator.

You are right that we have to evolve here and adapt on how we are going to train in a multi-domain environment and in some areas that is going to be difficult regardless of where that is.

I think I was talking to Senator Kelly earlier about how much altitude airspace you own, what you are allowed to do with signals in EW and those kinds of things. So we are looking at that. I think simulations is going to be a big part of that too to allow people to train in that environment much like we do with some of the cyber that can do more remote.

So I think it is going to be a combination of things. I know this is something that we are talking about a lot on our—on our training side inside of our G3 to figure out how we are going to move forward.

The Army is a total army. We all have to come together. Grayling is one of those spots that we talked about that you can do a lot of those—that kind of training as well.

I know there is—I think Northern Strike is coming up soon—

Senator PETERS. Right.

General GEORGE.—and so those kind of locations, I think, where you can get after multi-domain training and much like we are doing with those exercises I think that will also help us.

Senator PETERS. Great. Well, and we talked about that facility. I understand you trained there yourself as a young lieutenant and I appreciated your offer, if confirmed, to come up and to see the facility again because it is certainly that type of facility that can help facilitate that. So I look forward to working with you, if confirmed.

General, as the Army continues development of autonomous mobility platforms an enterprise wide solution to data collection and management is going to be without question vital to ensure that the relevant program executive offices and their respective program managers do not add vehicle specific solutions to the challenge posed by autonomous mobility.

I would argue that that type of error would leave the department susceptible to vendor lock-in of boutique solutions and would prevent the efficiencies that can be gained from, basically, service wide use of data sets to build AI/ML algorithms.

So my question for you is do you believe that the current Army approach to autonomous mobility is sufficient to meet the challenges in an affordable and timely manner and what structure changes, including potentially the creation of a PEO focused on ground autonomy, do you think needs to be made to ensure that the Army is moving on the cutting edge of this technology in this field?

General GEORGE. Senator, I want to go to the—your question first on the PEO. I think just like we are doing on the cross functional teams and we have done this, I think ASA (ALT)—Mr. Bush has done this recently with making some adjustments. You cannot let your structure get in the way of how you have to adjust your force and what you are going to need on the battlefield to win.

So yes, we are going to have to look at that and see how we are doing that and I think that we are. There has been some recent changes that we have done. I mentioned added a cross functional team and taken things that we need to do that.

Autonomous systems is a good example of where we need to really partner with commercial American ingenuity—I think we see that up in Detroit as an example—that it is happening out there and that is—we need to have those kinds of partnerships.

I think what we are looking at is everything that we are building we need to make sure has open architecture—this gets to your question—to your issue on vendor lock—to make sure that we have the ability to—you are not locked into that, that we have an open architecture, that we can easily adapt these systems.

I think that that is the way we are going to have to do this if we are going to continue to evolve.

Senator PETERS. Great. Thank you, General. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Peters.

Senator Schmitt, please?

Senator SCHMITT. Thank you, Mr. Chairman.

Good to see you. Enjoyed our visit in the office, and as I told you my grandfather was an infantryman in the Army during World War II and was very proud of his service. We are proud of his service and thank you for your service.

I guess a couple of questions, and I know I asked you this—more of a statement but also, I guess, a response. I just think whatever we can do to depoliticize what is happening right now in the military, I think, is paramount.

I mean, I think it goes to the recruiting challenges. It goes to public trust, and based on our conversation it sounds like that is—you are on the same page of keeping politics no matter whose it is out of the military and just be the best war-fighting military in the history of the world. You would agree with that statement, correct?

General GEORGE. I would agree with that, Senator.

Senator SCHMITT. Okay, and then as a sort of rubber kind of meets the road here, as our pacing challenge, biggest threat, whatever you want to call communist China, they are that and just curious to hear your—and you may have asked this but this is the downside of being the last one on the—on the dais here to ask questions. But your view of how the Army—and in many ways the Army has done this before but not as recently and how you think under your command here the Army evolves or does things differently to face that threat in the INDOPACOM theater.

General GEORGE. Okay. Thanks for that question, Senator.

I think first is just to make sure—you were talking earlier about perceptions—that it is very much a joint theater out in the Pacific

and I think the Army has a big role. As we know from history we did back in World War II when there was actual fighting out there.

So I think for deterrence in everything will have a huge role as part of the joint team. I could go down several of the—contested logistics came up. I think Army will have a significant role in that integrated air and missile defense.

The Army is kind of—will lead the way and have a—will be very important to the theater in that. Long-range fires, I think, are critical, very hard. As you have seen, I think it is—big deterrence as well—it is very hard to dynamically target things that are on the ground and can hide in that clutter and so I think our long-range fires. We have—already have to multi-domain task forces that are out there operating and exercising out there. So I think that will be critical.

Then the Army is, really, has your close combat force. That is what I have grown up in those and you are going to need those to secure things and you are going to need them—we are always going to need offensive capability and I think on the land as a land power and I think we will need that.

Senator SCHMITT. You mentioned logistics, too, and, as you know, Fort Leonard Wood in Missouri we train a lot of great personnel to deal with logistics. As far as—this is the last question before I yield back—as far as needs go by way of weapon systems, generally speaking, what is it that you think—as we turn our attention more intensely toward China and that theater what is the greatest need there?

General GEORGE. Well, I will tell you I have been—I think what has been great in the Army is we have had a very good plan and stuck to it for the last several years.

Long-range fires is a good example of that across that portfolio. Same with integrated air and missile defense. One of the areas that we are really focusing on now to kind of add that rolls into that is countering unmanned systems so counter UAS. It is a different threat and how we are focused on that.

So we are—we have—the Army is now the executive agent for that and investing more in that and I think that that is going to be another one of those that we are going to have to rapidly evolve in, Senator.

Senator SCHMITT. Okay. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Schmitt.

Senator Sullivan, please?

Senator SULLIVAN. Thank you, Mr. Chairman.

General, congratulations on your nomination. I want to thank you and your family for your exceptional service. I think you are highly qualified and I am looking forward to strongly supporting your confirmation. So thank you to your family as well.

I just got back from the NATO summit last night late and had the opportunity to visit with the First Cav troops in Lithuania who are doing an exceptional job. So I know you know that but I wanted you know that we had a CODEL—a bipartisan CODEL of senators who spent a couple hours with them and it looked like they are doing great and morale is high and I think they understand the importance of their mission.

I do want to just touch on the recruiting issues. Maybe you have a comment or two on what we can focus on. I was disappointed, to be honest, and I do not like to get into the politicization issues but at a roundtable event Secretary Wormuth just last week talked about one of her concerns on recruiting was politicians labeling the Army as woke as damaging recruiting efforts. That was her comment.

I think the secretary—the best way that she can address this kind of issue is not to blame politicians but just to make sure that the Army is, indeed, not so-called woke.

Have you have seen that Emma recruiting ad—Army Emma recruiting ad? Do you know what I am talking about?

General GEORGE. I do not think I have seen it but I will.

Senator SULLIVAN. Yes. This is Exhibit A in a woke Army, in my view. I have no idea who the Army was trying to get with that ad. But it was an embarrassment, I thought, and it was taken down, I believe.

Take a look at it. But the secretary—it was a joke, in my view. I have no idea. It would be good to know maybe for the record who approved that and what the goal—who are we trying to get? I just do not understand that.

But that is on the Army. It is not on politicians. The secretary—I was disappointed to see the secretary kind of deflecting blame on an issue like this. What are your thoughts on the recruiting issues?

General GEORGE. Just specific to that point, Senator, I think, again, people are staying inside of our formations. I know that we are focused on our mission, as you have seen, with—out there with the troops and we got to get the word out about how the Army and the military in general can accelerate your life and it is a great place to serve and we are working hard to do that.

Senator SULLIVAN. Okay. Let me—let me turn to the 11th Airborne Division. I really want to commend you and General McConville and the secretary for that decision, and I was back home last weekend as well and it seems like that unit is doing exceptionally well.

We still are having these suicide—these high levels of suicide in Alaska, which, of course, is horrendous, heartbreaking. Can you give me an update on how you think the 11th Airborne is doing and then can I get a commitment from you?

I do think our leadership in Alaska and the Army has really put a lot of effort and focus on these really difficult issues of mental health and suicide. So I am not criticizing at all here but I would like your commitment to continue to focus on that, particularly in my State, particularly some of the MILCON projects that are coming on board that I think are going to be positive. But can you comment on 11th Airborne, how you think they are doing? I know that you had mentioned in a hearing a couple months ago it is the number-one requested place. They did a big jump on the anniversary of the patching. So I would love to hear your views on that and, again, a commitment on continuing that focus on the challenges of suicide in Alaska.

General GEORGE. First of all, absolutely, Chairman, you have my commitment. Building cohesive teams and taking care of soldiers and families is our top priority. We are actually proud of what 11th

Airborne is doing up there and I—yes, we are—it is an enlistment incentive to do assignment of choice.

A lot of people like to go up there to the north country and serve in that and we have seen that up there. People are proud to be part of that airborne unit. We are proud of what they are doing.

Senator SULLIVAN. It is good to have the 82d have a little competition, right?

General GEORGE. I am sure there is a little bit of competition. You know how things work.

Senator SULLIVAN. Yes, I do know how and I am glad they have a little competition. I think the Chairman was part of the 82d Airborne. All right.

General GEORGE. But yes, we are proud—we are proud of what they are doing. I actually—and I am—I think what they are doing up with Mission 100—I think you might be familiar with that. I always give Alaska as the example of to tackle any problem you have to let a commander—make them responsible, hold them responsible and accountable but give them the resources and do things different.

Alaska is different than Fort Liberty or anywhere else and so they have done some very innovative things up there. I think changing to 11th Airborne was a big—is a big plus. They are doing hard training up there in their ethos, which I think helps with a lot of things as well. So we are really proud of what 11th Airborne is doing.

Senator SULLIVAN. I would agree with that, General, and seeing the morale it seems to be better because of their mission-oriented focus. They know what they are all about. They got to—they have a warfighting headquarters, I think, which made it—makes a difference as well.

Let me ask one final question, Mr. Chairman, if it is okay. I have been—I know that you are looking at additional multi-domain task force locations and I want to get your assessment on how you think that is going but also your commitment—I know you cannot say yes or no right now—but to work with me and this Committee on the possibility of a multi-domain task force in Alaska.

We have the best training in the world. Our strategic location is unrivaled. The father of the Air Force, Billy Mitchell, called Alaska the most strategic place on the planet. A number of services are recognizing that you are 6 hours from Korea, Japan, the Taiwan Strait.

A lot of flag officers actually do not recognize it. Even though we are not west of the International Date Line we are closer to the fight in the Pacific and even in Europe, given our strategic location.

So can you just give me an assessment on how you guys are looking at the next location for a multi-domain task force and commit to me to working with this Committee on the possibility of having one in Alaska?

General GEORGE. We have not made any final decisions. We are still working through that and absolutely committed to working with the Committee, Senator.

Senator SULLIVAN. Is the goal one or two more multi-domain task forces?

General GEORGE. The plan is for two additional multi-domain task forces.

Senator SULLIVAN. Okay. Good. Thank you. Thank you, Mr. Chairman.

Chairman REED. Thank you, Senator Sullivan.

I want to make, one, an announcement and, two, a few followup questions. In the discussion today there was the issue when our Committee is going to be briefed on the legality of the Secretary of Defense's policy regarding reproductive rights.

Pursuant to an amendment that we voted on in the NDAA mark-up there will be a briefing next Wednesday morning for all SASC members. So I encourage all of our colleagues to come and to receive a thorough briefing on the legality of his position.

The other issue that comes up consistently is why do we not just take a vote on these 251 nominees that are on the floor. There are more uncommitted and every day or every week this will grow and grow and grow, and I just want to remind everyone that Senator Tuberville and others who are insisting on these votes are also insisting on we follow all the procedures, which includes cloture—time pre and post cloture.

For the 251 nominations that would take 668 hours. That is 27 days if we work around the clock and we typically do not work around the clock. It would be 84 days if we worked 8 hours a day.

That is an impossible goal to achieve and, by the way, that would prevent us from dealing with issues like the National Defense Authorization Act, appropriations bills, and other important legislation. So this notion of just let us take a vote is, I think, indefensible based on the fact that it is virtually impossible to do that.

The other aspect here, too, with respect to readiness is that even if we took a vote on a—to your nomination, General, and went through all of the procedures, et cetera, you would not have a Vice Chief of Staff, correct?

General GEORGE. That is correct.

Chairman REED. Who would perform the role of Vice Chief of Staff?

General GEORGE. I mean, we are still working through this because I think we are a little bit in uncharted territory. But we would have to look for people across the staff to kind of pick up some of those duties where they could.

Chairman REED. Of course, that affects readiness?

General GEORGE. Yes. As I mentioned earlier, Chairman, it is just having the right—if you do not have the right people. There is a reason we have these positions and have these people in place, and you always want to field a full team. So you want your full team on the field.

Chairman REED. The joint—the Vice Chief of Staff for the Army is a member of JROC, the Joint Requirements Committee?

General GEORGE. Yes, I would—having done this for the last year the Vice job is very busy.

Chairman REED. So who would represent the Army on the JROC?

General GEORGE. So we would, again, have to look at the G3 or the director of the Army staff or look at those and there is—that is challenging as well.

Chairman REED. Of course, those general officers would be three stars, not four, and all the other Vices would be four. Is that correct?

General GEORGE. That is correct, Chairman.

Chairman REED. It was interesting because on our debate in the Committee there was a decision to increase the rank of the deputy commanding general of the National Guard bureau to four stars because the logic was without the fourth star he would be dismissed by superiors. He would not—could weigh in effectively and it is probably the same case, you might argue, in the JROC.

The JROC sets all of our requirements, going forward. So the Army would be represented by somebody but somebody who is not really the Vice Chief of Staff of the United States Army.

General GEORGE. The right leader with the right experience in the right place is exactly what we want, Chairman.

Chairman REED. You would not have that—General GEORGE. We would not have that.

Chairman REED.—even if you were confirmed as the chair?

General GEORGE. That is correct, Chairman.

Chairman REED. That readiness situation would go down the chain of command. For example, the designated vice chief is the director of the Joint Staff right now. So his position—

General GEORGE. That is correct.

Chairman REED.—and he could—he would be waiting to move and also someone else would be waiting to take his place. So we would be in this sort of perpetual who is on first situation and that affects readiness.

General GEORGE. Yes, it does, Chairman.

Chairman REED. So even if we decided to confirm you there would be a significant impact on readiness in the United States Army?

General GEORGE. Yes, I would agree with that, Chairman. Yes.

Chairman REED. Yes. That is one issue that I think has to be understood.

There is a second issue, too. This discussion about the woke Army, diversity, all of the things we are doing that is just—on the military strikes me as wrong. America is a diverse country and we have to have the diverse army. Is that your position?

General GEORGE. Yes, Chairman, that is my position.

Chairman REED. In fact, as we bring more people into the service from diverse backgrounds we tend to get much more quality. Is that correct also?

General GEORGE. That is correct.

Chairman REED. Now, I had the privilege of serving under a battalion commander in the 82d who was an African American and he was a tremendous leader, and I think that continues not just in terms of racial but also ethnicity and other aspects that we have to look at.

Now, there has been the suggestion, I think, by so many of my colleagues that this wokeism is what is causing the recruiting problem. The Army conducted a survey on February 22d, 2023—published a survey, the Army Pulse survey. You are familiar with that?

General GEORGE. I am, Chairman. Yes.

Chairman REED. The number-one reason that the respondents gave for why they would not join the Army, I would be putting the rest of my life on hold. You said that several times. That is 21 percent.

The second highest response at 13 percent was women and racial or ethnic minorities are discriminated against in the Army—against in the Army, which goes back to my question of do we not need diversity training and such training so that people do not feel as if they are going to be categorized and discriminated?

General GEORGE. I think we do, Chairman, and as you know we have been doing that and should—that is part of building a cohesive team and bringing everybody together. We absolutely have to do that.

Chairman REED. When you look for the woke category—and by the way, those two categories together are 34 percent—when you look at the woke category and the question was asked the Army is placing too much emphasis on the wokeness—in other words, diversity, equity training, marginalizing those with conservative views, et cetera—that is 5 percent.

Now, that is not something that you can dismiss but that is not the most significant by a long shot reason are not—people are not coming on. Is that your conclusion?

General GEORGE. I think I agree with you we cannot dismiss anything and we got to get after perceptions. Just like I was telling you before, the Army is a great place to serve. I know that.

I believe that with all of my heart, and we have got to get that out there. You are going to accelerate your life. You are going to have a good experience. You are going to have good leaders out there and we are focused on our mission. So I think we have to attack them all and keep getting people into our formation, Chairman.

Chairman REED. I agree. But this notion that the Army—people are just turning their backs on the Army en masse in huge numbers because it is woke is not borne out by the analysis.

General GEORGE. That is not what we found in the survey.

Chairman REED. Thank you.

Now, the other suggestion or implication about a lot of these comments is that all the Army does is stand around and have kind of psychotherapy sessions all day long. You are, I am sure, familiar with the sergeant major of the Army, Sergeant Major Grinston.

He was asked, essentially, this question about readiness and training and maintaining standards and his answer, I think, is very revealing. He was asked in the House. “Congressman, yes, we have maintained our standards and I would say that when I look at it there is 1 hour of equal opportunity training in basic training and 92 hours of rifle marksmanship training, and if you go to OCET there is 165 hours of rifle marksmanship training and still only 1 hour of equal opportunity training.

So the emphasis in the Army is where it should be—the skills to fight, to lead, to succeed, and supporting that is a response to one of the major issues that people see is a problem in the Army—discrimination against women, against minorities, et cetera.

So you are going to—you are keeping the Army on target, no pun intended, and that is why the Army is deploying so successfully.

That is why when you go to places like Lithuania or the Pacific you see extraordinarily professional forces that are doing their job every day.

We do have to get the message out and I think your point too that messages have to be tailored to the audience makes a great deal of sense. Again, I was—I think this whole situation of stopping the confirmation of military officers for a political reason—and this is a political reason—there is no more political issue in this country than reproductive rights, et cetera—is wrong and I—last evening I saw on Fox News a Marine Corps Medal of Honor winner who was very outraged that the commandant could not be confirmed in a reasonable manner.

Any further comments, sir?

General GEORGE. I agree with you. We would like to get our leaders in the right place and, again, this did not come up but there—as it impacts family I do worry longer term about what younger officers are seeing and we do not want that either.

Chairman REED. I agree.

General GEORGE. So I would like to get this resolved.

Chairman REED. Thank you. Again, thank you for your service. Thank you for your wife's service, and, again, I will reiterate back in 1971 PDI, right—oh, PDA, right?

General GEORGE. It is PDA.

Chairman REED. PDA. I am sorry. I am getting old. PDA—

General GEORGE. Statute of limitations on that. Sorry.

Chairman REED. It is and I am sorry about that, sir. But I do not know how they handle it now but in the old corps we just walked around.

But thank you for your service. Thank you for your family's service. I am tempted to say go Army. Go Army. Thank you.

General GEORGE. Go Army. Thanks, Chairman.

Chairman REED. The hearing is adjourned.

[Whereupon, at 11:47 a.m., the Committee adjourned.]

[Prepared questions submitted to General Randy A. George, USA by Chairman Reed prior to the hearing with answers supplied follow:]

QUESTIONS AND RESPONSES

DUTIES

Question. Section 7033 of title 10, U.S. Code, describes the duties and functions of the Chief of Staff of the Army and requires that the officer nominated for appointment to the position have had significant experience in joint duty assignments, including at least one full tour of duty in a joint duty assignment as a flag officer.

What is your understanding of the duties and responsibilities of the Chief of Staff of the Army?

Answer. The Chief of Staff of the Army is the senior military officer of the Army and serves as the senior military advisor to the Secretary of the Army. Unless otherwise prescribed by law, the Chief of Staff of the Army operates under the authority, direction, and control of the Secretary of the Army. Specifically, the Chief of Staff of the Army presides over the Army staff; supervises Army commands and organizations in executing their statutory missions; transmits the plans and recommendations of the Army Staff to the Secretary and advises the Secretary regarding those plans and recommendations; and upon approval, acts as the Secretary's agent in their implementation. Additionally, the Chief of Staff of the Army performs those duties prescribed for him as a member of the Joint Chiefs of Staff under section 151 of Title 10, U.S. Code. In that role, the Chief of Staff of the Army serves as a mili-

tary adviser to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

Question. What background and experience, including joint duty assignments, do you possess that you believe qualify you to perform these duties?

Answer. I am grateful to have over 35 years of service in our Army, including command at every level from company to the Commanding General of I Corps. During my career, I've had the honor to lead soldiers into combat as a brigade commander in Afghanistan and as a battalion commander in Iraq. My experience in force management, including service as the Deputy Director for Regional Operations and Force Management, J-3 and the Director Force Management, Army G-3/5/7 has imparted an understanding of the methods for, importance of, adapting organizations in complex circumstances. Due to my experience as the Senior Military Assistant to the Secretary of Defense and the Commanding General of I Corps, I have learned the importance of cooperation across the joint force in a competitive environment. In my current position as the Vice Chief of Staff of the Army, I serve as the principal deputy to the Chief of Staff of the Army, lead the day-to-day administration of the Army, and perform the duties of the Chief of Staff of the Army in his absence. If confirmed, my experiences will enable me to lead our Army to achieve our goals of protecting the American people, promoting global security, seizing new strategic opportunities, and defending our democratic values, in the face of increasing aggression from growing threats to our Nation.

Question. Do you meet the joint duty requirements for this position?

Answer. Yes, I am designated as a fully qualified joint general officer (Level IV) due to the significant joint experience accumulated throughout my military career. My joint assignments include Senior Military Assistant to the Secretary of Defense from 2021 to 2022, Deputy Director for Regional Operations and Force Management, J-3, Joint Staff from 2016 to 2017, Executive Assistant to the Commander, United States Central Command from 2013 to 2014, Chief Strategic Policy Division, Pakistan Afghanistan Coordination Cell, Joint Staff from 2011 to 2012, and Commander 4th Brigade Combat Team, 4th Infantry Division during Operation ENDURING FREEDOM from 2009 to 2010. The Chairman of the Joint Chiefs of Staff has certified these assignments.

Question. Do you believe that there are any steps that you need to take to enhance your ability to perform the duties and responsibilities of the Chief of Staff of the Army, particularly in regard to serving as a member of the Joint Chiefs of Staff and assisting the Secretary of the Army in performing certain acquisition-related functions?

Answer. I believe that my experience as Vice Chief of Staff of the Army, operational command experience and previous time serving on the Joint Staff has prepared me well for the duties required of the Chief of Staff of the Army. Over the course of the last year, I have grown immensely and learned a great deal, especially on matters related to the Army requirements development process and acquisition. I have developed and enjoyed a close working relationship with the Under Secretary of the Army and Secretary of the Army. At the same time, I believe in career-long learning and will continue to pursue personal and professional development for the remainder of my Army career.

Question. If confirmed, what innovative ideas would you consider providing to the Secretary of Defense in your role as a member of the Armed Forces Policy Council?

Answer. If confirmed, I will eagerly serve on the Armed Forces Policy Council, in coordination with the Secretary of the Army, to share and receive lessons learned on defense policy. In my time as Vice Chief of Staff, I have sought opportunities to collaborate with the other service Vice Chiefs on various challenges and projects and have found this collaboration valuable. I would seek to share the Army's perspective on recruiting and retention, and welcome opportunity to innovate on these issues and force modernization initiatives with the whole defense enterprise. I would like to continue the Joint collaboration already initiated on tackling counter-Unmanned Aircraft System (c-Joint collaboration already initiated on tackling counter-Unmanned Aircraft System (c—

Question. If confirmed, what innovative ideas would you consider providing to the Secretary of the Army for enhancing the organization, training, and equipping of the Army?

Answer. The Army is currently transforming from a Counter-Insurgency (COIN)-centric organization to one that is able to execute full spectrum operations across the globe. While both the world and warfare are evolving in complexity, our Army must transform to become simpler and more agile. The future battlefield will require our formations to operate as dispersed, mobile, and low-signature teams. As Vice Chief of Staff of the Army, I already have been involved in advising the Chief of Staff and Secretary of the Army on how to transform our organization effectively,

as well as how to develop and communicate equipment requirements to meet the needs of Warfighters. If confirmed as Chief of Staff of the Army, I will continue to work closely with the Secretary to assess the readiness of our Army.

Question. What are your goals, if confirmed, for the transformation of the Army to meet new and emerging threats?

Answer. The character of war is evolving, and our Army must intentionally transform to stay ahead of our potential adversaries. If confirmed, I will ensure that the Army is rapidly incorporating lessons learned from today's battlefields into our training, doctrine, and materiel development processes. Additionally, I will continue to lead change within the Army acquisition enterprise to ensure that our requirements process is responsive to Warfighter needs and flexible to advancements in technology. I will start with the processes that support Command and Control systems but will also look for ways to add agility into those that support other modernization efforts, like long range precision fires, soldier lethality, and contested logistics.

Finally, I believe that there are few one-size-fits-all solutions to the various challenges that our Army faces. Therefore, if confirmed I will lean heavily on the chain of command, in accordance with the principles of mission command, to innovate and implement unit, installation and mission-specific solutions to Army challenges.

THE JOINT CHIEFS OF STAFF

Question. Section 921 of the Fiscal Year 2017 NDAA made changes to section 151 of title 10, U.S. Code, concerning the service of members of the Joint Chiefs (other than the Chairman) as military advisors to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

What is your assessment of the authorities of, and process by which, members of the Joint Chiefs (other than the Chairman) provide military advice and opinions to the President, National Security Council, the Homeland Security Council, and civilian leadership of the Department of Defense?

Answer. The Joint Chiefs of Staff have a responsibility to provide candid advice to the Chairman, the Secretary of Defense and, when necessary, the President, National Security Council or Homeland Security Council. They may do so collectively or individually. As a member of the Joint Chiefs of Staff, I may, after first informing the Secretary of Defense and the Chairman, provide my military advice to the President, National Security Council, the Homeland Security Council, or Secretary of Defense on a particular matter.

Question. If confirmed, would you commit to provide your best military advice to the President, National Security Council, Homeland Security Council, and civilian leadership of the Department of Defense, even when your advice and opinions might differ from those of the Chairman or the other members of the Joint Chiefs of Staff?

Answer. I understand the importance of the Chief of Staff of the Army providing the best military advice and the responsibility to do so. If confirmed, I will dutifully provide my advice to the Chairman and civilian leaders appointed over me and join in candid discussion with the Joint Chiefs of Staff to hear and consider their own advice and opinions. In certain circumstances where my carefully considered advice differs from the Chairman's, I may request that the Chairman submit my dissenting recommendations to the President or other civilian leaders at the same time that he presents his own.

USE OF MILITARY FORCE

Question. In your view, what factors should be considered in making recommendations to the President on the use of military force?

Answer. When considering and advising on use of force, I believe recommendations should be based on legal grounds, U.S. national security interests and objectives, and the interests of our allies and partners. I would provide my military advice, ensuring that any proposed use of military force considers domestic law, the President's constitutional authority, and any applicable international law, as recognized by the United States.

MAJOR CHALLENGES AND PRIORITIES

Question. What is your vision for the Army of today? For the Army of the future?

Answer. Our Army today is the most lethal and decisive ground force in the world and remains an integral part of the Joint Team. We deter conflict by exercising and campaigning across the globe with our allies and partners, and we remain ready to defeat potential adversaries in conflict by training for the full spectrum of conflict and by providing critical support—like logistics, fires, air defense, intelligence, and command and control—to the Joint Team.

Our Army is also comprised entirely of Americans who, for 50 years, have freely volunteered to serve. That is what makes us great—we are the most professional, best trained, and lethal Army in the world because of the quality and commitment of our soldiers and leaders. They chose to be on a team of teams.

The Army will remain lethal, decisive, and professional into the future. By leveraging Army Futures Command, Training and Doctrine Command, Army Materiel Command and Forces Command we will modernize our capabilities and doctrine to stay ahead of our potential adversaries; recruit, retain and manage capable soldiers and leaders; maintain the sustainment infrastructure and industrial base support to project the force, and ensure that our formation remains trained and ready for the full spectrum of conflict.

Question. What do you consider to be the most significant challenges you will face if confirmed as the Chief of Staff of the Army?

Answer. The Army today faces a diverse set of challenges.

First, we face challenges in maintaining our portion of the all-volunteer force. Due to myriad factors, including economics, public perceptions and declining mental and physical fitness across society, the Army is works to recruit the talent it requires to maintain our desired end strength.

Second, we are in an extremely complex strategic environment, and our Army faces potential adversaries with the capability and capacity to challenge us in all domains. If confirmed as Chief of Staff of the Army, I will have to ensure that the Army maintains its edge, even as the character of war changes and our potential adversaries continue to rapidly develop.

Third, our Army will face challenges in maintaining strategic readiness, especially maintaining the stockpiles and industrial base required to mobilize for full-scale combat operations.

Finally, our Army continues to work to provide quality of life required to retain talented soldiers and their families.

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

Answer. Our Army must deter war and, when called upon, to decisively win in combat. That means we must be prepared for a fight today, but also continue to evolve to be ready for the fight tomorrow.

If confirmed, I will focus first on the recruiting challenge. Our national environment has changed and continues to change; we must continue to assess where we need to recruit, how we need to recruit, and who we need to recruit without lowering standards. We have already begun this process and found great success implementing innovative solutions like the Future Soldier Prep Course.

I will also continue to enforce agility and flexibility in our capabilities' requirements process, so that we can grow leaner, and more lethal and adapt to the challenges of large-scale Multi-Domain Operations.

I plan to continue efforts to modernize our organic industrial base (OIB) and foster transparent, collaborative relationships with private industry so we can capitalize on American ingenuity and maintain cutting-edge technology.

Quality-of-life programs are directly linked to recruiting, retention, and readiness. I plan to review our portfolio of quality-of-life programs to ensure that they are focused on the needs and interests of soldiers and their families are adequately resourced to ensure the array of quality-of-life programs are effective and not redundant. Our people are our greatest weapons, and the Army must continue to honor its sacred commitment to soldiers and their families.

I believe that nothing of merit is accomplished in a vacuum. If confirmed, I plan to work closely with commanders, the Secretary of the Army, Department of Defense (DoD), Congress, and private industry to address these challenges.

Question. Given the major challenges you identified above, what other priorities would you set for your term as Chief of Staff of the Army, if confirmed?

Answer. If confirmed, I will work closely with the Secretary of the Army on the Army's priorities—readiness, modernization, and people. All three of these priorities are enduring and fundamental to each of our Army's imperative missions—to fight and win our Nation's wars, transform ahead of our potential adversaries, remain a professional Army of the people, and maintain the infrastructure and industrial base to project the Force.

In the near term, I will continue to be laser focused on our recruiting challenge and acquisition requirements process. It is critical that our Army can bring motivated and capable men and women into the Army, retain talented soldiers and the right leaders, build cohesive teams at every echelon, and provide soldiers and families opportunities to grow, thrive and make an impact. It is also imperative that we continually transform ahead of our potential adversaries, and that our requirements process stay attuned to Warfighter needs and the rapid evolution of technology.

CIVILIAN CONTROL OF THE MILITARY

Question. If confirmed, what specific actions would you take to ensure that your tenure on the Joint Chiefs of Staff epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?

Answer. As a military officer, I swore an oath to support and defend the Constitution and to obey the orders of the President of the United States and the orders of the officers appointed over me. Civilian control of the military is among those principles of the rule of law fundamental to the Constitutional framework. Moreover, the statute is clear the Chief of Staff of the Army is subject to the authority, direction, and control of the Secretary (10 U.S.C. 7033). I will foster mutual trust between civilian leaders and the military by demonstrating the utmost respect for the policies, priorities, and decisions of the Army's civilian leaders and encouraging open communication to gain shared understanding. I will provide our civilian leaders my best advice, grounded in my experience and best judgment, and seek clarification and guidance where needed.

Question. If confirmed, what specific actions would you take to ensure that the Secretary of Defense and the Under Secretary of Defense for Policy are fully engaged in preparing guidance for and reviewing contingency plans?

Answer. If confirmed, my statutory role as a member of the Joint Chiefs of Staff would require that I support the Chairman as he provides military advice to the Secretary of Defense and other officials, including the Under Secretary of Defense for Policy. I would ensure that I am fulfilling my statutory duties as a member of the Joint Chiefs of Staff. Additionally, after first informing the Chairman, the law authorizes the Joint Chiefs of Staff to provide advice to the Secretary of Defense on matters in their capacity as military advisors. This authority would authorize direct advice regarding the preparation and review of contingency plans.

Question. How would you define effective civilian control of the military? Aside from civilian control of the military via the executive branch, please describe the extent to which you believe Congress plays a role in furthering civilian control of our military?

Answer. Effective civilian control of the military is defined by those duly appointed civilian officials providing authority, direction, and control over members of the Armed Forces through law, regulation, policy, and orders. Specific to the Army, Congress' powers include declaring war and raising and supporting an Army. Congress determines the authorization for spending and appropriates funds for military activities. Congress has historically exercised its power to further civilian control of the military by structuring the chain of command, allocating responsibilities to specific personnel, and establishing military units. Finally, Congress furthers civilian control of the military by conducting oversight of all military activity through hearings, reporting requirements, and other oversight functions.

I will enable effective civilian control through close collaboration and transparent communication between policymakers and uniformed military leaders.

Question. As a military officer, you take an oath to support and defend the Constitution. How do you balance this obligation with the responsibility to provide your best military advice to civilian leadership, even when that advice may differ from civilian political priorities?

Answer. My oath of office and my responsibility to provide my best military advice are complementary obligations. I have taken an oath to support and defend the Constitution of the United States, and to well and faithfully discharge my duties as an officer. Fulfilling those responsibilities requires that I provide my best military advice to civilian leadership that may differ from political considerations or priorities. If confirmed, my advice will be grounded in the oath I have taken, informed by my military experience and expertise, and free of personal or political bias. My duty will be to offer my best advice to inform the decisionmaking of the military's civilian leaders.

Question. In your view, what is the appropriate role for the Department when supporting law enforcement in State or national emergencies?

Answer. The Department has resources, such as specialized personnel, training, equipment, and facilities that may be useful to civilian law enforcement responding to State or national emergencies. The provision of these resources must be consistent with the limits Congress placed on military support to civilian law enforcement through the Posse Comitatus Act and other laws governing Defense Support to Civilian Authorities. Support of civil authorities must also be appropriately balanced with the need to maintain readiness for other missions required of the Army in the defense of our Nation.

If confirmed as Chief of Staff of the Army, you will testify regularly before Congress, and may be asked to comment on partisan political matters.

Question. What is your view of your responsibility to provide your best military advice to Congress while also ensuring that you and your office remain apolitical, recognizing that you serve as a model for other senior uniformed officers and the entire armed forces?

Answer. If confirmed, I will provide my best military advice regarding Army matters to Congress, including how law and policy will affect the Army, the Joint Force, our soldiers, and our family members. At the same time, I will always uphold the traditional concept, enshrined in DOD policy, requiring that Active Duty military members not engage in partisan political activity. Remaining apolitical is essential, and I will ensure that my military advice and opinions are grounded in my military experience and expertise, are steadfast between changes in political appointed leadership, and are focused on ensuring the Army is equipped, trained, and ready.

2022 NATIONAL DEFENSE STRATEGY

Question. The 2022 National Defense Strategy (NDS) identified China as the “most consequential strategic competitor and the pacing challenge for the Department” and stated that Russia poses an “acute threat,” as illustrated by its brutal and unprovoked invasion of Ukraine. The NDS also identifies “[m]utually beneficial Alliances and partnerships” as “an enduring strength for the United States.”

In your view, does the 2022 NDS accurately assess the current strategic environment, including prioritization among the most critical challenges and enduring threats to the national security of the United States and its allies? Please explain your answer.

Answer. Yes, in my view the 2022 National Defense Strategy (NDS) accurately assesses the current strategic environment, which identifies China as our pacing challenge, but outlines the acute threat posed by Russia and persistent threats posed by North Korea, Iran, and violent extremist organizations.

Question. In your view, does the 2022 NDS correctly specify the priority missions of the DOD and the capabilities by which DOD can achieve its objectives in the context of the current strategic environment? What do you perceive as the areas of greatest risk?

Answer. Yes, in my view the 2022 NDS correctly specifies the priority missions of the DOD and the capabilities by which the DOD can achieve its objectives. In terms of our strategic environment, large-scale multi-domain conflict poses the greatest challenge to our military. Our Army is ready to meet that challenge. However, our ability to meet that challenge and maintain our portion of an all-volunteer force is at risk. We must ensure that we recruit and retain talent now and, in the future, to mitigate that risk.

Question. Is the Army adequately sized, structured, and resourced to implement the 2022 NDS and the associated operational plans? Please explain your answer.

Answer. The Army is currently structured to support the NDS, but faces challenges. Today’s recruiting environment is impacting the force, and there is considerable risk with maintaining readiness into the future. We must fix recruiting with innovative, long-lasting solutions. Additionally, our potential adversaries are evolving at a rapid pace. To reduce risk in the future and ensure that the Army can compete and win in multiple theaters simultaneously, we must grow back end strength and continue to modernize.

Question. If confirmed, how will you address any gaps or shortfalls in the ability of the Army to meet the demands placed on it by the 2022 NDS and the operational plans that implement the strategy?

Answer. We will address our gaps and shortfalls through the Total Army Analysis process with a combination of sustained growth, modifications to current formations, increased development of the Multi-Domain Operations concept, continuing our modernization efforts along our six operational imperatives (see and sense farther; mass dispersed forces with combat fist; win the fires fight; protect forces from air, missile, and drone threats; communicate and share data rapidly; and sustain the fight across long distance), and our partnerships and alliances. Additionally, we will use the Regionally Aligned Readiness and Modernization Model (ReARMM) to prioritize our resource allocation efforts. Such prioritization will allow us to start identifying requirements at the beginning of the Future Year Defense Program (FYDP).

Question. If confirmed, what changes or adjustments would you advise the Secretary of the Army to make in the Army’s implementation of the 2022 NDS?

Answer. If confirmed, I will advise the Secretary of the Army to continue to prioritize the Army’s Multi-Domain Operations transformation, deliver the six modernization priorities (long range precision fires; next generation combat vehicles; future vertical lift; network, air, and missile defense; and soldier lethality), and strate-

gically adapt the way we recruit and retain talent. People, Readiness, and Modernization remain the Army's top priorities and the Army is uniquely qualified to strengthen collaboration with our Allies and partners. I would also advise the Secretary to ensure the Army continues to identify and recruit the military and civilian talents needed to organize, train, and equip a force ready for prompt and sustained ground combat.

Question. Does the Army have the requisite analytic capabilities and tools to support you, if confirmed as the Chief of Staff of the Army, in developing and implementing the force structure, sizing, and shaping plans required to position the Army to execute the operational plans associated with the 2022 NDS? Please explain your answer.

Answer. Yes, the Army has the appropriate analytic capabilities. The Army uses the Center for Army Analysis to conduct analyses across the spectrum of conflict in a Joint, Interagency, Intergovernmental, and Multinational context to inform senior level decisions for current and future national security issues.

OVERALL READINESS OF THE ARMY

Question. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2022 NDS and associated operational plans?

Answer. Our Army is ready today to deter adversaries and respond to threats while we continue to support current operations from the Southwest Border to Ukraine. We are well-trained, well-postured, and managing the pressures posed by recruiting challenges, inflation effects, and current global demands. The Army requires support with timely, inflation effects, and current global demands. The Army requires support with timely, inflation effects, and current global demands. The Army requires support with timely,

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

Answer. The global environment is dynamic, and the character of war is evolving. Our Army must be ready to respond globally to the full spectrum of operations. This means we must be trained, equipped and ready for Multi-Domain Operations against a near-peer adversary, while simultaneously prepared to engage in counter-insurgency and irregular warfare. In my view, training across competition continuum comes down to maintaining core Warfighting competencies and applying them in large-scale combat operation training scenarios that incorporate all-domain maneuver. If we can maintain these competencies, then our formation will be ready to adapt to any threat.

Question. In what specific ways has the Army improved or not improved its State of readiness across the domains of materiel and equipment, personnel, and training?

Answer. The Army is meeting readiness demands and managing risk posed by challenges such as the accessions environment, global demand, and sustained munitions and equipment support for Ukraine. The implementation of our Regionally Aligned Readiness and Modernization Model (ReARMM) is providing units with predictable periods for fielding equipment and training. Additionally, in fiscal year 2023, the Army programmed 22 Combat Training Center rotations. Finally, DOD and Service investments in the organic industrial base and supplemental replenishment funding in response to Presidential drawdown decisions for Ukraine are critical.

Question. If confirmed, what would you do to restore full spectrum Army readiness, and under what timelines?

Answer. Our formations are already training for full spectrum operations, and we are working to incorporate lessons learned from Ukraine into all aspects of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P). We are ready today to win in conflict against any potential adversary.

If confirmed, I will continue to lead the Army's transformation to ensure that we are keeping pace with evolutions in technology. This includes working with the Secretary to enforce a Warfighter-centric acquisition culture that is innovative, responsive, and collaborative to the needs of commanders.

BUDGET

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

Answer. I measure the adequacy of the Army's budget by assessing the delta between the funds provided and the funding required to enable the Army to maintain

its established readiness and modernization priorities to deliver the capabilities required to support the NDS. I am committed to providing the best Army possible with the resources that Congress appropriates.

Congress's ability to provide timely, adequate, predictable, and sustained funding year after year will allow the Army to meet its operational requirements and stay on track to maintain our readiness goals, meet our modernization priorities, and accomplish our responsibilities as part of the joint force as provided by the NDS.

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

What are your views of this statutory requirement and the utility of unfunded priorities lists?

Answer. From my experience as a commander and service as the Vice Chief of Staff of the Army, the unpredictable nature of world events necessitates flexible funding authorities to successfully address emergent threats, opportunities, and changing conditions in a volatile threat environment. The Unfunded Priorities List (UPL) process identifies Service Chief and Combatant Commander needs to respond to emerging events that occur post development of the annual budget and submission to Congress.

Question. If confirmed, do you agree to provide your unfunded priorities list to Congress in a timely manner?

Answer. Yes, I will submit my unfunded priorities list to Congress in accordance with Title 10.

AUDIT

Question. Why is it important for the Army to achieve a clean audit opinion?

Answer. Audit readiness is a tool we use to assist commanders in optimizing operational readiness for our warfighters. Compliance with Army regulations, policies, and procedures is critical to effective stewardship of every Army asset, as well as every dollar Congress appropriates. A clean audit opinion demonstrates not only the Army's commitment to being accountable to Congress, and transparent to the American taxpayer, but also to enhancing mission readiness. The Army will continue its focus on operational excellence through modernization of its financial, audit, and business management processes. This will ensure that the data concerning the location, condition, and quantities of our equipment, munitions, inventory, and property throughout the enterprise is valid, accurate, and properly maintained to support the Army's mission.

Question. What steps has the Army taken to evaluate unit readiness and commander performance based on audit results?

Answer. The Army is taking a data centric approach to assessing unit readiness based on audit results. The Army maintains web-based data analytics that visualize key performance indicators of audit execution as well as statistics for corrective action plans. This information is available across the Army enterprise and can be sorted by Command as well as business process owners to evaluate progress.

Strong governance includes the Army Audit Committee, Business Mission Area Champion forum, and Command Accountability Execution Review program, which drives readiness so commanders have a true enterprise-wide understanding of asset location and condition. This positions the Army to respond quickly and confidently to world events, allocating Army capital to the most critical areas of need.

ALLIANCES AND PARTNERSHIPS

Question. The 2022 NDS stresses the importance of U.S. alliances and partnerships and considers these relationships a critical strategic advantage.

If confirmed, what specific actions would you take to strengthen existing U.S. alliances and partnerships, build new partnerships, and leverage opportunities for international cooperation to advance U.S. security interests?

Answer. If confirmed, I will strengthen relationships with allies and partners and enhance international cooperation to advance the Army and DOD interests. I will leverage Army resources and relationships to facilitate stronger bilateral and multilateral relationships in support of combatant commanders. Our Foreign Area Officers and Army planners throughout the Army enterprise will employ an array of security cooperation tools such as International Military Education and Training, Foreign Military Sales, and Security Assistance Programs to support alliances and partnerships. I will also ensure our bilateral and multilateral exercises, senior leader engagements, military personnel exchanges, foreign student attendance at professional military education institutions such as the Army War College and Command

and General Staff College, and U.S. attendance at our partners' professional military schools foster trust, mutual understanding, and interoperability.

Question. What are the major challenges for strengthening existing alliances and partnerships or building new ones, including for improving interoperability and shared operational concepts? What steps would you recommend, if confirmed, for overcoming these challenges?

Answer. Regarding alliances and partnerships, our biggest interoperability challenges are our own policies and practices on information sharing. In line with the NDS's stated task to remove barriers to cooperation, the Army has been implementing policies and is working to create a culture of generating information with shareability in mind from inception. If confirmed, I will oversee the Army's ongoing work to create a Secret / Releasable network environment, as opposed to a U.S. only operating environment, and to transition to that by 2028 to enable greater sharing and compatibility with our allies and partners.

JOINT OPERATIONS

Question. How would you characterize your familiarity with other Services' capabilities, including how they organize, train, and equip their forces?

Answer. Throughout my entire career, I have commanded, collaborated, and fought alongside our sister services. Additionally, my service as deputy director for regional operations and force management on the Joint Staff and, most recently, as Vice Chief of Staff of the Army, during which I served as the Army's permanent member of the Joint Requirements Oversight Council (JROC), have given me a strong familiarity with our sister services' capabilities, including their organization, training, and equipping processes.

Question. Which other Service doctrines and capabilities offer the greatest opportunity for synergy with the Army in joint operations?

Answer. The varied skills, capabilities and structures across the Joint Force make us a more lethal and effective military. We must continue to work closely with our sister services on the Joint Warfighting Concept and on joint experimentation efforts like Project Convergence so that, when called upon, we can leverage all domains—land, sea, air, space, and cyberspace—to present potential adversaries with multiple dilemmas

Question. What innovative ideas are you considering increasing interoperability across services to accomplish missions and tasks in support of DOD objectives in joint operations?

Answer. If confirmed, I will continue to advocate for reinforcing the success of the Army's experimentation efforts and major exercises. Specifically, continued participation by our Sister Services in Project Convergence, the Army's annual Campaign of Learning, will continue to be instrumental in the Army's contribution to Joint All-Domain Command and Control (JADC2) and the development of future ground capabilities that are interoperable among the Services. Meanwhile, exercises, such as Super Garuda Shield in the Indo-Pacific, that the Army conducts with other services and allies and partners increase both joint and multinational interoperability.

ARMY CAPABILITIES

Question. The Army is in the midst of a major modernization effort. What is your understanding and assessment of the research, development, and acquisition of the capabilities nest under the following priority modernization efforts?

- Long Range Precision Fires
- Next Generation Combat Vehicles
- Future Vertical Lift
- Network
- Air and Missile Defense
- Soldier Lethality

Question. If confirmed, are there any other modernization efforts you would prioritize?

Answer. First, we must continue to develop capabilities that reduce Army resource requirements. The Contested Logistics Cross Functional Team (CFT) announced in April 2023 provides us that potential by focusing on optimizing logistics for future battlefields.

Second, we must continue to improve command and control systems to ensure that our commanders can maintain battlefield awareness in a multi-domain fight. Our systems must be mobile, learnable, and rapidly updatable and low signature.

Finally, we must continue to advance in areas like Deep Sensing and Human-Machine Integration to reduce the physical and cognitive loads on our soldiers.

Integral to all of our modernization priorities is ensuring that non-material transformation efforts are integrated and keep pace with material ones. As we modernize our equipment, we must also modernize our doctrine, organization, training, leadership and education, personnel, facilities, OIB, and policy.

Question. If confirmed, how would you assess the appropriate level of investment necessary to maintain Army enduring capabilities and ensure the Army invests to keep these capabilities sufficiently modernized?

Answer. The Army is transforming to conduct Multi-Domain Operations as a part of the Joint Force and has significantly invested in six modernization capabilities. If confirmed, I will advise the Secretary of the Army to continue investing in the capabilities that maintain the Army's capacity to win in any conflict against peer or near peer adversaries. In addition, I will work closely with the Assistant Secretary of the Army for Acquisition, Logistics and Technology to ensure acquisition programs are programmed and executable.

JOINT ACQUISITION PROGRAMS

Question. What are your views regarding the merit and feasibility of joint development and acquisition programs, such as the Joint Light Tactical Vehicle, Future Vertical Lift, and hypersonic weapons?

Answer. Where requirements and opportunities align, Joint programs provide efficiencies for all Services. The Joint Light Tactical Vehicle is one example where both the Army and the Marine Corps had similar requirements, and, through collaboration, developed a shared baseline vehicle. The Future Long Range Assault Aircraft, part of the Army's Future Vertical Lift portfolio, has multi-service interest and the potential to be the premier air assault aircraft beginning in the 2030's. Ongoing cooperation between the Army and Navy led to the successful development of a hypersonic missile that will benefit both Services well into the future. Again, when requirements and funding align, the joint development of an acquisition program is often the best approach.

Question. What additional programs would you consider to be candidates for joint development and acquisition?

Answer. Any future requirements of the Services that align are potential joint development and acquisition programs. Efficiencies are realized by all Services when the Army can lay out a common baseline development for a system. Cooperation between the Services is very important to the Army, and the Army will continue to develop efforts with the other Services where shared requirements exist.

Question. What are your views on joint, enabling or cross-cutting capabilities that may not be treated as acquisition programs, such as JADC2? Do you have sufficient authority to advocate or manage Army capabilities to ensure there are no seams in planning or execution of such efforts?

Answer. As demonstrated during Project Convergence and the Army's campaign of persistent experimentation, JADC2 is indispensable in integrating Joint Force capabilities and concepts against near peer competitors and represents how we will fight and win as a Joint Force. Within the Army, I have sufficient authorities to synchronize our efforts for both materiel and non-materiel aspects of JADC2 to ensure we are fully able to support the Joint Force's needs.

Question. If confirmed, how would you facilitate processes for the Army that empower acquisition professionals and reduce institutional policy barriers to enable cross service requirements development and capabilities discussions?

Answer. There is significant cross-Service collaboration and coordination in the development of joint requirements and capabilities in several key areas today. If confirmed, I would support our acquisition professionals continuing and expanding those collaboration activities in areas such as missile defense, autonomy, artificial intelligence, and munitions.

ACQUISITION

Question. In recent National Defense Authorization Acts (NDAA's), Congress expanded and refined the acquisition-related functions of the Chief of Staff of the Army.

If confirmed, how would you assist the Secretary of the Army in the performance of certain acquisition-related functions, while ensuring compatibility with the duties and responsibilities of the Assistant Secretary of the Army for Acquisition, Technology, and Logistics, as established in title 10, U.S. Code, sections 7014 and 7016?

Answer. If confirmed, I would assist and advise the Secretary of the Army in the performance of acquisition-related functions as requested and tasked, but would specifically lead Army efforts to set requirements and ensure that the requirements process is agile to the needs of Warfighters. Over the course of the last year, I have

developed a close working relationship with the Assistant Secretary of the Army for Acquisition, Logistics, and Technology and across the Army acquisition enterprise, and consider the Army leadership team to be well synchronized in our vision for the future.

Question. If confirmed, what actions would you take to improve all three aspects of the acquisition process—requirements, acquisition, and budgeting?

Answer. In terms of the requirements process, I would ensure that the Army is remaining agile to the needs of Warfighters. As the Army looks to the future, it is clear that the Army must be more mobile and more agile—able to operate in dispersed teams using mission command principals. The Army's equipment must keep pace with evolving technology and be able to accept rapid updates based on the changing needs of leaders on the ground. Finally, the Army must be able to manage electromagnetic signatures, as the battlespace today is characterized by ubiquitous sensors. As Vice Chief of Staff of the Army, I have worked closely with the Under Secretary of the Army, the Chief of Staff and the Secretary of the Army to advance and communicate these needs and will continue to do so if confirmed as the Chief of Staff of the Army.

I will continue to advise the Secretary of where we can enhance and reform the acquisition process and stay intimately involved in the budgeting process. Finally, I will maintain transparency with Congress to ensure that we communicate the Army's needs and facilitate a relationship that enables the on-time, predictable and sustained funding required for readiness.

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

Answer. Fighting and winning in war is the Army's mandate. Therefore, the requirements process for new Army equipment must be responsive to Warfighter needs. We must ensure that we have clearly assessed the core warfighting challenges and needs, at echelon, for large-scale multi-domain conflict, that requirements developers are aligned and nested with Warfighting units, that we are iterating on prototypes and seeking solutions that truly meet Warfighter needs, and that we are continuing to incorporate industry best practices into our development processes to ensure that program outputs meet intent.

Question. What specific measures would you recommend to control "requirements creep" in the defense acquisition system?

Answer. Soldiers need mobile, sustainable, and learnable equipment with manageable electromagnetic spectrum signatures for the future fight, and they need them to be delivered at the pace of war. To do this, we have to balance priorities, find best-value solutions, and ensure that we are incorporating Warfighter touchpoints into our developments process. Success is measured in readiness to deter, fight and win.

Question. If confirmed, how would you utilize your authority to arrest the exponential escalation in cost that, in recent history, has marked the acquisition life-cycle of service platforms and weapons systems?

Answer. If confirmed, I would seek to control the costs of acquisition programs by ensuring that requirements are realistic and achievable prior to program initiation, and that the appropriate tradeoffs are being made throughout the program's lifecycle to best manage cost, schedule, and performance. Customizable, complex systems are not necessarily what the Army is looking for on the future battlefield. Instead, the Army needs to be able to deploy and command and control formations that are mobile, dispersible, and able to manage electromagnetic signatures and hide in plain sight through camouflage and deception. The Army must get away from stove-piped, parochial systems and moved toward open architecture that capitalizes on American ingenuity and technological advances. If confirmed, I will use my authority to enforce this mindset and divest of COIN-centered systems in favor of leaner, more agile, more sustainable systems that will enhance the Army's lethality in the future fight.

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

Answer. The Secretary of the Army and the Chief of Staff of the Army bear responsibility for ensuring that the enterprise delivers timely, lethal, effective systems to soldiers.

Question. In your view, are the roles and responsibilities in the acquisition process now assigned to the Chief of Staff of the Army and the other Service Chiefs appropriate? Are there other acquisition-related roles or responsibilities that should be assigned to the Service Chiefs?

Answer. I currently view the acquisition-related roles and responsibilities assigned to the Chief of Staff of the Army to be appropriate. Should I see a need for

change, I will ensure that I advise the Secretary of the Army or other civilian overseers as appropriate.

A natural tension exists between the objectives of major defense acquisition programs to reduce cost and accelerate schedule, and the need to ensure performance meets requirements and specifications, which is the objective of the test and evaluation function.

Question. Has the Secretary of the Army assigned to the Chief of Staff of the Army responsibility for those aspects of the function of research and development relating to test and evaluation for Army acquisition programs? If so, how would you exercise this responsibility, if confirmed?

Answer. Yes. The Army Test and Evaluation Command (ATEC) serves as the operational test agency that plans and conducts all operational tests, reports results, and provides evaluations on the operational effectiveness, operational suitability and survivability for all Army acquisition programs. The ATEC Commanding General reports to the Vice Chief of Staff and ultimately to the Chief of Staff.

Question. What is your assessment of the appropriate balance between the desire to reduce acquisition cycle times and the need to perform adequate test and evaluation?

Answer. The Army can reduce the acquisition timelines by conducting rigorous test and evaluation early in a program's development and continue throughout programs lifecycle. Early collaboration with industry enables the Army to observe their testing and use their data and digital engineering tools thereby reducing the need for unnecessary duplicate and costly tests. The goal is to gain information on equipment performance issues and to fix the problem early in the development cycle. Also, performing continuous and cumulative evaluation of an acquisition program will keep senior Army leaders informed on system performance and schedule. Beginning the continuous and comprehensive evaluation early in a program's lifecycle can significantly reduce test time and cost by thorough comparative analysis, data sharing and integrated testing.

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

Answer. When soldiers are deployed on an operational mission and the warfighter determines there is an urgent requirement for a particular weapon system or item of equipment it may be appropriate to accept that risk. Senior leaders must assess whether the weapon system provides an improved capability over the system soldiers are currently using or provides a new capability where there currently is none. Otherwise, I do not believe it would ever be appropriate to field a weapon system that has not been demonstrated as operationally effective, operationally suitable or survivable. If the Army, due to operational imperatives, fields a weapon system that has operational effectiveness, operational suitability or survivability shortfalls, Army testers will continue to test those systems until all noted deficiencies are rectified and the Army will make the upgrades required to fix all issues. Above all, we will never jeopardize the life, health, or safety of our Warfighters through the fielding of new capabilities.

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

Answer. The role of test and evaluation in any acquisition pathway is paramount. The Army Test and Evaluation enterprise is evolving to execute agile yet robust test events to speed up the acquisition process. These agile test and evaluation processes will provide senior leaders the opportunity to gain early system insights, provide continuous feedback and fix systems early in the acquisition process. Accelerating the test and evaluation processes does not equate to cutting corners. Army testers must ensure the weapons we provide soldiers are operationally effective, operationally suitable, survivable, and safe. Doing so helps improve soldier confidence in their weapons.

Question. Are you satisfied with Army test and evaluation capabilities, including the test and evaluation workforce and infrastructure?

Answer. I am satisfied with the test and evaluation infrastructure and workforce today and confident in our plans to make important improvements in the future. The Army is making capital investments in workforce and instrumentation to test emerging capabilities and the modern weapon systems of the future. The Army invests in providing operationally realistic threats and operationally relevant test environments. This requires a shift from 20 years of counterinsurgency warfare to focusing on peer and near peer threats and will require continued Army focus. I am confident the Army has a solid plan that is adequately resourced.

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

Answer. There are several test and evaluation areas that require attention to meet future needs.

Multi-Domain Operations that combine the effects of air, land, maritime, space, cyberspace and electromagnetic spectrum warfare will require the Army to incorporate all those domains to adequately assess program operational effectiveness, operational suitability and survivability. The range of weapon systems is increasing significantly. The Army must have the ability to test those systems at the maximum range. Directed energy weapons, autonomous systems, and artificial intelligence-based systems will also require investment to ensure adequate test and evaluation of those systems. The Army will continue to focus its test and evaluation investment resources on those areas. In addition to direct Army funding, the Army is working closely with the DOD Test Resource Management Center (TRMC) to leverage Central Test and Evaluation Investment Program (CTEIP) funding which is providing significant resources to help the Army modernize its test infrastructure for the future.

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

Answer. I believe the Army Test and Evaluation enterprise has adequately identified the capital investments it requires. If confirmed, I will closely monitor the delivery of those capabilities during the annual POM process. The investments the Army is making today in the Test and Evaluation enterprise are critical to the "Deliver Army 2030" mission. I will ensure the testers get what they need to meet this important mission.

Question. What are your views on the appropriate roles of Office of the Secretary of Defense developmental and operational testing organizations with respect to testing of Army systems?

Answer. By law, the OSD developmental and operational test and evaluation organizations are responsible for providing oversight of all major defense acquisition programs, major automated information systems and other acquisition programs. The OSD test organizations ensure the Services are conducting adequate testing and asking the right questions at each level and checking the response. I believe the statutory roles are appropriate.

Question. Do you think the current operational test and evaluation system also provides for the flexibility to assess commercial technologies that might be acquired or fields by the Department of Defense through means or processes that are not traditional acquisition programs of record?

Answer. Yes, however, systems should not proceed directly to the operational test. The ATEC must still conduct thorough developmental testing first before proceeding to the operational test to confirm operational effectiveness, operational suitability, and survivability under realistic conditions. The extent of this testing is driven by the degree of difference between how a system was designed and used in the commercial sector compared to how it will be used in the military. The Army Test and Evaluation Enterprise has significant developmental test capabilities to test all facets of a system. The Army will also use soldier Touch Points that obtain user input early to inform development of technologies and initiatives. These have proven invaluable in getting early feedback and gaining operational insights during developmental testing on all types of systems.

Question. If confirmed, how would you ensure the "process" of programs of record do not limit service investment in portfolios of capabilities or mission threads?

Answer. The adoption of the Adaptive Acquisition Framework (AAF), which codifies several different pathways besides the standard Major Defense Acquisition Program route, has created flexibility within the Acquisition system. The framework enables the Acquisition community to utilize a multi-pathway approach, if required, to invest in portfolios of capabilities without overly restrictive processes.

Question. If confirmed, how would you resource enablers, such as authorities to operate or data or certification, that Program Managers and Program Executive Officers see as outside of their requirements?

Answer. If confirmed, I would ensure that the Army is working with organizations across the DOD to address areas where flexible authorities, improved governance, or resources are needed to enable the development and fielding of capabilities for warfighters.

EQUIPMENT REPAIR/RESET

Question. Is it your understanding that Army repair depots are operating at optimal capacity to meet rebuild and repair requirements?

Answer. Army depots are postured to meet current rebuild and repair requirements for existing fleets, and continued investment will be required to ensure the OIB is postured to accommodate the range of modernized weapon systems under development as part of the Army Modernization Strategy. If confirmed, I will support the Army's OIB Modernization Implementation Plan to ensure our facilities, tooling and processes, and our workforce can sustain modernized equipment without disrupting the OIB's ability to support current operations.

Question. What additional steps, if any, do you believe could be taken to increase the Army's capacity to fix its equipment and make it available for operations and training?

Answer. While the Army's OIB is postured to meet current sustainment requirements, investment in the Army's OIB Modernization Implementation Plan is necessary to ensure capacity and capability to sustain the future force. If confirmed, I will support this investment. I will also support efforts to improve efficiencies that enable more time to maintain equipment and generate readiness. For example, I will support efforts to digitalize manual processes; to improve the diagnostic capabilities within our units; to review policy to ensure the Army does not spend precious resources on unnecessary tasks; and to invest in training programs to increase maintainer proficiency. Recognizing the difficulty associated with maintaining multiple fleet variations, I will support efforts to reduce fleet variability across formations (for example, by divesting legacy equipment and seeking commonality across platforms) and will maintain pace on fielding modernized combat systems.

Question. In your view, is the level of funding budgeted and programmed for equipment repair and reset sufficient?

Answer. The Army's fiscal year 2024 budget request and programming efforts sufficiently fund equipment repair and reset. If confirmed, I will continue to evaluate our equipment repair and reset funding along with other readiness and modernization priorities.

Question. What impact is this level of funding likely to have, if any, on the ability of Army National Guard units to respond to Homeland Defense and defense support to civil authorities missions?

Answer. Timely adequate, predictable, and sustained funding is essential to enable the Army National Guard to perform its full set of mission requirements. As currently resourced, the Army National Guard's funding is adequate to enable the Guard to respond to Defense Support of Civil Authorities or Homeland Defense missions.

Special Operations Enabling Capabilities

Question. If confirmed, how would you work with the Commander of U.S. Special Operations Command to address the enabling requirements of Army special operations personnel throughout the deployment cycle?

Answer. I will address enabling requirements of the Army special operations personnel throughout the deployment cycle by working closely with U.S. Special Operations Command and U.S. Army Special Operations Command (USASOC). This collaboration will ensure the Army meets service responsibilities related to Special Operations. Regular engagements will ensure Army and Special Operations equities are integrated and adequately addressed.

NATIONAL GUARD EQUIPMENT

Question. What is your understanding and assessment of changes in the global and domestic roles and missions of the Army National Guard and the National Guard Bureau in the last decade?

Answer. Over the last decade, the Army National Guard's unique dual status has enabled its members to support a broad array of domestic and global requirements, from being the primary response mechanism to domestic emergencies such as COVID-19 to leading U.S. efforts to assist Ukrainian forces in countering Russian aggression at the Joint Multinational Training Group—Ukraine. The changing global operational environment necessitates continued and increased integration of the Army National Guard with the Active Army to achieve 2022 NDS objectives and deter potential adversaries. The Army National Guard is and will remain a critical enduring advantage that enables the Army to efficiently deter adversaries while building strategic depth, enhancing partner and ally relationships, and enabling Combatant Commander campaigning efforts.

Question. What is your understanding and assessment of the Army's commitment to fully fund DOD requirements for Army National Guard equipment?

Answer. If confirmed, I will ensure the Army continues to equip and modernize the Total Force in accordance with established priorities and available funding. I am committed to ensuring that Army units remain interoperable, deployable, and sus-

tainable across the Total Force, with targeted modernization during the appropriate phase of the Regionally Aligned Readiness and Modernization Model.

Question. In your view, do Army processes for planning, programming, budgeting, and execution sufficiently address requirements for National Guard equipment modernization?

Answer. Yes, the Army processes for planning, programming, budgeting, and execution sufficiently address the requirements for National Guard equipment modernization. The National Guard is included in every step of the processes and the Army's transparency initiative closely monitors equipment procurement quantities to ensure they are delivered to the Reserve components. Reserve component equipment modernization has improved considerably over the past 10 years.

Question. If confirmed, how would you ensure that these equipment needs of the Army National Guard are fully considered and resourced through the Army budget process?

Answer. If confirmed, I will ensure National Guard and Reserve equipment needs continue to be fully considered through the Army budget process and that equipment is resourced based on the needs of the Total Force, regardless of component.

Question. What is your understanding and assessment of the role and authorities of the Director of the Army National Guard, and, in your view, how does this compare with the role and authorities of the Chief of the Army Reserve?

Answer. The Chief, National Guard Bureau (CNGB) is the principal adviser to Army senior leaders on matters related to the Army National Guard (ARNG) and the Army National Guard of the United States (ARNGUS), which is one of the Army's two Reserve component. The Director of the Army National Guard does not command the ARNG. Rather, the Director assists the CNGB in carrying out that organization's functions of the National Guard Bureau as they relate to the ARNG and ARNGUS, and the Director performs these functions on behalf of the CNGB by delegation of authority, to include representing the ARNG in Army corporate processes.

The Chief of the Army Reserve serves as the principal adviser to Army senior leaders on matters related to the U.S. Army Reserve, the other Reserve component. Her position is unique in comparison to the Director of the Army National Guard because she also serves as the Commanding General of U.S. Army Reserve Command and therefore commands the personnel and units assigned to the U.S. Army Reserve Command. In her capacity as the Chief of the Army Reserve, she has similar responsibilities as the Director of the Army National Guard to ensure proper consideration of U.S. Army Reserve issues within the Army.

Both positions are vital for ensuring the overall preparedness and effectiveness of the Reserve component and their seamless integration into the Total Force to ensure our Army is ready to fight and win our Nation's wars.

Question. If confirmed, what specific actions would you take to ensure the number of Reserve Component General Officers are sufficient to fill the highly qualified "bench" from which the Director of the Army National Guard and the senior leaders of the National Guard Bureau can be selected?

Answer. If confirmed, I will advocate for increased opportunities for Army National Guard officers to fill Army and Joint positions to be competitive for the most senior level positions in the Army National Guard and National Guard Bureau. In coordination with the Chief, National Guard Bureau, I will solicit recommendations from Governors across the 54 states and territories to nominate the best-qualified candidates for those senior level positions. Additionally, I will review Army policies to identify and address any potential barriers to growing a diverse bench of senior officers who understand the magnitude of the states' missions and the strategic role Army National Guard officers fulfill in support of national defense.

POWER PROJECTION

Question. The ability of U.S. ground forces to hold at risk adversary ships and aircraft; intercept missiles aimed at our ships, airfields, ports and other fixed facilities; and provide electronic warfare and communications support for our air and naval forces could enable the United States to present adversaries with our own "anti-access/area denial" (A2AD) challenge.

Do you believe the current ground force posture in INDOPACOM is adequate? If not, what would you recommend to bolster it?

Answer. The current ground force posture is adequate to meet the U.S. Indo-Pacific Command (USINDOPACOM) tasks today. We are continuing to improve the Army's posture in the Indo-Pacific based on implementation guidance from the NDS, fielding new capabilities like Army watercraft, and continued collaboration with USINDOPACOM to set conditions for possible contingencies in the region.

Question. Do you concur that U.S. defense policy would be better served were the Army to develop the capabilities and operational concepts for a “power projection” role, for both the European and Indo-Pacific theaters?

Answer. The development of capabilities and operational concepts for power projection to the European and Indo-Pacific theaters is consistent with the Secretary of Defense’s NDS.

Question. Do you perceive a need for, and benefit to, enhanced U.S. security engagement in the Indian Ocean, and if so, in what areas and with whom?

Answer. Yes. Enhanced security engagement in the Indian Ocean region—particularly with key partners like India—is essential to our broader goal of a free and open Indo-Pacific. We increasingly share security priorities with India that include concerns about Violent Extremist Organizations and encroachment by the People’s Republic of China. If confirmed, I will explore the need for enhanced security engagements with other countries in the Indian Ocean region as well.

MUNITIONS

Question. Army munitions inventories—particularly for precision guided munitions and artillery—have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies. Due to draw down of certain weapons systems to support Ukraine, the Department of Defense has begun efforts to increase production and bolster the industrial base.

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

Answer. The Army has a solid plan to address munitions inventories. The Army is taking a multi-pronged approach of expanding production in the U.S. industrial base and leveraging available capacity from foreign sources to meet immediate demand, replenish our Nation’s stocks, and support the industrial base for sustained long-term demand and surge capacity. The Army is investing in both organic and commercial industrial base to address production increases of key systems while also expanding production at existing suppliers and standing up new suppliers for certain items.

Question. What changes in budgeting and acquisition processes would you recommend to facilitate faster Army munitions replenishment rates?

Answer. I want to thank Congress for its current support to Army munitions production. The temporary authorities provided under Section 1244 of the fiscal year 2023 National Defense Authorization Act (NDAA) provide contracting flexibility and the potential commitment to multiyear procurement contracts for select munitions beginning in fiscal year 2023. These authorities enable the Army to accelerate munitions production, modernize the munitions industrial base, and help meet replenishment rates. The Army will continue to work with Congress to assess the need for extending or modifying these authorities as appropriate. Additionally, Congress’s supplemental funding has enabled the Army to meet many of its munitions-related requirements.

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

Answer. Army is pursuing the Cannon Delivered Area Effects Munitions (C-DAEM) and XM250 programs to replace these capabilities. While the U.S. is not an Ottawa Convention signatory, it is the stated intent under current U.S. policy to develop area denial capabilities to be compliant with the Convention’s restrictions. The XM250 Top Attack system currently in development will provide an Ottawa-compliant, soldier-emplaced, anti-vehicle munition system enabling US and friendly forces to maneuver freely on the battlefield while denying hostile forces freedom of maneuver in the same battlespace. Future area denial development efforts will provide the ability to create Ottawa-compliant complex obstacles at extended ranges, fully replacing the current area denial capabilities. The C-DAEM program is developing more reliable (1 percent UXO standard) munitions to meet area attack targets and precision guided munitions to attack both moving and stationary armored vehicles. Until such time as these munitions are available in sufficient quantities to meet warfighting needs, the Army will retain sufficient legacy munitions in the inventory to meet current requirements within the restrictions laid out in the respective landmine and cluster munition policies.

CONVENTIONAL PROMPT STRIKE

Question. The Army and the Navy are conducting a joint program for conventional prompt strike using long range hypersonic weapons. The Navy is designing and fabricating the warhead while the Army is fabricating the missile body for the Army

designed Long Range Hypersonic Weapon (LRHW) system. The Army is proposing three batteries of the weapon system.

What is your assessment of the current testing pace of this program?

Answer. I am confident that our current flight test campaign pace supports the delivery of an operational capability for both the Army and Navy. In addition to flight tests, the Army unit continues to exercise the hypersonic mission execution chain through garrison and field events, increasing both the capability and the confidence of the unit in the equipment. Moving forward, increased ability to test components and subsystems of the Common Hypersonic Glide Body in relevant environments will be critical to future upgrades. We work closely with the test community to schedule and support these activities.

Question. Do you believe the current testing pace can be accelerated similar to the commercial space industry?

Answer. The appropriate pace of testing for long-range weapons and space systems depends on many factors. The Army is balancing the need for rapid development of a prototype hypersonic weapon with the need to put a safe and credible system in the hands of warfighters. Increased investment in hypersonic test infrastructure would indeed increase test efficiency, and we are working closely with many stakeholders to leverage all available test resources and investments to date.

Question. What is your assessment of the overall readiness and principal risks of the entire LRHW system which not only includes the missile and warhead but the fire control and industrial base to support its production?

Answer. The industrial base to support hypersonic development is still immature, as the technology solely existed in government lab environments for several decades. The DOD has made significant investments in the industrial base capacity through the Industrial Base Analysis and Sustainment and other programs to support production of hypersonic weapons. While we experience the challenges expected in any new production effort, I am confident that the industrial base can support the Army's current required production capacity.

Question. Do you believe the current scope and work structure between the Army and Navy is satisfactory? If not, what suggestions would you make?

Answer. Yes. The Army and Navy partnership has been crucial in moving at the speed of relevancy with the development of hypersonic weapons, and I believe that relationship will be the foundation to our success in the future.

Question. What is your assessment of the funding and planning for force structure and training for the three batteries the Army plans to field over the Future Years Defense Program (FYDP)?

Answer. The Army has prioritized the design and development of three long range Long Range Hypersonic Weapons (LRHW) system batteries and there are no projected shortfalls in funding for the system or the required training. The first battery is participating in the joint program testing, allowing the Army to refine the structure, training, and procedures that will enable expansion to the full capability over the FYDP.

Question. What is your assessment of the Army's capability as a force provider to the combatant commands of the LRHW? Do you anticipate it will be similar to the Terminal High Altitude Area Defense (THAAD) systems which is a low density system under high demand which cannot be fully satisfied?

Answer. LRHW will provide the Joint Force commander with unprecedented long-range capability to neutralize peer competitor Anti-Access Area Denial as part of the Army's Multi Domain Task Force. For LRHW, the Army currently plans to resource Combatant Commanders with three batteries, the first already in operation. This capability will provide these commanders with options to hold adversaries at risk across multiple theaters—and from a standoff distance. I anticipate LRHW, like Terminal High Altitude Area Defense (THAAD) will be a high demand capability that will require deliberate decisionmaking to effectively meet global demands.

INTEGRATED AIR AND MISSILE DEFENSE

Question. The current validated requirement for THAAD batteries is nine, yet only seven are both manned and equipped. The Army has allocated manning for an eighth battery, but has no equipment. The ninth battery has neither manning nor equipment. THAAD and Patriot batteries, in the meantime, are some of the highest-demand, lowest-density assets in the Army, and the soldier who man them are deployed with great frequency.

Do you believe the Army's current program of record is sufficient to address theater missile defense requirements?

Answer. The Army Integrated Air and Missile Defense (IAMD) is undergoing its most significant modernization effort in the last 40 years, increasing in both capac-

ity and capability to support the Joint Force with establishing air superiority. Additionally, the current Army program of record supports theater missile defense through growth of new battalions, including addition of a 16th Patriot battalion, new Maneuver-Short Range Air Defense (M-SHORAD) battalions and Indirect Fire Protection Capability (IFPC) battalions. The program of record also meets Joint Force requirements against advanced threats through development and fielding of Lower Tier Air Defense Sensor (LTAMDS), Missile Segment Enhancement (MSE) missile, and Sentinel A4 radar, all fused by a common command and control—Integrated Air and Missile Defense Battle Command System (IBCS).

Question. What has the conflict in Ukraine informed the Army regarding Integrated Air and Missile Defense (IAMD) as a force presenter to the Combatant Commands now and in the future?

Answer. The Army is reviewing potential insights from the Ukraine conflict and identifying ways to leverage applicable lessons learned for U.S. forces. Specifically, the Center for Army Lessons Learned is standing up a Ukraine-focused group to consolidate and vet these insights. Ukraine has demonstrated tactics, techniques, and procedures that may be advantageous to incorporate into U.S. doctrine. Similarly, Ukraine's use of Air and Missile Defense resources may help inform future U.S. defense design. After identifying lessons learned, the Army will build them, as applicable, into Professional Military Education. Lessons learned may also inform future Air and Missile Defense utilization for employment within Combatant Command (CCMD) Operational Plans (OPLANs). Additionally, observations on the Ukraine conflict improve U.S. understanding of Russian threat capability and combat power, which will inform CCMDs moving forward.

Question. What is your assessment of the Army's force structure supporting their current Integrated Air and Missile Defense requirements from the Combatant Commands?

Answer. Each year, the Army models the requirement for Integrated Air and Missile Defense (IAMD) in support of NDS requirements and based on available resources, determines the appropriate force structure level for IAMD.

U.S. Indo-Pacific Command has a requirement to defend Guam, which is a central logistics and force projection hub in the Indo-Pacific theater and necessary to deter China. A central element of that defense is a robust Integrated Air and Missile System in Guam of which the Army is now a major contributor, along with the Navy and Air Force.

Question. What are your views, in terms of risk, for the Army to meet the IAMD requirements of Indo-Pacific Command against what is currently reflected in the Army's FYDP with respect to time, funding, and Army personnel to maintain and operate such an IAMD system in Guam?

Answer. The Army appreciates the importance of Guam in the USINDOPACOM theater and as part of the Homeland. We are working to establish the Army component for the IAMD of Guam, which together with the Aegis component being developed by the Missile Defense Agency (MDA) will address the USINDOPACOM Commander's requirements. We are planning for fiscal year 2027 delivery and are working personnel requirements in our Total Army Analysis (TAA) process. Establishing the Army IAMD component on Guam is a complex undertaking, involving state-of-the-art prototype capabilities and substantial military construction. I believe the Army is on track to deliver and operate our portion of the defense and will coordinate that delivery with MDA, the Navy and USINDOPACOM.

SPACE AND ELECTRONIC WARFARE

Question. The United States is increasingly dependent on space, both economically and militarily—from the Global Positioning System (GPS) on which many industries and military capabilities rely, to the missile warning systems that underpin U.S. nuclear deterrence as well as our regional Integrated Air and Missile systems. Likewise, great power competition has revitalized the need for joint electronic warfare capabilities that essentially laid dormant over the past 20 years. In particular, the Ukraine conflict has shown extensive Electronic Warfare operations by both the Russian and Ukrainian Armed Forces.

What actions is the Army taking to operate in a GPS denied environment now and in the context of future operations?

Answer. The Army established the Assured Positioning, Navigation and Timing (APNT) CFT in 2018 to ensure reliable future Global Positioning System (GPS) or GPS-like capability for the Army. We have completed initial testing and evaluation of both mounted and dismounted systems designed and have begun fielding them. Additionally, we are exploring and experimenting with several alternative navigation systems untethered to the GPS constellation. All these capabilities are tested

annually in a APNT Assessment Exercise, where actual enemy capabilities in this space are replicated. If confirmed, I can arrange for the Army to provide additional information on these capabilities in a classified setting.

Question. How confident are you that the Army can fight effectively and achieve its objectives in a GPS denied environment?

Answer. The Army is improving our ability to train in realistic combat environments, including GPS-denied environments. These improvements are being incorporated into the modeling and simulation capabilities such as WARSIM and WARFIGHTER exercises. Our efforts to mitigate adversary attempts to deny GPS, improve robustness of positioning, navigation, and timing (PNT) through alternative navigation (ALTNV) signals, and train in realistic combat environments will enable the Army to achieve our objectives despite adversary attempts to deny PNT capabilities.

Question. What actions is the Army taking in terms of training and material development based on the results of Tier One exercises to maintain effective command and control of its forces in an electronic warfare environment based on systems developed by either Russia or China? Do you feel confident at present in the Army's ability to operate in such an environment?

Answer. The electromagnetic spectrum permeates each of the operational domains—operating in this space provides a military force the ability to deliver effects and create dilemmas for air, land, maritime, space and cyber forces. It is critical that the Army can fight and win in this space. To ensure our soldiers can operate in transparent, congested, degraded and area-denied environments, the Army is rapidly evolving the exercise capabilities of our combat training centers (CTC), including our recently established Joint Pacific Multinational Readiness Center—the Army's Indo-Pacific regional combat training center. This critical training center provides realistic training designed to build readiness and enhance interoperability throughout the Indo-Pacific region. A recent exercise enabled the 25th Infantry Division, alongside units from Thailand, Indonesia, and the Philippines to experience all-domain training challenges in conditions that replicated the operational environments of competition and conflict. The Army is working to ensure similar upgrades to other events and exercises, including Balikatan in the Philippines, Yama Sakura in Japan and Cobra Gold in Thailand. These exercises will continue to inform updated requirements, materiel development efforts, testing, and training to ensure that our force has the right mix of capabilities to enable the Combatant Commander to converge effects at the desired range and speed necessary to win the operational fight in forward theaters.

Question. What actions is the Army taking to organize its force structure, material development, and training for offensive electronic warfare operations now and in the future?

Answer. The Army pairs a training focus that informs material development efforts with a deliberately experimental, dynamic, and agile force structure with our Multi-Domain Task Forces. The electromagnetic warfare forces of the Army's Multi-Domain Task Forces are uniquely structured to establish presence in theater with a suite of offensive and defensive electronic warfare capabilities that provide depth of range and speed, and benefit from extensive land power networks with partner nation armed forces. Competitive, calibrated force posture (CFP) is an explicit requirement for the Joint Force to be able to transition to crisis or conflict. The Army's Multi-Domain Operations concept addresses these challenges to ensure success in competition and conflict.

INDO-PACIFIC REGION

Question. In your view, how should the Army contribute to competition and deterrence activities in the Indo-Pacific region? In the event of a contingency in the Indo-Pacific region, how do you believe the Army would contribute to the joint force?

Answer. The Army contributes to competition and deterrence activities in the Indo-Pacific region. The Army provides the Joint Force with the necessary lethal ground forces to provide defense and control of key terrain, long-range precision fires and air and missile defense for vital protection support, and the logistics to ensure the Joint Force is successful. In the event of a contingency, the Army will provide command and control at scale, intra-theater logistics, key air and naval bases protection, long-range fires, and maneuver forces capable of holding and seizing terrain.

Question. If confirmed, how will you ensure that the Army's posture, basing, force structure, and logistics networks evolve to support your vision?

Answer. The Army should continue to provide lethal ground forces, long range precision fires, command and control, Integrated Air and Missile Defense, engineer-

ing, intelligence, space, cyber, sustainment, and contested logistics in the Indo-Pacific. As we integrate Multi-Domain Operation capabilities into Army formations, we must continue to refine our posture to be adequately positioned in terms of forces, footprint, and authorities throughout the region. This will include rotations of forces for exercises or specific operations as well as consideration for forward stationing.

Question. In your assessment, what capability or capacity shortfalls present the most significant challenge for the Army in executing contingency plans on the Korean Peninsula?

Answer. Continued teamwork with the Joint Force and Korean partners will enhance the Army's ability to address challenges in executing combat operations on the Korean Peninsula. Current capability and shortfall analysis is critical to executing contingency plans. If confirmed, I will arrange for a classified briefing.

Question. What are the key areas in which the Army must improve to provide the necessary capabilities and capacity to the joint force to prevail in a potential conflict with China?

Answer. Our Army is continually transforming so that we may prevail in any potential conflict. In this effort we are focused on six operational imperatives: (1) Sense farther (2) converge forces; (3) precise, longer-range fires; (4) protect forces; (5) communicate and share data, and (6) Sustain the fight.

Additionally, the Army must improve recruiting and manage talent to ensure it attracts and retains soldiers with the skills needed to maintain overmatch against great power competitors.

Question. What is your understanding of what the Army is doing to provide cruise missile defense for the joint force in Indo-Pacific to defend against fixed locations such as bases and other critical infrastructure? When will this capability be available to the joint force at scale?

Answer. The Army currently has two batteries of the Iron Dome Defense System-Army (IDDS-A) assigned to USINDOPACOM as an interim cruise missile defense solution. The Army is developing the Indirect Fire Protection Capability (IFPC) as the weapon system to defend assets and critical infrastructure against cruise missile threats. IFPC battalions will be assigned to the Corps and Multi-Domain Task Force (MDTF). Currently, USINDOPACOM has one Corps and one MDTF assigned and the Army is assessing assignment of additional MDTF's to the Indo-Pacific theater. This capability will be available beginning in fiscal year 2026. Additionally, the USINDOPACOM area of responsibility has forward stationed Patriot battalions that contribute capability to defend critical infrastructure against supersonic cruise missiles. The Army is procuring additional Patriot and IFPC capability as part of the Defense of Guam architecture.

EUROPE

Question. In your view, what are the key areas in which the Army must improve to provide the necessary capabilities and capacity to the joint force to support integrated deterrence, and if necessary, prevail in a potential conflict with Russia?

Answer. To deter and, if necessary, prevail in a potential conflict with Russia, the Army must continue to focus on providing combat ready ground forces to the Joint Force. This includes remaining committed to our six modernization priorities, addressing the recruiting challenge, and learning lessons from the conflict. The Army must be able to see and sense more, farther, and more persistently; concentrate combat forces rapidly from dispersed locations; win the long-range fires fight; protect our forces from air, missile, and drone attacks; rapidly and reliably communicate; and sustain the fight across contested terrain.

Question. In your opinion, what are the key takeaways from the Ukraine conflicts for U.S. Army investments in Europe, particularly as it relates to the location, equipment content and readiness levels, and speed of deployment for Army prepositioned stocks in Europe?

Answer. The deployment of Army forces to the European theater in 2022 demonstrated the value of Army prepositioned stocks as an accelerator for Joint Force projection. The future of the stocks in Europe will include a new storage location in Poland which will better position the Army to support the U.S. European Command Commander.

OPERATIONAL ENERGY

Question. DOD defines operational energy as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. Longer operating distances, remote and austere geography, and anti-access/area denial threats are challenging DOD's ability to assure the delivery of

fuel. As the ability to deliver energy is placed at risk, so too is the Department's ability to deploy and sustain Army forces around the globe.

What are your ideas for future capabilities that would enable an expeditionary Army through the assured delivery of energy to the warfighter?

Answer. Power generation and energy delivery are critical to warfighting. As the global environment continues to change and we deliberately transform to address that change, the Army continues to seek innovative ways to address power and energy challenges. In April 2023, the Army established a Contested Logistics Cross Functional Team (CFT) to explore novel solutions for conducting sustainment activities on the future battlefield. Additionally, the Army continues to pursue energy resiliency efforts to reduce our reliance on fuel and reduce base vulnerabilities. Finally, our science and technology organizations continue to explore cutting-edge technologies which may enable dispersed formations to do things like create their own fuel from local water systems, employ vertical landing and takeoff flight capability, or utilize vehicle-centric micro-gridding to rapidly create and conserve energy at the point of need. These advancements have the potential to reduce maintenance burdens and logistics tails, help with electromagnetic spectrum signature management, and lower operations and support costs.

Question. What are your ideas for reducing the risks associated with the Army's dependence on vulnerable supply lines?

Answer. The Army is continually working to review, assess and mitigate supply chain risks before they become a problem, focusing on our most sensitive capability development efforts first. Meanwhile, our newly formed Contested Logistics CFT is working to increase resilience in our physical and cyber logistics networks and Army Materiel Command and the Army G-4 are engaged in getting materiel to soldiers quickly and securely.

CYBER

Question. The readiness of the Cyber Mission Forces assigned to U.S. Cyber Command is substantially below acceptable levels. This shortfall is due primarily to the lack of sufficient numbers of personnel in each of the services in three critical work roles that are especially demanding: tool developers, exploitation analysts, and interactive on-net operators.

What is your understanding of the causes for the Army's shortfalls in recruiting, training, and retaining personnel qualified for these work roles?

Answer. The Army's priority for readiness of its cyber forces is to fill U.S. Cyber Command and other cyber force structure's most critical work roles. In this field, competition for top talent with the private sector will be an enduring challenge. The Army must balance both quantitative goals, in the number of developers, analysts, and operators, as well as qualitative goals to ensure these individuals are highly trained and experienced to conduct challenging defensive and offensive cyber assignments.

Question. What is your understanding of the Army's plans to correct this shortfall?

Answer. While an OSD-led force-generation study is ongoing to recommend cross-DoD opportunities to correct readiness shortfalls across the Cyber Mission Force, the Army is looking to expand the application of the Cyber Excepted Service to provide expedited recruiting and more flexible retention options for civilians. The Army will also assess the length of tours to ensure the Army realizes the full return on its investment in those personnel who have been through the most rigorous training. Finally, the Army will always look to expand and offer other broadening retention opportunities.

Question. The mission of U.S. Cyber Command (CYBERCOM) is offensive and defense warfighting in the cyber domain. However, so far, General and Flag Officers selected to serve as Commander of Cyber Command have been intelligence specialists rather than line officers. If confirmed, you will be a member of the Joint Chiefs of Staff, and an adviser to the Chairman of the Joint Chiefs and the Secretary of Defense.

Do you think that CYBERCOM as a warfighting command could or should be led by an officer trained and experienced in commanding joint operations?

Answer. It could be. If confirmed, I will recommend to the Chairman of the Joint Chiefs of Staff with only those officers I consider the best-qualified to serve as Commander, USCYBERCOM based on the totality of their skills, knowledge, behaviors, and experience. I would consider an officer's joint experience as a factor in my recommendation.

Question. U.S. superiority in key areas of innovation is decreasing or has disappeared, while our competitors are engaging in aggressive military modernization and advanced weaponry development. DOD has identified 14 critical technology areas in which investment to develop next generation operational capabilities is imperative: hypersonics; future generation wireless technology; advanced materials; integrated network systems-of-systems; directed energy; integrated sensing and cyber; space technology; quantum science; trusted artificial intelligence (AI) and autonomy; microelectronics; renewable energy generation and storage; advanced computing and software; human-machine interfaces; and biotechnology. Much of the innovation in these technologies that could prove suitable for national defense purposes is occurring outside of the traditional defense industry.

What do you see as the most significant challenges (e.g., technical, organizational, or cultural) to U.S. development of these key technologies, or gaining access to such technologies from the commercial marketplace?

Answer. In my view, the Army's most significant challenge is gaining access to technological innovations outside of the traditional defense industrial base. The Army needs to be able to tap private sector innovation from firms that may be reluctant to engage with the Army's complex acquisition system. The Army also needs the ability to recruit and retain scientists and engineers in areas such as Artificial Intelligence/Machine Learning and Biotechnology where competition for talent from the private sector is fierce.

Question. How well do you think those Department investments in these technologies are appropriately focused, integrated, and synchronized across all Military Departments and Agencies?

Answer. The Army, along with the other Services, coordinates and synchronizes research activities through a number of mechanisms, such as the DOD Communities of Interest and the Defense Innovation Steering Group. This helps ensure proper investment in defense priorities while eliminating duplicative efforts. These working groups and associated coordination mechanisms also ensure the Army can focus on specific areas of need, while benefiting from any advances or breakthroughs in the other Services.

Question. How has the Army prioritized limited R&D funding across your technology focus areas? Specifically, where is the Army either increasing or decreasing focus and funding?

Answer. The Army's S&T program funds priority research and development efforts guided by the Army's Modernization Priorities, and ultimately the NDS. Budget prioritization focuses on balancing near-and mid-term efforts in support of the Modernization Priorities. Conversely, investments in foundational science form the backbone of capabilities our soldiers will need in the long term. In recent years, the Army has increased focus and investment in areas such as Artificial Intelligence/Machine Learning and biotechnology.

Question. In your view, which of these DOD key technologies map most directly to the Army's own modernization priorities (i.e., long-range precision fires, next generation combat vehicle, vertical lift, robust networks, air and missile defense, soldier lethality)?

Answer. In my view, many of the OSD critical technology areas map directly to the Army's Modernization Priorities. For example, hypersonics maps to Long Range Precision Fires; autonomy maps to both next generation combat vehicle and future vertical lift; future generation wireless technology maps to robust networks; and directed energy maps to air and missile defense. Overall, I believe all of the DOD critical technology areas play at least some role in the future Army.

Question. How is the Army balancing revolutionary capability advancements as compared to "quick win" incremental improvements that can be rapidly fielded?

Answer. The Army builds its S&T portfolio to ensure near-and mid-term technology insertion, while also ensuring appropriate investment for longer-term technology breakthroughs through the Army's Basic Research program. The S&T strategy pays careful attention to supporting the modernization priority efforts, while simultaneously supporting research aimed at fundamental, long-term challenges of the Army 2040 and beyond. If confirmed, I will work to ensure the Army has the proper balance of S&T investments so that the Army is properly preparing for the future fight while still delivering those "quick-win" incremental improvements to our soldiers today.

Question. What efforts is the Army making to identify new technologies developed commercially by the private sector and apply them to military and national security purposes? In your view, what are the challenges that you perceive to increasing collaboration between the private sector and Army?

Answer. The Army has a number of efforts designed specifically to engage with private sector firms outside the traditional defense industry, such as the Army Application Lab, the xTech prize competition and the Small Business Innovative Research program. In my view, the complexities of the traditional defense acquisition system are the greatest challenge to increasing collaboration with the most innovative private sector firms. These Army programs and others help break down those barriers by bringing new players into the defense innovation ecosystem and allowing the Army to access the most cutting-edge commercial technologies.

Question. How can the operational experience of the warfighter better be integrated into the research and development process? Are there appropriate places to interject warfighters in the interaction between the DOD research and engineering community and the private sector?

Answer. The Army ensures the operational experience of our soldiers and formations is included in the research and development process through the concept of soldier-centered design. Soldier-centered design is at the forefront of all the Army's modernization efforts and maximizes early, repeated, and continuous iteration of soldier touchpoints involving all new concepts, technologies, and systems. Soldier-centered design also ensures the Army consistently challenges the modernization concepts and solution sets based on the tactical and operational expertise of the Army, from bottom to top.

Additionally, the Army's materiel development organizations are comprised of more than civilian employees and include soldiers with a broad range of operational and tactical experience. The Army's uniformed personnel serve as a bridge between warfighter capability/technology needs and cutting-edge solutions from the commercial sector, engaging early and frequently to ensure soldier insights are included in design and development.

Question. In confirmed, how will you leverage experimentation and prototyping opportunities to look at new technologies and concepts that might be beneficial for the Army, or better support the Army role in joint operations?

Answer. If confirmed, I will leverage ongoing efforts such as OSD-led Rapid Defense Experimentation Reserve (RDER) and the Army's Technology Maturation Initiative (TMI) along with experimentation venues such as Project Convergence, the Army's Campaign of Persistent Experimentation, and the Experimental Demonstration Gateway Exercise (EDGE). These efforts provide important pathways to accelerate joint war fighting capabilities and help bridge the gap from Science and Technology to acquisition programs, and Project Convergence allows the Joint community to evaluate potential technologies against future concepts. If confirmed I will look at ways to enhance or expand these and similar efforts.

Question. In your view, what steps must DOD take to protect and strengthen our National Security Innovation Base to ensure that critical information is protected?

Answer. There is growing concern regarding the national security threat of ceding technological advantage to China and other near peer adversaries. The Department must establish a uniform due diligence approach that balances the protection of critical technological information with technology risk. The Army has already begun implementing a risk-based assessment process for our small business and academic partners. If confirmed, I will ensure the Army scale these policies, as appropriate, across the National Security Innovation Base.

One of the main objectives of the defense research enterprise is to develop advanced technologies that will be of benefit to the warfighter. In this regard, it is critical that advancements quickly transition from the development phase into testing and evaluation and ultimately into a program of record for the deployment of capability to the warfighter.

Question. If confirmed, how will you ensure that a greater percentage of the technologies being developed by Army labs transition into programs of record for deployment to the warfighter? How would you ensure that appropriate technologies are transitioning more quickly into programs of record?

Answer. If confirmed, I will ensure the Army continues to use and refine recently enacted policies and processes designed to increase the transition of technologies from the labs to Programs of Record. Successful technology transition ultimately comes down to invested personnel. I support the Army's efforts within the Labs and Program Executive Officers to formally identify Project leaders to oversee and manage Science and Technology progress and transition. These managers should be held accountable to successfully manage transition within the labs and product line teams.

Question. How do you see the laboratory facilities in the Army contributing to your goals for developing technology for the warfighter? Do you think Army lab facilities are keeping pace with the needs of the Army? If not, what do you think could be done to improve the Army's ability to modernize its lab infrastructure?

Answer. The Army is in the middle of a historical transformation and is making continual progress on its modernization goals. These efforts are critical to ensuring that we stay ahead of our potential adversaries. However, additional investments in our research and test facilities will ensure that we can capitalize on cutting-edge technology and recruit and retain talented personnel. If confirmed, I will assess where we need infrastructure investment and work to put resources toward modernizing and revitalizing our critical laboratories and test ranges.

Question. If confirmed, what metrics would you use to assess whether the Army is investing adequately in S&T programs?

Answer. If confirmed, I will work within the Planning, Programming, Budgeting and Execution process to ensure the Army has the correct mix of near-, mid-, and far-term investments to support both incremental solutions and revolutionary technology breakthroughs. Army investments must be adequately aligned to support the Army modernization priorities to ensure the Army does not fall behind our competitors in critical emerging areas.

Question. How would you assess the value and appropriate investment level for basic research programs?

Answer. The Army's basic research program is critical for developing the technology foundations for the Army 2040 and beyond. Our basic research efforts also allow us to engage with the global academic community, preventing technological surprise. The Army's basic research budget is roughly 17 percent of its overall S&T budget, which is slightly larger than it has been in recent years as the Army shifts more of our effort toward the far future. If confirmed, I will continue to monitor and assess the S&T budget to ensure the Army has an appropriate mix of near-, mid- and far-term investments.

TECHNICAL WORKFORCE

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

In your view, what are the pros and cons of having Army Active Duty military personnel trained and working as scientists, engineers, software coders, and in other technical positions across the Army's research, development, and acquisition enterprise?

Answer. No one knows or understands the technologies our soldiers need on the battlefield better than soldiers themselves. Military acquisition professionals play a critical role every day in our Army's focus on modernization. The Army must not only have soldiers as part of the research, development and testing process, but also need those soldiers to be experts and experienced in those fields. Soldiers who have both served in operational units and have the requisite skills, such as scientists, coders or engineers, bring a unique perspective that I think is hard to find; they add value to the countless, complex decisions that need to be made in the evolution of a successful program. The challenge is providing these soldiers ample time in operational units, while also dedicating time for necessary military schooling, civilian education and professional military education in order to remain competitive. If confirmed, I will work to ensure the Army has the requisite military talent in the right acquisition positions to support the Army of 2040 and beyond.

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

Answer. Our Army laboratories continue to play an ever-increasing role in appropriately shaping the Army of 2040. As the expectations of the workforce continue to evolve, so too must our approaches to recruiting, hiring, and retaining talent. The Army has been able to empower the directors of defense labs under the purview of the Army, thanks to the many authorities Congress provided us in the previous NDAA's. Our Army mission is a no-fail mission; the Army must have the right people working, in our labs, and we must leverage all resources available to recruit and retain talent. An important way the Army has been able to do that is through flexible personnel systems on the civilian side such as the direct hire authority. If confirmed, I would look forward to working across the Department, and with Congress, to identify additional flexibilities and authorities that may be available to us. If at any time I feel additional authorities would help our laboratories' success, I will seek congressional support in bringing those to fruition.

Question. How do you propose to leverage other initiatives in the Army or in DOD to help with these challenges, such as the Defense Civilian Training Corps?

Answer. The Army recently streamlined its career fields and stood up the Army Civilian Career Management Activity (ACCMCA). Our acquisition career manage-

ment team is working closely with ACCMA in support of streamlined recruitment and retention initiatives. The Army leverages the DOD's College Acquisition Internship Program to hire eligible college students for summer internships. The Army Civilian Acquisition Student Loan Repayment program, which is funded through the Defense Acquisition Workforce Development Account, also serves as a key incentive for us to recruit, hire and retain civilian acquisition employees with critical acquisition skills. The Army also leverages other DOD programs, such as the Public-Private Talent Exchange and the Defense Civilian Emerging Leader program, as well as established Army programs, such as the Acquisition Leadership Challenge Program to not only further develop our workforce members but also to retain them.

Regarding the Defense Civilian Training Corps (DCTC), the Army will coordinate with the DOD as they work to implement the program to ensure the Army has equal access to recruit and hire its fair share of the talent developed via this program. The DCTC pilot should allow us to learn many lessons regarding talent acquisition in the coming years, and it is my intent to closely understand the elements of DCTC that are producing results.

END STRENGTH

Question. The Army's Active end strength has been reduced from approximately 490,000 in fiscal year 2015 to a projected 452,000 in fiscal year 2023, with additional cuts expected in fiscal year 2024.

Do you believe Army end strength should continue to fall?

Answer. Based on the Army's retention rates and efforts directed toward improving recruiting, it should not. However, continued reductions to Army end strength pose significant risk to readiness. To mitigate this risk, it is critical that we continue to put our full effort toward reversing the recruiting challenges and maintaining the positive retention trends. This will be a multiyear effort.

Question. Is the Army's current end strength sufficient to implement the 2022 NDS and execute the associated operational plans? If not, what end strength do you believe is necessary to meet the demands placed on the Army by the 2022 NDS and associated operational plans?

Answer. General McConville has testified that the Army is ready to meet NDS requirements, and we face significant risk due to resourcing and manning constraints. To reduce this risk, the Army requires adequate, predictable and sustained funding. We must also tackle our current recruiting challenges so that we can maintain our portion of the all-volunteer force and avoid further cuts to end strength.

Question. In your view, is the balance between the Army's institutional support base and deployable combat units correct? If not, what balance do you believe is necessary to meet the demands placed on the Army by the 2022 NDS and the associated operational plans?

Answer. Yes, at approximately 23 percent of the Total Force, the Army's institutional support base is sized to support the full range of institutional missions in support of generating readiness and deploying combat units. The institutional support base will adjust in size as the Army recruiting and training mission changes over the FYDP.

Question. If recruiting continues to be a challenge, how will you ensure the Army has sufficient personnel to support the 2022 NDS?

Answer. The Army is currently structured and resources to meet 2022 NDS requirements, but we are facing recruiting challenges which must be mitigated to maintain readiness. The Army has already implemented innovative solutions, like the Future Soldier Prep Course, in order to improve recruiting. If confirmed as the Chief of Staff, I will continue to make recruiting and retention a priority and explore adjustments so that we maintain readiness for NDS requirements.

Question. What additional force shaping authorities and tools does the Army need, in your view?

Answer. The Army currently has the necessary authorities and tools to shape the force.

ARMY RESERVE COMPONENTS

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

Answer. The Total Army is a team with a shared mandate, across all components, to fight and win our Nation's wars when called upon. The Army Reserve component and Army National Guard serve as an operational Reserve and provides strategic depth to the Total Force. As such, they must be adequately manned, trained and resourced to support the Joint Team.

As Vice Chief of Staff, I have maintained a close relationship with leaders within the Army National Guard Bureau and the Army Reserve and will continue to foster those relationships if confirmed as Chief of Staff. Close, transparent cooperation between all three components will be critical to ensuring that the Army can meet demands during this and future periods of constrained resources.

Question. What is your vision for the roles and missions of the Army Reserve components? If confirmed, what new objectives would you seek to achieve with respect to the Army Reserve's organization, force structure, and end strength? With regard to the Army National Guard's organization, force structure, and end strength?

Answer. If confirmed, I will continue to work closely with Army Reserve component leaders to ensure that our Total Army is organized, trained and equipped to meet NDS requirements. The Army Reserve, just like the Regular Army, is transforming from a Counter Insurgency-centric component to one capable of providing strategic depth in a large-scale multi-domain fight. This will likely require that the Army makes adjustments, streamline resources and incorporate innovative solutions across the DOTMLPF-P* spectrum.

*Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy.

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

Answer. I do not believe that continued reliance on Reserve components is affecting U.S. Army Reserve recruiting and retention. The Army is a great team, and it provides young men and women the opportunity to grow, develop and make an impact on the world. I will continue to make every attempt to provide the Reserve component the maximum predictability they require to support Army requirements. I believe that our Army Reserve soldiers, along with the rest of the force, are driven by the Warrior ethos, dedicated to the mission, and committed to the team.

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

Answer. We operate as a Total Army. Army Reserve serves as both an operational and strategic Reserve, and helps ensure that the Army can fulfill its mandate to the American people when called upon. Army Reserve formations require effective training, equipment and resourcing in order to fulfill this role, and it is important that Army leaders consider those requirements and effectively weight them against the many demands on Army resources.

Question. Do you expect to meet prior service accession goals for the Army Reserve and Army National Guard this fiscal year? Why or why not?

Answer. The Prior Service accession mission has always been an integral part of the Total Army recruiting strategy. A soldier who returns to Army service in any of our three components is an already proven performer who will only improve the readiness of the units they serve with. The Army National Guard (ARNG) projects that it will exceed 90 percent (2,186 of 2,429) of its prior service mission and the Army Reserves projects to achieve 47 percent (465/1,000) of its fiscal year 2023 prior service mission. The inaugural class of the ARNG Prior Service—Army Integration Course Pilot executes in August 2023. While this first course provides a minimal lift to prior service accessions in fiscal year 2023, the ARNG anticipates a greater lift in fiscal year 2024. The ARNG projects that it will achieve 95 percent (26,459 of 28,451) of its non-prior service mission in fiscal year 2023.

Question. What is your understanding and view of the Office of the Under Secretary for Personnel and Readiness proposal for comprehensive Reserve Component Duty Status Reform?

Answer. The Office of the Under Secretary of Defense for Personnel and Readiness proposal for Reserve Component Duty Status Reform would streamline and organize 27 current duty status authorities into four categories to better align pay and benefits for members of the National Guard and Reserve component. This redesign would simplify existing duty status constructs, maximize assignment opportunities for Reserve component personnel, and ensure similar pay and benefits for similar work within the Reserve component. If confirmed, I will continue to partner with the Office of the Under Secretary of Defense for Personnel and Readiness, the other Service Chiefs, the Chief, National Guard Bureau, and the Chief of the Army Reserve to ensure the proposal, if enacted, provides consistency and continuity for Army National Guard and Army Reserve soldiers and their Families.

Question. In your view, does the Army have the personnel and pay information technology systems required to implement effectively this Reserve Component Duty Status Reform proposal, if enacted in law?

Answer. Yes, Release 3 of the Integrated Personnel and Pay System-Army deployed in December 2022 and, if enacted in law, the Army can effectively implement Reserve Component Duty Status Reform.

RECRUITING AND RETENTION

Question. The National Defense Strategy Commission asserted unequivocally that the most critical resource required to produce a highly capable military is highly capable people, in the quantity required, willing to serve. Yet, DOD studies indicate that only about 23 percent of today's youth population is eligible for military service, a decrease of 6 percentage points in the last 5 years. Further, only a fraction of those who meet military accession standards are interested in serving.

As rates of physical inactivity among American youth continue to rise, what in your view, if anything, could the Army do to prepare potential recruits for military service, and specifically service in the Army?

Answer. Research shows the disruptions caused by the COVID-19 pandemic significantly reduced physical fitness levels nationwide. In response, the Army established the Future Soldier Prep Course (FSPC). Soldiers who are below accession standard for body fat are enrolled in the fitness track of the FSPC. In that program, the Army provides soldiers nutritional awareness and coaching, as well as safe and effective weight-loss measures. The Army will continue to explore additional opportunities to advance physical fitness of young Americans.

Question. What do you consider to be the key to your future success, if confirmed, in recruiting the highest caliber American youth for service in the Army?

Answer. Our Army is a great place to serve—it is a tremendous team and there are ample opportunities to learn, develop and make an impact. That has certainly been my experience since I enlisted out of high school. I believe that the key to recruiting high caliber American youth is getting that message out to the right populations—not only young Americans, but also the teachers, coaches and mentors that provide them guidance. Recruitment is not enough; the Army must also retain talent. Retaining the best soldiers and leaders in our ranks comes down to strengthening the Army Professional ethic within our formations, and building cohesive teams at echelon that foster respect, camaraderie, the Warrior Ethos, and a sense of purpose.

The Army should use our current recruiting challenges as an opportunity for self-reflection and assess whether the Army is effectively building warfighter culture and effectively messaging that culture and its value to the American people.

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

Answer. Our soldiers are the best trained and most professional in the world—they are what make the American Army great. To maintain our portion of the all-volunteer force and retain the best qualified personnel, the Army must ensure that our soldiers continue to receive excellent training, that they are provided up-to-date, effective and well-maintained equipment, and that they and their Families are provided safe, adequate housing and childcare and an excellent quality of life with the opportunity to grow, thrive and make an impact.

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

Answer. Current accessions standards effectively predict recruit attrition and future success in the Army. Research shows that the Armed Forces Qualification Test (AFQT), a composite of math and verbal tests on the Armed Services Vocational Aptitude Battery; educational attainment; and the Occupational Physical Assessment Test accurately predict enlisted cognitive and physical performance in the Army. These screening tools are benchmarked on the accession screening tiers. The Army supplements cognitive assessments by using the Tailored Adaptive Personality Assessment System (TAPAS), a non-cognitive tool that predicts motivational performance and attrition. If confirmed, I will ensure the Army will continue to engage experts to ensure the Army is utilizing the latest performance assessment tools to build the Army of 2030.

Question. Given the historically low numbers for eligibility to serve, do you believe a reassessment of accessions standards is in order? If so, what accessions standards in your view are outdated or worthy of review?

Answer. It is critical that the Army continues to recruit and retain fit and highly qualified soldiers on the Army team. I do not support lowering accession standards to meet recruiting objectives. The Army is helping motivated young Americans to meet existing Army standards with the Future Soldier Prep Course, and I support continuing and potentially expanding that program.

Question. In your view, does the Army have the necessary authorities to recruit and retain personnel with critical skills, including cyber?

Answer. Yes. The Army selects specific Military Occupational Specialties (e.g., Air Defense, Special Forces, Field Artillery, Crypto Linguists, and Infantry) for critical skill incentives based on accession and readiness priorities. Through a combination of focused marketing, competitive accessions and retention incentives, the Army can attract and retain these critical skills. The Army offers accession bonuses up to \$50K, Student Loan Repayment up to \$65K, and Retention bonuses up to \$81K. Regarding cyber-related skills, the Army utilizes several specialized authorities to recruit and retain uniformed servicemembers and civilians for cybersecurity and cyber operations. One example is the Cyber Excepted Service (CES), which allows for expedited recruiting and flexibility for retaining civilians.

Question. What monetary and non-monetary incentives are the Army employing in an effort to retain Army aviators? Which incentives or combinations thereof have proven most effective?

Answer. The Army utilizes monetary and non-monetary benefits to retain aviators. For monetary benefits, the Army offers Aviation Incentive Pay, which provides Aviators a monthly pay based on years of aviation service, ranging from \$150-\$1000. The Army also offers an Aviation Bonus to retain Aviators that are otherwise without an Active Duty service obligation or are retirement eligible. The bonus offers are between \$90,000 and \$105,000 in a lump sum for a 4-year service obligation.

The Army also offers non-monetary benefits through First Tour Stabilization. The Army stabilizes Aviators on their first utilization tour for 5 years. Families are stabilized for a longer period and Aviators are provided time to progress to Pilot-In-Command and develop in their career track. The Army provides Assignment Predictability through the Army Talent Alignment Process and the Assignment Interactive Module Marketplace, allowing officers to see all available positions and market their talents to the gaining organizations thus providing individual control over Permanent Change of Station duty locations and positions.

The most effective combination is the Aviation Bonus and assignment predictability since Aviators have more control over where they go, and the bonus ensures their continuity in service.

Because the “all-Volunteer” military depends on a constant flow of volunteers each year, as the number of eligible and service-propensed American youth declines, it will become increasingly difficult to meet military needs.

Question. Do you agree with the premise that the shortage in the number of American youth eligible and interested in serving in the Armed Forces poses a threat to national security?

Answer. We require qualified and motivated young men and women to serve. Current recruiting challenges pose significant risk to our ability to maintain our portion of the all-volunteer force and simultaneously maintain readiness to meet the NDS requirements.

Question. What is the role of “influencers”—parents, grandparents, teachers, coaches, and clergy to whom a young person turns for advice—in a young person’s decision to join, or not to join the Army?

Answer. It is advisable for young men and women to seek the advice of trusted mentors when making decisions about how to direct the course of their lives. When I was in high school, I sought mentorship from a variety of influencers, including my parents, grandparents, and other men and women I looked up to. I was persuaded by a local Korean War veteran to look into the Army. He had not served long, but he told me stories about the Army team that inspired me. These types of interactions are critically important in a young person’s life and are likely to have enormous impact on whether a young person chooses to join or not join the Army.

Question. In your view, has the integrated DOD recruiting campaign, Their Success Tomorrow Begins With Your Support Today, been successful in increasing the willingness of youth or their influencers to consider service in the Army?

Answer. The Army and our sister services benefit from the research and insight provided by DOD’s Joint Advertising Market Research and Studies (JAMRS) group. The campaign, “Their Success Tomorrow Begins With Your Support Today,” originally launched in fall of 2018, and has been updated periodically based on continued market research by JAMRS. Messaging is grounded in nearly 20 years of market research, including polling and focus groups involving youth, parents, and other

influencers. Our Army Enterprise Marketing Office (AEMO) recently overhauled the Army's branding and overall messaging to better connect to America's youth. Our research discovered that America's youth value purpose, passion, community, and connection. Our newest campaign material addresses these core values in various ways. The Army messages to youth and their influencers our value proposition, that the Army is an employer of possibilities by informing their understanding of the Army and changing their perceptions of the Army in a positive way.

Question. If confirmed, what role will you play in the ensuing the effective administration, management, and oversight of the Army marketing and research missions?

Answer. If confirmed, I will work to ensure that Army marketing effectively and efficiently encourages Army service. In March 2023, the Army launched the new "Be All You Can Be" campaign and re-introduced the Army's brand to America. The Army updated the logo and our overall message positioning of "possibilities" for the newest generation. AEMO implemented regulations, processes, and systems per previous marketing audit recommendations. The modernization of Army marketing systems improves accountability, increases efficiency, and identifies ineffective portions of our marketing.

U.S. MILITARY ACADEMY

Question. In your view, what is the unique value provided by the U.S. Military Academy (USMA) when compared with the other Army commissioning sources?

Answer. As a direct reporting unit to the Secretary of the Army and the Army Chief of Staff, the United States Military Academy (USMA) remains the only commissioning source where the Army has control of all aspects of Cadet development. Correspondingly, USMA provides the Army with a unique ability to shape the development of future officers as they educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character. USMA's contribution is invaluable as it provides approximately 22 percent of all Active Duty Army officer accessions yet provides nearly 40 percent of the officers with undergraduate science, technology, engineering, and mathematics (STEM) degrees into the force. USMA's continued emphasis on character development throughout its leader development system affords the Army an opportunity to develop the Core of the Army's Officer Corps. The USMA team works tirelessly to pursue their mission and ensure they provide the Army and the Nation with leaders that are prepared to lead, fight, and win in the 21st century.

Question. If confirmed, what changes to the organization, curriculum, or operations of USMA do you envision recommending?

Answer. Commensurate with the expectations of higher education, the USMA seeks continuous improvement in its developmental system to include its character, academic, military, and physical programs. This continuous improvement ensures that the Academy stays on the cutting edge of leader requirements for the current and future battlefields. USMA's faculty blend of excellence ensures they not only have relevant experience directly from the operational force, but also leaders within all academic disciplines. The Army has committed well over \$1.4 billion to modernize the infrastructure to ensure the Academy operates well into the second half of this century. USMA also continues down its implementation pathway of the DOD directed integrated primary prevention of harmful behaviors. The Superintendent began a comprehensive review of the USMA strategy and developmental programs upon taking command in 2022. If confirmed, I look forward to working closely with the Superintendent, as they finalize and begin to implement the updated strategic plan for the Academy.

Question. The National Defense Authorization Act re-emphasized for the third time in the last 5 years that service academy graduates are expected to serve for at least 2-years on Active Duty prior to pursuing employment as a professional athlete.

Do you support this requirement?

Answer. The Department of the Army will follow the law related to Military Service Academy graduates pursuing an opportunity to play professional sports. There are potential benefits of affording Academy cadets an opportunity to pursue professional sports, as it encourages the recruitment of top talent for the Army and there are potential public relations opportunities while the athletes are playing their respective sports. The professional sports program gives the Army a platform to garner large national media exposure to generate interest across America to serve in the Armed Forces. Among other requirements to qualify for the program, each cadet athlete must articulate how they will enhance recruiting and marketing efforts of the Army at the national level. The small number of USMA graduates requesting

to participate in the professional sports program since 2020 has not had an appreciable negative impact on our officer recruiting or accessions efforts.

MILITARY COMPENSATION

Question. The Department of Defense has traditionally assessed the competitiveness of military pay by comparing Regular Military Compensation against salaries earned by a comparable civilian demographic.

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 the objectives of the 2022 NDS?

Answer. I agree.

Question. What is your assessment of the adequacy of the current military pay package in achieving this goal—particularly given the ever-tightening recruiting market?

Answer. The Army participates in the Quadrennial Review of Military Compensation to assess the adequacy of pay to ensure it remains competitive in today's recruiting environment.

Question. Do you believe the largely "one-size-fits-all" model for military pay adequately rewards individuals for their specialized skills and provides an appropriate incentive to scientists, engineers, and members of other high-value professions to access into the military?

Answer. The current compensation program provides for targeted incentive pays to recruit and retain high-value professionals. These incentives provide flexibility and are generally effective. However, the Army continues to review the application of these incentives to ensure individuals with specialized skills are adequately compensated.

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

Answer. The Army participates in the Quadrennial Review of Military Compensation to assess the adequacy of pay to ensure it remains competitive in today's recruiting environment. After this review, I will work with OSD and Congress if changes are required.

Question. What specific recommendations do you have for controlling the rising cost of military personnel?

Answer. The Army's goal is to attract the best and brightest to serve our country by the most cost-effective means possible. Compensation is an important factor in attracting and retaining quality people.

SERVICE OF TRANSGENDER PERSONS

Question. Each of the Service Chiefs has testified before this Committee that in their experience, the service of transgender individuals in their preferred gender has had no negative impact on unit or overall military readiness.

In your experience, has the service of transgender individuals in their preferred gender had any negative impact on unit or overall military readiness?

Answer. In my experience, the service of transgender individuals in their preferred gender has minimal impact on overall military readiness. Any soldier who meets the physical, mental, conduct, and security standards, and is worldwide deployable, ought to be able to serve in the U.S. Army.

Question. In your view, what would be the impact on readiness of requiring the separation of all transgender soldiers currently serving in the military? Please support any assertions with non-anecdotal data.

Answer. In my view, requiring the separation of all transgender soldiers currently serving in the military would impact unit readiness. Any soldier who meets the physical, mental, conduct, and security standards, and is worldwide deployable, should be provided the opportunity to serve honorably in the U.S. Army.

MILITARY QUALITY OF LIFE

Question. The Committee remains concerned about the sustainment of key quality of life programs for military families, such as family advocacy and parenting skills programs; child care; spouse education and employment support; health care; and morale, welfare and recreation (MWR) services, including Commissary and Military Exchange stores.

If confirmed, what quality of life and MWR programs would you consider a priority?

Answer. If confirmed, I plan to provide senior commanders with the authorities and resources to develop valuable quality of life programs. I appreciate the support of Congress to improve housing, healthcare, childcare, spouse career, and employ-

ment opportunities, and permanent change of station moves. Quality of life directly impacts recruiting, retention, and readiness. I will also prioritize childcare for our Army Families—including innovative, installation-specific options that allow servicemembers flexibility and dependable access to care.

Question. How would you work across the Army and with Military Service Organizations and Congress, to sustain and enrich high-value quality of life and MWR programs for soldiers and their families?

Answer. Morale, Welfare, and Recreation programs are directly linked to recruiting, retention, and readiness and contribute greatly to soldier and family member physical, mental, social, and emotional well-being. I plan to remain responsive to the needs of senior mission commanders, who are in the best position to assess and recommend enhancements to quality of life and Morale, Welfare, and Recreation (MWR) programs for soldiers and families on their installation. I also plan to maintain collaborative and transparent relationships with Military Service Organizations and Congress to ensure that I am receiving feedback and seeking solutions to ensure that our soldiers and families have quality of life.

MILITARY HOUSING

Question. What is your current assessment of privatized housing inside the Army?

Answer. The Army has made progress in addressing the housing problems that have been identified in the past several years. The publication of the Tenant Bill of Rights and the changes implemented to our oversight of privatized housing improve the quality of housing and is restoring trust in the program. With the assistance of Congress, we have a renewed focus on monitoring the housing companies and holding them accountable for poor performance. In addition to the Tenant Bill of Rights, we are implementing the privatized housing reforms as directed by the current and prior years' NDAs. We continue to ensure improvements in safety, quality, and habitability of privatized housing, while improving oversight of privatized housing programs and projects. We expect to receive our most recent tenant survey in the next few weeks and will use that to inform our next suite of actions. If confirmed, I look forward to working with Congress to continue improving this important program for the Army.

Question. As it pertains to unaccompanied barracks, do you believe the Army should utilize waivers to waive habitability and living standards?

Answer. The Army's goal is to ensure all soldiers have quality housing. We should not waive habitability or other living standards except in those very limited circumstances where there are no other options, and the waivers will be temporary. Currently, commanders are empowered to exercise assignment flexibility based on specific circumstances. For example, waiving living standards by assigning two soldiers to a single room occurs only when and where necessary. Our standard is to provide each soldier a separate sleeping room. If confirmed, I will make every effort to honor our commitment by providing quality barracks to our soldiers. Waivers of habitability would only be allowed if accompanied by acceptable mitigation measures to address the deficiencies.

FAMILY READINESS AND SUPPORT

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

Answer. There is not a single most important issue because they are often interconnected and related. Economic well-being and financial readiness are related to a spouse's career and employment, which is contingent on quality, affordable childcare. If confirmed, I will work to ensure that soldiers and families are supported with a viable and effective system of support that enables mission readiness with a focus on innovative, installation-specific efforts that meet local needs. I will also ensure that leaders are engaged at every level to make soldiers and families aware of available resources.

Question. If confirmed, how would you ensure that the family readiness issues you identified are properly addressed and adequately resourced?

Answer. If confirmed, I plan to work closely with the chain of command to ensure that Family readiness issues are effectively and efficiently addressed in a way that befits the specific installation, unit or mission. Additionally, I plan to enforce that the Army Staff is collaborating closely with leaders across the Army—listening to concerns, developing solutions, and responsibly resourcing programs—rather than pushing top-down, one-size-fits-all solutions on the Force.

Question. If confirmed, how would you ensure that support related to mobilization, deployment, and family readiness is provided to Army Reserve and National Guard

families, as well as to Active Duty families who do not reside near a military installation?

Answer. The Army has continuously asked its soldiers to be apart from their Families during long deployments and operations, and to cope with the challenges of a high operational tempo. These separations are often some of the most stressful for our soldiers and families. If confirmed, I will work to ensure that soldiers and families, regardless of component, are supported with a viable and effective system of support that enables mission readiness with a focus on innovative, component and installation-specific efforts that meet the needs of their soldiers and families.

Question. The Committee often hears that Active Duty families have difficulty obtaining child care on base and that there are thousands of military families on waitlists to receive infant care.

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

Answer. If confirmed, I will prioritize childcare for our Army Families. The Army needs to look at infrastructure, how the Army recruits and retains quality staff, and new initiatives and partnerships. Specifically, this includes innovative, installation-specific options that allow servicemembers flexibility and dependable access to care.

SUPPORT FOR MILITARY FAMILIES WITH SPECIAL NEEDS

Question. If confirmed, how would you ensure that a soldier with a special needs family member is relocated only to a new duty station at which the medical and educational services required by that family member are available?

Answer. Soldiers with exceptional Family members need a choice of two Exceptional Family Member Program (EFMP)-approved assignment locations. This flexibility allows Families to research future assignment locations before deciding which best supports their needs. If confirmed, I will also support increased transparency and information so soldiers and families can make the best decision for their family when it comes to care and support.

Question. If confirmed, how would you ensure effective administration of the exceptional family member program (EFMP), balancing the needs of the Army, the needs of exceptional family members, and the desires of both soldiers and their dependents to have a rewarding experience in the Army?

Answer. Our Families with special needs often face unique and complex challenges and stressors that require close coordination and communication between Families and service providers. If confirmed, I will continue to stand up the centralized Exceptional Family Member Program office to ensure all our medical, human resources, and Family support are working closely to support these Families.

Question. If confirmed, what new initiatives might you suggest for improving the ability of soldiers with a special needs family member to obtain the medical services and support their family member requires?

Answer. If confirmed, I will collaborate with Defense Health Agency, the other Services, and Army Medical Command to identify gaps and improve partnerships in the delivery of medical services to soldiers with special needs Families.

SEXUAL ASSAULT AND HARASSMENT PREVENTION AND RESPONSE

Despite significant efforts by the Military Services over the past decade to enhance their prevention of, and response to sexual assaults, including measures to care for victims and hold assailants accountable, the current data continues to show increasing prevalence of sexual assault and unwanted sexual conduct, primarily for female servicemembers aged 17 to 24. These findings echo reports this year of increases in the prevalence of sexual harassment and assault at the Military Service Academies.

Question. Do you believe the policies, programs, and resources that the Department of the Army have put in place to prevent and respond to sexual assault, and to protect soldiers who report sexual assault from retaliation, are working? If not, what else must be done?

Answer. Although the Army has made progress in preventing and responding to sexual assault, and sexual harassment, more work needs to be done to prevent these harmful behaviors from occurring. If confirmed, I will continue to support implementation of the recommendations from the Independent Review Commission on Sexual Assault in the Military, as approved by the Secretary of Defense.

The most recent report on the prevalence of sexual assault and harassment at the Military Service Academies revealed disturbing levels of sexual harassment in particular, placing the Service Academies among the poorest performing military units in incidents of harassment, suggesting an environment conducive to sexual assault and other misconduct.

Question. What is your reaction to this report, and what actions would you propose to reduce the prevalence of sexual harassment at the Service Academies?

Answer. The report was disheartening but insightful. To reduce risk and increase protective factors, the United States Military Academy is adopting an Integrated Primary Prevention (IPP) approach. IPP requires finding shared solutions to the problems of sexual harassment, assault, and retaliation, among other harmful behaviors. While this range of harmful behaviors has diverse and unique prevention needs, they also share many risk and protective factors. This strategy will synergize existing prevention activities by strengthening efforts that address these shared factors. I believe this approach has great promise. It will align competing priorities, increase program effectiveness, ensure efficient use of resources, and help leaders cultivate a safe and healthy climate across the West Point community.

Question. If confirmed, what specific role would you establish for yourself in preventing sexual harassment in the Army, including within the civilian workforce?

Answer. If confirmed, I will entrust and empower the chain of command to build cohesive teams and implement innovative and effective methods for preventing sexual harassment and assault. There is no place for these behaviors in our Army, and it is imperative that commanders work to prevent sexual harassment and assault in their formations. I will use my role as the senior commander to emphasize the importance of these programs to subordinate commanders. I will also continue to support the execution of the restructured Sexual Harassment/Assault Response Program, leader development initiatives and command assessment programs, and work with the Secretary of the Army to ensure these programs are appropriately resourced.

Question. Do you perceive that you need additional authorities from Congress to improve the Army programs to prevent sexual harassment and sexual assault?

Answer. I believe we have sufficient authorities to implement the remaining IRC recommendations. I will always support continually evaluating our efforts to prevent sexual harassment and assault, while working with partners in Congress on these issues

MILITARY HEALTH SYSTEM REFORM

Section 702 of the NDAA for fiscal year 2017, as modified by Sections 711 and 712 of the NDAA for fiscal year 2019, transferred the administration and management of military hospitals and clinics from the Military Services to the Defense Health Agency (DHA). Yet, DOD's implementation of this transfer has been delayed significantly.

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

Answer. Yes. Defense Health Agency (DHA) assumed authority, direction and control of the medical treatment facilities (MTFs)'s. These facilities are essential readiness platforms to facilitate the training of the Ready Medical Force and to provide healthcare to our soldiers and families.

With respect to section 711 and 712 of the fiscal year 2019 NDAA, the Army Secretary and Surgeon General must maintain the responsibility to execute their Title 10 authorities and responsibilities. If confirmed, I stand committed to work with the DOD to ensure the Army remains ready and responsive as the Nation's premier land fighting force.

Question. If confirmed, what would you do to ensure that the Army and DHA take all appropriate actions to sustain the medical readiness of the military force, as well as the readiness of the military medical force?

Answer. If confirmed, I would advocate for continued partnership with the Defense Health Agency (DHA). I would develop systems to enhance Army medical readiness in the Military Treatment Facilities in collaboration with DHA to ensure sustainment of Army Readiness in accordance with Title 10, United States Code. As the Chief of Staff of the Army, I would lead the Headquarters, Department of the Army staff to monitor and report Army medical readiness and total force readiness with directives and through policy development.

Question. In your view, is the Army medical force properly sized to meet the joint medical requirements set forth in operational plans implementing the 2022 NDS?

Answer. The Under Secretary of the Army and I, in my role as the Vice Chief of Staff of the Army, validated the Army's military medical requirement to execute the NDS. The validation was based on a thorough review of medical requirements at all echelons from "point of injury" to care in military medical treatment facilities (MTFs). The review included the requirements to generate the medical force, a bottom-up review by Forces Command and an assessment by Training and Doctrine

Command. Additionally, the Army has complied with the 2023 NDAA requirements to delay reductions to certain military medical end strength authorizations for 5 years. Any future modifications to Army military medical end strength will be based on those assessments required by fiscal year 2023 NDAA.

Question. In your view, do Army medical providers possess today the critical wartime medical readiness skills and core competencies required to provide effective and timely health care to soldiers engaged in combat or contingency operations?

Answer. Yes, the Army's professional clinical and leadership skills to save lives on the battlefield allows the Army to maintain a competitive edge against our potential adversaries. The Army's medical force is responsive, competent, and capable of meeting the demands of emerging and unpredictable conflict environments. Our trauma-related and critical wartime medical specialties are perishable skills that require years of training and education to develop and continued commitment to sustain. If confirmed, I will maintain and improve efforts within Army Medicine to continuously improve how we train and sustain our medical readiness skills.

SUICIDE PREVENTION

On May 17, 2022, Secretary Austin established the Suicide Prevention and Response Independent Review Committee (SPRIRC) to conduct a comprehensive review of clinical and non-clinical suicide prevention and response programs across the force.

Question. If confirmed, what specific role and tasks would you establish for the Army in implementing the SPRIRC's recommendations?

Answer. If confirmed, I will ensure that the Army works closely with the OSD to provide feedback on any Department-wide Suicide Prevention regulations or policies. I will ensure that the Army complies with the Department's guidance, and that any subsequent Army policies and practices are both nested with OSD guidance and focused on effectively reducing suicides by appropriately resourcing commanders.

Question. If confirmed, specifically what would you do to ensure that sufficient suicide prevention and mental health resources are available to deployed soldiers, as well as to soldiers and their families at home station?

Answer. Suicides in our formation are a tragedy, and we must do everything possible to prevent them from occurring. If confirmed, I will work with the chain of command to ensure that soldiers and families have consistent and adequate access to a variety of resources that can help them manage life's stressors, including life skill development programs, financial resources, physical fitness resources, relationship counseling, and mental health care.

Question. After the SPIRC report recommendations were released, the Army delayed implementation of a pending regulation that would standardize practices and procedures for suicide prevention. If confirmed, do you commit to implementing standardized processes for suicide prevention that are consistent with the recommendations of the SPIRC as soon as practicable?

Answer. Yes. If confirmed, I will continue to champion policies and processes consistent with SPRIRC recommendations and continue to resource and empower the chain of command to implement unit, mission and installation-specific solutions for preventing suicide. Additionally, the Army will publish Army Regulation 600-92, Army Suicide Prevention Regulation, which nests with the Suicide Prevention and Response Independent Review Committee (SPRIRC) recommendations and incorporates requirements and guidance from DODI 6400.09 "DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm."

MENTAL AND BEHAVIORAL HEALTH CARE

Question. If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to deployed and forward-based soldiers, as well as to soldiers and families at home station locations?

Answer. Behavioral health care is an important factor in sustaining the Readiness of the Army.

In support of the deployed formations, behavioral health resources are available. Army social workers and psychologists support brigade combat teams and other operational units. Army psychiatrists work at the division level, and theater behavioral health assets provide area support. All work in concert with unit surgeons and organic medical assets to provide triage, treat far forward, and coordinate transitions of care. If confirmed, I will ensure the Army can effectively man, organize, train, and equip this critical behavioral health capability.

In support of readiness at home station, innovative programs such as Embedded Behavioral Health, Behavioral Health integrated in primary care, Holistic Health and Fitness, Family Advocacy Program, and School Behavioral Health reach sol-

diers and families where they live and work to improve access, reduce stigma, and improve family well-being. Moreover, I will continue to work collaboratively with the Office of the Secretary of Defense to support their work to provide soldiers and families with non-medical counseling services through the Military and Family Life Counseling program. If confirmed, I will support the efforts that enhance access to behavioral health care and sustain efforts that have transformed the Army behavioral health system of care.

Question. If confirmed, what specifically would you do to ensure that sufficient mental and behavioral health resources are available to Reserve component soldiers and their families who do not reside near a military base?

Answer. The Army remains committed to providing world-class behavioral health care in support of Total Force readiness. In support of the Reserve component, ongoing collaboration with Active component and Reserve component medical leadership, subject matter experts, and Defense Health Agency partners inform best practices to support readiness within the Title 10 and Title 32 statutory requirements. If confirmed, I will ensure this collaboration continues in order to ensure ready access to behavioral health resources for the entire force.

As one team, Active component and Reserve component medical leadership and subject matter experts continue to explore opportunities to increase access and/or decrease financial barriers to behavioral health care in accordance with DOD Instruction. Reserve component behavioral health leaders support their units, build community partners, and maintain resource directories. Of note, as of October 2018, the Reserve component partnered with the Veterans Health Administration to utilize Veterans Affairs (VA) Mobile Vet Centers to provide additional access to behavioral health services for Reserve component soldiers.

Question. The Army has made progress in reducing the stigma associated with help-seeking behaviors, but some soldiers remain concerned that their military careers will be adversely affected should their chains of command become aware that they are seeking mental or behavioral health care. At the same time, the Army chain of command has a legitimate need to be aware of physical and mental health conditions that may affect the readiness of the soldiers under their command.

In your view, does the Army effectively bridge the gap between a servicemember's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect individual servicemember and the unit readiness?

Answer. Seeking help and engaging in care early enhances readiness. As the Army promotes help-seeking behavior, soldiers must trust that the majority of their health information remains protected. This trust must be balanced with access to protected health information that impacts readiness.

To this end, the Army supports the chain of command's need for readiness related health information about their soldiers that is necessary to ensure proper mission execution consistent with the HIPAA and implementing regulations. Disclosure of protected health information is limited to the minimum necessary to accomplish the authorized purpose.

Ultimately, leaders at all levels bear responsibility for promoting and safeguarding the overall health and welfare of their soldiers. Engaged leadership builds trust between the leader and who they lead and can enhance soldiers' willingness to make their leaders aware of issues that affect their physical and mental well-being. By remaining engaged with soldiers on their health, leaders foster a climate of cohesion and enhance readiness.

Question. In your view, do non-medical counseling services provided by DOD Military Family Life Counselors have a role in promoting the readiness of soldiers and their families?

Answer. Military and Family Life Counselors (MFLCs) play a very important role in promoting the readiness of soldiers and their families. As Vice Chief of Staff of the Army, I co-chair a Building Cohesive Teams Forum with the Under Secretary of the Army. In that meeting, the Army resources commander-initiated ideas for preventing harmful behaviors, and have consistently received requests from commanders for more MFLCs. The DOD MFLC program is a "Help-Multiplier" and connector to other Army behavioral health resources.

OFFICER PERSONNEL MANAGEMENT SYSTEM REFORMS

Question. The John S. McCain NDAA for fiscal year 2019 contained several provisions to modernize the officer personnel management system. These reforms were designed to align officer career management with the priorities outlined in the 2018 NDS.

How is the Army implementing these authorities today and to what effect?

Answer. The Army has initiated implementation of eight of the nine authorities granted to the services under the fiscal year 2019 NDAA. The Army continues to explore the potential of the alternate promotion authorities under 10 U.S.C. Section 649. The Army is defining the language and metrics to ensure the Army is able to leverage deeper talent data across the Army.

Question. If confirmed, how would you lead the Army in further leveraging these new authorities?

Answer. If confirmed, I will promote the appropriate use of existing legislative authorities to shape and evolve a 21st Century Talent Management System for officers, making use of talent data to optimize selection and assignment of commissioned leaders for our Army. The Army continues to leverage ongoing initiatives to improve talent management for Warrant Officer, Enlisted and Civilian cohorts as well.

Question. Are there other authorities that the Army needs in order to modernize the management of its officer personnel?

Answer. The Army established a Talent Management Task Force (TMTF) to study how the Army should best modernize management of Officer personnel. Based on the TMTF's results, the Army staff is conducting analysis to determine an enduring solution for innovating and integrating talent management initiatives. If confirmed, I will continue to work with Congress for authorities necessary to implement innovation, for example, authority to increase permeability across the Total Army to employ and retain talent.

JOINT OFFICER MANAGEMENT

Question. The NDAA for fiscal year 2017 modified the Joint Qualified Officer (JQO) system established by the Goldwater-Nichols Act in two significant ways. First, it broadened the statutory definition of "joint matters" to expand the types of positions for which an officer can receive joint duty credit. Further, it reduced from 3 years to two the minimum tour length required for joint duty credit.

What is your assessment of the effectiveness of the fiscal year 2017 modifications to the JQO system?

Answer. The fiscal year 2017 modifications to the Joint Qualified Officer system are adequate and allow the Joint Force more flexibility when managing joint assignments at the appropriate level. Expanding the definitions of joint matters (adding other essential joint functions, including command and control, intelligence, fires, movement and maneuver, and protection or sustainment of operations under unified command) afford more officers the ability to self-nominate. Also, the reduction of joint qualification points from 36 to 24 allows officers to move from joint assignments to command or other professional development opportunities without losing fully joint qualified time.

Question. In your view, are the requirements associated with becoming a JQO, and the link between attaining joint qualification and eligibility for promotion to General Officer rank, consistent with the operational and professional demands of Army officers?

Answer. The requirements associated with becoming a Joint Qualified Officer, and the link between attaining joint qualification and eligibility for promotion to the rank of General Officer (GO) are consistent with the operational and professional demands of Army officers. It ensures that GOs have both the experience (systematic, progressive, career-long development) and education needed to remarkably operate in joint environments particularly when called upon to lead/command joint forces.

Question. In your view, what additional modifications, if any, to JQO prerequisites are necessary to ensure that Army officers are able to attain both meaningful joint and Army-specific leadership experience and adequate professional development?

Answer. The current Joint Qualified Officer (JQO) prerequisites are adequate to ensure that Army officers can attain both meaningful joint and Army-specific leadership experience and adequate professional development. The current JQO prerequisites support joint competencies and assist in the development of comprehensive leadership and critical thinking skills that are value-added to Joint Service leadership and Service-specific leadership.

PROFESSIONAL MILITARY EDUCATION

Question. The 2022 NDS asserts that Professional Military Education (PME) curricula should be refocused to foster critical thinking and analytical skills, fluency in critical languages, and integration of insights from the social and behavioral sciences.

If confirmed, what actions would you take to update the Army's PME system to ensure that it fosters the skills highlighted in the NDS to develop a cadre of stra-

tegic thinkers and planners with both the intellectual and military leadership acumen to merit promotion to General Officer?

Answer. Army Professional Military Education (PME) must produce officers who can apply intellectual rigor and adaptive problem solving to multi-domain, joint warfighting and enterprise level challenges. These officers must be skilled in strategic thinking and developing creative strategies to deal with traditional and non-traditional threats—while providing sound, nuanced, and thoughtful military advice. This requires a PME system that is rigorous, agile, and able to maximize the potential of each individual student.

Mid-grade and senior levels of Army officer PME are transitioning to an outcomes-based approach to education where the focus is on what a student learns, versus what is taught. The Army should hasten this transition. I also intend to expand efforts to introduce assessment-informed, tailorable education programs as a means to align Army education with recent talent management initiatives.

The Army should also maximize opportunities for officers to learn alongside our partners and allies. These engagements build important professional networks and help develop an understanding of the strategic environment. I believe the Army can achieve this through robust international participation in our educational programs where there is a constant sharing of perspectives and ideas.

Question. In your view, are there opportunities in Army PME to improve STEM cognizance and cyber fluency across the joint force to ensure that leaders understand and can effectively employ technologies to fight and win our Nation's wars?

Answer. Yes, but we are always looking for ways to expand PME opportunities that improve STEM cognizance and cyber fluency. The Army recently changed its operational concept from “unified land operations” to “multi-domain operations.” If confirmed, I will continue to reinforce the integration of all the domains—including cyber—into our professional military education to ensure that leaders stay ahead of emerging technology like AI and big data.

Question. In your view, is there a role for Army PME in developing basic product management skills across the joint force to ensure that military leaders are proficient in the employment of software and automation in warfighting?

Answer. Yes. A critical warfighting function is command and control; this includes the use of mission command as a philosophy, as well as the integration of software and automation capabilities in command and control systems. PME provides an excellent opportunity to enhance these capabilities through wargaming and exercises as part of curricula. PME also affords the opportunities to verify proficiency in these systems and their use with intelligence integration and information management.

THE DOD AND ARMY CIVILIAN PERSONNEL WORKFORCE

Question. DOD is the Federal Government's largest employer of civilian personnel. The vast majority of DOD civilian personnel policies comport with requirements set forth in title 5 of the U.S. Code, and corresponding regulations under the purview of the Office of Personnel Management. Over many years, the annual defense bill has included numerous extraordinary hiring and management authorities applicable to specific segments of the DOD civilian workforces.

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

Answer. If confirmed, I will continue to support the Army's initiative to develop and implement a cohesive human capital strategy for the civilian workforce as outlined in the Army Civilian Implementation Plan. The Army's Civilian Implementation Plan outlines a talent management process that will more effectively and efficiently manage its Civilian workforce to meet the demands of the future Army.

Question. In your view, do Army supervisors have adequate authorities to divest of a civilian employee whose performance of duty fails to meet standards or who engages in misconduct? If so, are Army civilian and military supervisors adequately trained to exercise of such authorities? If not, what additional authorities or training do Army supervisors require?

Answer. Yes, Army supervisors do have the appropriate authorities to divest of civilian employees who fail to meet standards or who engage in misconduct, though they must be trained and proficient in proper procedures. If confirmed, I will review our supervisor training programs so that I can ensure we are effectively coaching, mentoring and managing our civilian workforce and that supervisors are exercising their authorities to divest of poor performers.

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 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 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 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 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 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 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 yes or no.

Answer. Yes

[Questions for the record with answers supplied follow:]

QUESTIONS SUBMITTED BY SENATOR JACK REED

ARMY CAPABILITIES

1. Senator REED. General George, the Army is amid a major modernization effort. What is your understanding and assessment of the research, development, and acquisition pathway of the capabilities nested under the following priority modernization efforts?

- Long Range Precision Fires
- Next Generation Combat Vehicles
- Future Vertical Lift
- Network
- Air and Missile Defense
- Soldier Lethality

General GEORGE. I am confident that the Army has nested much of our research, development, and acquisition (RDA) activities on the modernization portfolios we established in 2018 and has been focused on since. I believe filling the capability gaps that these areas represent are necessary to deliver the modernized force envisioned for the Army of 2030. I will outline the RDA activities in each of the modernization areas listed above:

Long Range Precision Fires. The Army will soon field a mid-range capability battery with SM-6 and Tomahawk missiles in the Indo-Pacific theater. In addition, once testing is complete, the Army will field its first battery of long-range

hypersonic weapon missiles. Taken together, these two programs dramatically increase the range of Army fires capability. Additionally, the Army will take delivery of its first Precision Strike Missiles, which are roughly double the range of existing Army Tactical Missile System (ATACMS) missiles and are fired from our High Mobility Artillery Rocket System (HIMARS) launch systems. The Army is also closing in on getting an extend range version of the Guided Multiple Launch Rocket System (GMLRS) rocket into production that will double the range of that system. The Army is also making rapid progress on additional variants of Precision Strike Missile (PrSM) that will provide anti-ship and even longer-range capabilities by 2030. Although we had a set back with the Extended Range Cannon's performance this fiscal year, the capability continues to show improvement compared to legacy systems. We will continue to develop and test extended range artillery, using Soldier feedback (Touch Points) to inform requirement development.

Next Generation Combat Vehicles. The Army remains committed to providing Soldiers in armored and mechanized formations with vehicles and firepower that will enable them to continue to dominate on future battlefields. We are in the process of fielding the Armored Multi-purpose vehicle to 1st Brigade, 3d Infantry Division, with the vehicle poised to enter full-rate production before the end of fiscal year 2023. The M10 Booker Combat Vehicle will begin low-rate initial production (LRIP) later this year. The Optionally Manned Fighting Vehicle (OMFV), recently designated the XM-30 Mechanized Infantry Combat Vehicle, remains the centerpiece of this priority effort. General Dynamics and American Rheinmetall are the prototype developers. The Army expects to award multiple contracts for its Robotic Combat Vehicle Demonstrator in fiscal year 2024, and we are also continuing research and development of hybrid electric, electric, and hydrogen as potential fuel solutions. Science and Technology (S&T) continues to advance ground capabilities and enable programs of record through Human Machine Interfaces and Teaming, ground systems Active defense, combat vehicle robotics, platform electrification, and mobility.

Future Vertical Lift. The Future Attack Reconnaissance Aircraft (FARA) and the Future Long Range Assault Aircraft (FLRAA) will provide the Army and Joint Force with transformational battlefield reach, lethality, and survivability, including Medical Evacuation, critical to operating in an expanded battlespace. The Future Tactical Unmanned Aerial System is leveraging competitive, rapid prototyping—using a “Buy-Try-Inform” RDA approach, informed by a year-long Soldier Touch Point effort, to replace the RQ-7 Shadow in the Brigade Combat Teams with a runway-independent, CH-47F-transportable, weather-hardened system with reduced acoustics signature. We also continue development of Air Launched Effects (ALE), a low-cost aerial capability launched from crewed and uncrewed platforms to extend the tactical and operational reach, lethality, and protection. ALE will consist of loitering munitions, additional sensors, and a vast array of small and large payloads focused on specific mission requirements. Science and technology continue to advance aviation capabilities that enable programs of record through advanced teaming for tactical aviation operations, air launched effects, holistic situational awareness and decisionmaking, and air vehicle integrated and alternative technologies.

Network. The Army is leveraging Project Convergence and regionally aligned operational exercises and experimentation to adjust the network to ensure that units can communicate across tactical formations, call for fire, and display a common operating picture. We have fielded more modernized network technologies that include enhanced fires applications, mobile mission command upgrades, resilient satellite communications equipment, and modernized cryptographic systems. The Army also made great strides in overcoming identified Global Positioning System vulnerabilities that threaten positioning, navigation, and timing. Initial capabilities are already in the hands of select mounted and dismounted formations in multiple theaters of operation. The Army is continuing its efforts to identify and develop requirements that will define our next network.

Air and Missile Defense. The Army continues to be concerned about possible overmatch by potential adversaries in air and missile defense. This includes the ability to defend against both manned and unmanned systems. To ensure Joint Force integration, the Army is fielding an initial operating capability for the Integrated Air and Missile Defense Battle Command System this quarter. This capability will link Army and Joint sensors/shooters. Six Lower Tier Air and Missile Defense Sensor (LTAMDS) prototypes are in developmental testing in anticipation of an initial operating capability to be delivered in the 1st Quarter of fiscal year 2024. We are re-establishing Maneuver Short Range Air Defense (M-SHORAD). The Army fielded one M-SHORAD battalion last quarter and a second battalion will come online next quarter. We have executed successful live fire tests with a 50-kilowatt directed energy laser mounted on a Stryker, the Directed Energy Maneuver Short Range Air

Defense (DE M-SHORAD), that will also enhance short-range defense capability. The Army accepted delivery of two batteries of Iron Dome Defense System-Armies from Israel that we are experimenting with in exercises. We are also advancing directed energy efforts for Indirect Fire Protection Capability (IFPC) by pairing high-energy lasers (HEL) with high-power microwaves (HPM) for a layered defense of fixed and semi-fixed sites against an array of threats.

Soldier Lethality. The Soldier remains the key to victory and the most important part of Army modernization. We made great strides in increasing Soldier Lethality including fielding Enhanced Night Vision Goggle Binoculars. This effort also includes the initial production of the Next Generation Squad Weapon with an improved fire control capability, and 6.8mm ammunition. Taken together, these capabilities will greatly increase the range and lethality of our infantry soldiers. The Army remains committed to the Integrated Visual Augmentation System (IVAS), and incorporating Soldier feedback. IVAS 1.2, the full rate production goggle, is scheduled to be provided to the Close Combat Force as early as 4th Quarter fiscal year 2025. S&T efforts focused on the Soldier include advanced human performance technology designed to enhance mobility, lethality, visual augmentation, concealment, and resupply.

I can provide additional information concerning this or any other projects and programs the Army is executing in a separate session or in writing as desired.

QUESTIONS SUBMITTED BY SENATOR KIRSTEN E. GILLIBRAND

SUICIDE PREVENTION

2. Senator GILLIBRAND. General George, the first quarter of 2023 saw the highest number of soldier suicides since the Army started tracking. Brigades with Holistic Health and Fitness (H2F) programs saw a nearly 37 percent reduction in suicides, compared to a directly inverse 37 percent rise in suicide cases in brigades without H2F teams. Current plans don't have H2F teams in each brigade until 2030, though. Separately, the 11th Airborne Division has mandated regular behavioral health check-ups for all soldiers and has seen a drop in suicide cases. As Chief of Staff, how will you accelerate the widespread adoption of preventative measures to stop these tragic deaths?

General GEORGE. The Army is implementing an integrated primary "upstream" prevention model designed to enhance leader engagement; strengthen individual, unit, and community resilience and connectedness; and mitigate stressors that may lead someone to suicide. In addition, we are emphasizing and investing in efforts like quality-of-life improvements, sponsorship for new Soldiers coming into a new unit, and financial readiness to enable Soldiers and Families to better weather unexpected life events and anticipated milestones. The Army will publish a new suicide prevention regulation that codifies a public health approach that was initiated starting in calendar year 2021. This approach is based on the Centers for Disease Control and Prevention's suicide prevention guidance and is nested with both the White House Suicide Prevention strategy and the Suicide Prevention and Response Independent Review Committee Report.

Ensuring command and leader involvement in suicide prevention is critical. The Army utilizes a flexible governance model that empowers commanders to develop and execute initiatives based on the unique strengths and opportunities of their location and the unit. Commanders looking through the lens of primary prevention have a wealth of services targeted to prevent the development of harmful behaviors such as financial readiness training, child and youth services, marriage services, counseling services, and other Morale, Welfare, and Recreation (MWR) programs. This flexibility enables adaptation while still executing the fundamentals. I host a senior leader-led Building Cohesive Teams Forum, which identifies ways to overcome obstacles and help Commanders adopt localized approaches tailored to the specific needs of their personnel.

CYBER SERVICE OBLIGATIONS

3. Senator GILLIBRAND. General George, in December, the Government Accountability Office (GAO) released a report on military cyber personnel. It noted that the Army did not clearly define Active Duty service obligations and could not calculate service obligations for Interactive On-Net Operators. The report also stated that although Cyber Command tracks staffing data by work roles, the Army does not—making it harder to identify and address staffing challenges at Cyber Command. When will the Army implement GAO's recommendation to clearly define service obligations and better track work roles?

General GEORGE. The Army is currently revising its officer and enlisted personnel regulations to ensure there are clear and consistent service obligations for completion of advanced cyber training, including cyber operators. As a stop-gap measure while the policy updates are in staffing, the Army G-1 issued a temporary policy revision earlier this year for enlisted operators, the largest segment of the operator population. I will ensure the permanent policy updates for enlisted personnel are prioritized accordingly, as well as a permanent policy governing officers, which is currently pending publication. The Army is also currently updating its personnel systems with specific codes to track personnel assigned to the Cyber Mission Force (CMF) by work role and skill proficiency, allowing better transparency and accuracy in measuring readiness for cyber personnel supporting U.S. Cyber Command.

WOMEN IN COMBAT ARMS

4. Senator GILLIBRAND. General George, in 2022, only 4.2 percent of combat arms roles were filled by women, even though these jobs were opened to women in 2016. Service in combat arms has traditionally led to higher levels of leadership within the Army, and the fewer women we see in these branches, the fewer women we expect to later see in senior leader roles. What are the most significant factors limiting the numbers of women in these branches?

General GEORGE. There are no policies that prevent women from going into combat arms branches. Acknowledging that the Army is an all-volunteer force, since the opening of combat arms to women in 2016, the Army has not seen a significant spike in the desire to join the combat arms branches by women. Aviation and Field Artillery have among the highest density of women, closely followed by Air Defense, Armor and Infantry. In fiscal year 2022 we enlisted 7,182 women into the Army, 921 or 13 percent were for combat MOSs. Over time, the Army believes that the numbers will increase as more females ascend to higher ranks and serve as role models for junior officers and enlisted soldiers.

5. Senator GILLIBRAND. General George, if structural issues within the Army limit women's accession into the infantry, armor, special forces, or other combat fields, how do you intend to address those issues?

General GEORGE. No MOSs are closed to women and the Army has eliminated structural issues that would have limited women's accession into combat arms branches, special forces, or other combat fields. For the past 6 years, the Army has ensured removal of structural issues by fully implementing the Gender Integration Plan and codifying it in Army policy.

Each year since the full integration of women into combat roles, the Army has seen the percentage of woman choosing to pursue these roles increase, while maintaining the physical challenges associated with their branches. In order to preserve our competitive edge over our potential adversaries, the Army is committed to recruiting and retaining the highest quality, physically fit, and mentally tough Soldiers who can deploy, fight, and win decisively on any future battlefield.

BASIC ALLOWANCE FOR SUBSISTENCE

6. Senator GILLIBRAND. General George, reporting last week indicated that the Army is conducting an audit to ensure that soldiers' basic allowance for subsistence is being docked for every day they spend in the field. With servicemembers already facing high levels of food insecurity, taking additional money out of their budgets only heightens their financial instability. How do you intend to ensure that this audit does not lead to significant recoupment efforts?

General GEORGE. The Army's audit objective is to validate compliance with the law regarding subsistence. If the Army does not recoup Basic Allowance for Subsistence (BAS) when field rations are issued, the Army is paying twice for the same meal. Ensuring BAS is recouped under these circumstances is a deficiency the Army that must correct. Without verification of collection, the Army's military pay appropriation will not pass audit. I intend to review the results of the audit before I make a recommendation to the Secretary.

QUESTIONS SUBMITTED BY SENATOR MAZIE K. HIRONO

HAWAII LAND-LEASE RENEGOTIATIONS

7. Senator HIRONO. General George, if confirmed, how will you ensure the Army listens and engages with the communities of Hawaii in a respectful and constructive way during the upcoming Hawaii State land renegotiations?

General GEORGE. The Army is working with local communities in the State of Hawaii while working land renegotiations. One example is the Ohana Partner Network. Through this initiative, brigade-level commanders are liaisons for nine neighborhood boards near Army installations. Army liaisons participate in monthly meetings to communicate and share information relevant to the community. Additionally, through the relationships that develop, the Army participates in local community service projects. For the land negotiations, the communities are an integral and key part of the process. Community input and concerns are sought during the environmental evaluation process. A multitude of public comments were submitted by the community on the draft environmental impact statement (DEIS) for the Pohakuloa Training Area. Because of the breath and volume of comments submitted by the community, the Army has undertaken a second DEIS to reflect the community's input. The Army has committed to holding community meetings throughout the process. The Army will continue to work closely with the local communities in a respectful and constructive manner throughout the land negotiations.

SHIP, SUBMARINE, AND INFRASTRUCTURE MAINTENANCE

8. Senator HIRONO. General George, what is the importance of the Pacific Pathways program, and how would you, if confirmed as the Army Chief of Staff, prioritize multi-lateral training in the Pacific theatre?

General GEORGE. Pacific Pathways is the Army's premier campaigning effort in the Indo-Pacific theater. This program supports the United States Indo-Pacific Command (USINDOPACOM) Commander's efforts to establish integrated deterrence. Pacific Pathways enables forward presence, without permanent posture, to deter aggression by potential adversaries now. It also builds interior lines necessary to enable operations across the Pacific. Pacific Pathways signals commitment to our Allies and Partners by illustrating why we are the partner of choice to ensure stability and prosperity in the region. Should deterrence fail, Pacific Pathways ensures we are in position to rapidly react as required.

A priority for me, if confirmed, will be to provide the USINDOPACOM Commander ready and capable Army Forces to fulfill warfighting requirements. The Army will provide necessary capabilities to meet the USINDOPACOM Commander's campaign requirements, and this includes multilateral training.

To these ends, the Army has already applied \$115 million out of its own Combat Training Center (CTC) program to build the Joint Pacific Multi-National Readiness Center (JPMRC). JPMRC will execute three regional CTC exercises (Hawaii, Alaska, and West of the International Date Line) to build readiness in Theater and provide campaign-quality, joint integrated land power to the USINDOPACOM Commander.

RECRUITING CHALLENGES

9. Senator HIRONO. General George, though I recognize the Army is facing a very challenging recruiting environment, I am nonetheless troubled by reports that the Army's recruitment of women is down 31 percent. Why do you think recruitment of women is down so significantly—even below the broader drop in recruiting—and what can the Army do about it?

General GEORGE. Female enlisted accessions steadily grew from fiscal year 2017 to fiscal year 2019, but substantially dropped in fiscal year 2021 and fiscal year 2022, most notably in the White, non-Hispanic, and Black, non-Hispanic subgroups. In fiscal year 2021 and fiscal year 2022, the Army saw a decline in enlistments across all genders and demographic groups attributed to several factors ranging from the effects of the COVID-19 environment to the continued challenges of applicant ability to meet enlistment qualification standards, and the ongoing competition for talent inherent within the currently strong U.S. economy.

The Army does not have gender recruiting missions, but our recruiting non-commissioned officers receive training, on a quarterly basis, on all current initiatives and benefits of Army service. Additionally, we utilize our community partners, sponsors, and outreach opportunities to connect with influencers and potential recruits about careers in the Army. These efforts highlight our female Soldiers serving in uniform, while promoting the Army's diversity and cultural awareness. All Army jobs are open to women. Of note, U.S. Army Recruiting Command's Diversity Outreach and Inclusion Team continues to engage potential recruits and help educate them on careers in the Army. They highlight female Soldiers' accomplishments, their journeys, and the benefits of Army service.

We believe these efforts are making a difference. In fiscal year 2022 we enlisted 7,182 women into the Army, 921 or 13 percent were for combat MOSs. For fiscal year 2023 year-to-date (YTD), we have enlisted 7,109 females into the Army; 871

or 12.3 percent are for combat MOSs and we are projecting to exceed our fiscal year 2022 female Active Duty enlisted accessions.

ARMY SUICIDES PREVENTION EFFORTS

10. Senator HIRONO. General George, what is the Army doing to change cultural factors, like alcohol abuse, access to firearms, and loneliness, that contribute to soldier suicide?

General GEORGE. The Army is focusing on upstream approaches, such as bolstering a whole of person and whole of unit approach and cultivating protective environments. Command involvement is critical to preventing suicide. We are implementing an integrated prevention workforce called the “Integrated Prevention Advisory Group” (I-PAG) that will support Commanders with the selection and assessment of evidence-based initiatives using data driven techniques. I-PAGs, in concert with commanders and program managers, will proactively address risk factors such as substance misuse and other factors that contribute to Soldier suicide. We continue to emphasize the importance of “connecting to protect” Soldiers, Army Civilians and Family members from the stressors that may contribute to suicide and to enable successful service through meaningful missions. Through training and awareness initiatives, we emphasize the importance of engaging and intervening when a teammate may be at risk. We are also conducting foundational research on how to enhance and strengthen culture and climate.

It is important to consider cultural factors when developing prevention programs for harmful behaviors. By understanding how culture influences these behaviors, our commanders can develop programs and initiatives that are more effective and culturally appropriate. We do that by understanding the norms and values that shape how people view and respond to suicide, by using Army values to build cohesive teams that understand warning signs and how to courageously intervene—as early as possible—to prevent a suicide. We actively communicate our available resources through multiple channels (including the chain of command, enterprise awareness materials, social media, and installation digital platforms) to Commanders/Leaders, Soldiers, Army Civilians and Family members. These resources include suicide prevention guidance and training, resilience training, behavioral health counseling, military and family life counselors, spiritual readiness, leader visibility tools (including the Commanders Risk Reduction Toolkit, Azimuth Check, and Behavioral Health Pulse), financial counselors/training and spouse employment resources, and more.

The Army is also in the process of executing an initiative that requires 100 percent wellness checks within units. This commander-led initiative consists of 30-to 60-minute one-on-one sessions with Soldiers to identify and address Soldiers’ concerns and link them to helping resources. In addition to facilitating connection and support between leader and led, the wellness checks will destigmatize help seeking behavior, increase Soldier resilience, and reduce harmful behaviors.

QUESTIONS SUBMITTED BY SENATOR TIM Kaine

CAISSON HORSES

11. Senator Kaine. General George, we’ve received a considerable amount of constituent outreach in light of the Army’s legislative proposal to convey 52 acres of land at the Bureau of Land Management’s Meadowood Special Recreation Management Area (SRMA) to the Army as a way of remedying the serious mismanagement of the Arlington National Cemetery (ANC) caisson horses. Can you tell me more about why the focus is on Meadowood as opposed to an expansion of the current facility on Fort Belvoir?

General GEORGE. The Army’s initial focus on Meadowood as the location to support the caisson horses of Arlington National Cemetery was the result of our analysis of potential solutions that objectively met the necessary requirements that could be implemented relatively quickly given immediate concerns for the horses’ well-being. Distance (defined as approximately 30-miles or less than a 1-hour drive radius), cost, and development time were other significant considerations. The Meadowood location provided an expedient and effective long-term solution. Due to Congress’s generous support and in line with the community and your request, the Army is conducting a thorough review of all options to ensure that we select the correct long-term solution for the Caisson Horses’ well-being and readiness.

12. Senator Kaine. General George, if Meadowood is further pursued, how the Army plans to work with the community to properly vet their concerns?

General GEORGE. The Army, in coordination with the Bureau of Land Management, is committed to continued outreach to the community. The next round of engagements is scheduled for late July 2023.

RADFORD ARMY AMMUNITION PLANT

13. Senator KAINE. General George, my team and I recently traveled to Radford Army Ammunition Plant and heard about the challenges they face competing for contracts. Radford is a strategic capability and a critical component of our Nation's ability to produce munitions—more important given the war in Ukraine. Although cost is an important consideration, we also need to preserve the viability of our organic industrial base. How do you view the balance between choosing vendors with lowest cost bids, while maintaining the ability to deliver readiness from our organic industrial base during times of urgent need?

General GEORGE. It is essential to maintain our Army Ammunition Plants (AAPs) that provide critical capability and capacities for the warfighter, and I agree that Radford AAP is a strategic capability. The Army places significant value in ensuring critical ammunition production capabilities and capacities are maintained rather than pursuing purely lowest costs bids. The balance is promoting competition to generate innovation and best value for the taxpayer while ensuring industrial base readiness.

14. Senator KAINE. General George, if we don't keep our organic industrial base healthy with a consistent workload, we won't have the capacity in the future when we need it. Can you give me your perspective on addressing this issue?

General GEORGE. I agree that Organic Industrial Base (OIB) readiness is a critical component of Army and Joint Force readiness. Funding the right amount of workload to keep our OIB viable and responsive, while balancing those needs with competing priorities, is a careful exercise as we prepare our budget requests and long-range priorities. Right now, the Army's biggest priority for OIB readiness is our 15-year OIB Modernization Implementation Plan, which posture us for the future. If confirmed, I will commit to ensuring OIB readiness remains a priority for our Army.

QUESTIONS SUBMITTED BY SENATOR ANGUS S. KING, JR.

PERSON-TO-PERSON HANDOFF PILOT PROGRAM

15. Senator KING. General George, earlier this year, I had a great conversation with General James McConville regarding a 2-year pilot to establish a person-to-person handoff to the Maine Bureau of Veterans Services (BVS) for the purposes of improving warm-handoff and establishing a transition mentor/buddy program. He offered to start a pilot program. We agreed this is a good way to start this at a 'small scale' before expanding to other States, that way, it is appropriately resourced. What is the status of this pilot program?

General GEORGE. The Army is coordinating with our Transition Assistance Program (TAP) partners at the Veteran Affairs (VA) to implement this pilot program. The Army and VA are coordinating to pilot this program in 2024. The Transition Service Division will review the results of the pilot to determine the best way ahead.

MENTAL HEALTH AND TRANSITION ASSISTANCE PROGRAM RESOURCES

16. Senator KING. General George, what will you do in this position to ensure the Transition Assistance Program (TAP) is being leveraged and we are returning our soldiers into society happy, healthy, and ready to contribute to society?

General GEORGE. I will continue to support of the Department of Defense (DoD), VA, Department of Labor (DOL), and Small Business Administration (SBA) by offering quality standardized training at all transitioning centers to support Soldier's post transition goals. Commanders are required to send Soldiers to the Transition Assistance Program (TAP) no later than 12 months prior to their transition date in accordance with the congressional tenants of fiscal year 2019 National Defense Authorization Act. If confirmed as the Chief of Staff of the Army, I will ask Army commanders to provide regular updates on Soldiers attendance and timelines rates.

Annually, the Army supports about 100,000 Soldiers as they transition out of the Army. In support of that mission, we have over 600 counselors worldwide to facilitate Soldiers in their transition from Active Duty. The Army also has a 24/7 virtual TAP center for Soldiers who are geographically dispersed or require late night help with any of the TAP requirements. TAP includes individual counseling provided by a trained career counselor to determine the level of support Soldiers need to meet their post transition goals; provide information on resources and services available

to each Soldier and how to access them; and provides classes for Soldiers to include how to prepare and find employment, financial planning, build a network of support, introduction to the various VA, DOL, SBA specific services, and identify ways to use their skills to improve the communities they return to. Finally, each Soldier gets a final “capstone” counseling event with their TAP counselor and their commander. At that event, they discuss the Soldier’s transition readiness. Once the Soldier completes their “Capstone” counseling event, the TAP counselor does a warm handover to the VA, DOL, or other supporting agencies for servicemembers identified as requiring additional transition related support. Both VA and DOL are partners in TAP and provide great support to all Soldiers well prior to capstone.

While not part of TAP, each Soldier gets a final medical examination prior to their transition. There, both the Soldier and the Army can identify any physical or mental health issues to work on.

17. Senator KING. General George, the Army has a request of \$230 million toward suicide prevention, and reading the latest Suicide Prevention and Response Independent Review Committee (SPRIRC) report, what is the Army doing to address the recommendations (building healthy climates and cultures, addressing stigma as a barrier to help-seeking, and promoting a culture of lethal means safety)?

General GEORGE. The Suicide Prevention and Response Independent Review Committee (SPRIRC) report contains recommendations designed to improve well-being, address risk factors, and equip commanders and leaders with the tools to improve climate and culture. The Army is actively involved in the DOD SPRIRC Working Group that is determining which recommendations to implement Department-wide. As DOD provides implementation guidance, the Army will ensure it complies and that subsequent policies and practices are nested with Office of the Secretary Defense (OSD)-approved recommendations. The Army is already implementing the Secretary of Defense immediate action directive that requires Commanders to implement policies to improve sleep for Soldiers; sleep deprivation is a significant suicide risk factor.

In addition, the Army is in early stages of developing a Lethal Means Safety Toolkit, and we are supporting an initiative at Fort Cavazos that focuses on having difficult conversations around suicide and secure storage of lethal means such as firearms and prescription medications. Recently, the Army re-established Ask, Care, Escort (ACE) as the prescribed Suicide Prevention training for the force with an updated approach that is leader-led and interactive. Our commanders will be able to choose from modules making the training experience specific to their unit’s needs.

We also continue to invest in foundational prevention research, so we have a better understanding of the factors that contribute to healthy culture and climate as well as the risk and protective factors associated with suicide.

DEPARTMENT OF DEFENSE SECURITY POLICY

18. Senator KING. General George, after reading Secretary Lloyd Austin’s most recent update on the Department of Defense’s (DOD) security policy, I noticed a focus on vetting and personnel practices. However, there was no mention of efforts to integrate upgraded technology to detect potential data exfiltration attempts. My belief is that such technology is the surest way to prevent incidents like last winter’s. Are any steps being taken in this direction in the Army?

General GEORGE. To address unauthorized disclosures, the Army is accelerating Zero Trust data security and data protection efforts, which prioritizes the integration of technology, policies, and governance. In fiscal year 2024, the Army will continue to improve on user activity monitoring on the Secure Internet Protocol Router (SIPR) and Joint Worldwide Intelligence Communication System (JWICS) networks, pilot new cyber and workforce behavioral analytics platforms, and add data protection and security technology to address fine-grain access controls. These efforts support the principles of least privilege and need-to-know. These efforts also aim to ensure data loss prevention through continuous monitoring and the analysis of data to identify potential violations of security policies and unauthorized disclosures.

19. Senator KING. General George, there appears to be a notion shared among top military officials that security clearances and access are an administrative problem. The last two incidents have shown that that is not the case. Do you see security clearances and access as an administrative problem?

General GEORGE. I do not believe security clearances and access are an administrative problem. I believe they are an ongoing responsibility of leadership and individual Soldiers. It is true that responsibilities for determining security clearance eligibility and access lie with different organizations. Before a commander grants ac-

cess, we in the Army rely on the work of the Defense counterintelligence and Security Agency to conduct investigations and adjudications for the Army's 1.2M cleared personnel to determine eligibility. We also rely heavily on their Continuous Vetting (CV) program, allowing near-real time identification of risk. That said, recent cases show that all of us with access to classified information must be vigilant to risk indicators and must report them.

COUNTERING TRANSNATIONAL CRIMINAL ORGANIZATIONS

20. Senator KING. General George, DOD is the lead agency for monitoring and detecting illicit drug operations. What have you done as the Vice Chief to improve the Department's effort?

General GEORGE. As the Vice Chief of Staff of the Army, I am focused on ensuring that the Army is prepared to accomplish all missions as described in the National Defense Strategy. Readiness has been one of my top priorities as I work with the other service Vice Chiefs and Combatant Commanders to maximize our service interoperability, understanding that DOD is in support of and responsive to Department of Homeland Security and other interagency partners.

21. Senator KING. General George, what plans do you have as Chief of Staff to improve the Department's effort?

General GEORGE. If confirmed, as a member of the Joint Chiefs of Staff, I will support the executive branch's interagency counterdrug efforts with ready forces to accomplish requests for support.

ART OF WAR

22. Senator KING. General George, initiatives led by institutions such as Compotech, a defense technology company out of Maine, and the University of Maine (UMaine) have driven innovation within the national security field in recent years. Compotech has expeditionary shelters in the Arctic and Africa that U.S. Northern Command (NORTHCOM) and U.S. Africa Command (AFRICOM) have purchased. Additionally, UMaine has the largest 3D printer in the world and leads composites work. With innovative technology becoming more accessible and useful, how is the Army ensuring they are fighting the next war?

General GEORGE. The Army has a responsibility for both current and future readiness. We established Army Futures Command (AFC) to help transform the Army as we transition away from counterinsurgency. Your question specifically addresses some of the very important innovation going on in the State of Maine and will directly impact our stand-up of the 11th Airborne Division in Alaska. In addition, AFC, through its Combat Capabilities Development Command (DEVCOM) and the DEVCOM labs and center, has a magnitude of Active arrangements (funded and non-funded) for collaborative efforts with colleges, universities, and institutes of higher learning. These arrangements include Cooperative Agreements, Cooperative Research and Development Agreements (CRADAs), and Grants. In fiscal year 2022, the DEVCOM Army Research Laboratory (ARL) awarded over \$300M in mission funds to 286 unique colleges, universities, and institutes of higher learning. Additionally, in fiscal year 2022 DEVCOM ARL awarded over \$180M in congressional funds to 50 of those same institutions. The Army is also engaged with hundreds of defense companies, is expanding opportunities for non-traditional businesses with great ideas, and is able to leverage the citizen-Soldiers already working for America's top companies by leveraging talent embedded in the Army's Reserve's 75th Innovation Command, which supports AFC. I believe the Army is well postured to be able to take advantage of the innovative spirit of the Nation to get the myriad of technology that will be necessary to enable our Soldiers in the future.

23. Senator KING. General George, during testimony this year, the Department testified shortfalls in manning, training, and equipping forces for competition and conflict in the Arctic. What steps do you plan to take as Chief of Staff to close those gaps while balancing risk?

General GEORGE. The Army continues to take steps to improve our Arctic capability in support of the Army's Arctic Strategy, the National Strategy for the Arctic Region, and other relevant posture guidance. We are investing in the Arctic with a long-term effort to address quality of life issues for our Alaska formations. We have also begun the procurement and fielding process for additional cold weather organizational clothing and individual equipment (OCIE) and the Cold Weather All-Terrain Vehicle (CATV) for the Army's newest Division, the 11th Airborne Division "Arctic Angels" and other Alaska units. This will enhance their ability to train for and conduct Arctic operations. As we conduct additional Arctic exercises and

wargames, we will further refine our understanding of the capabilities required to inform future investments and programming.

QUESTIONS SUBMITTED BY SENATOR GARY PETERS

NEXT GENERATION ENGINE

24. Senator PETERS. General George, the Army's Next General Combat Vehicle modernization program includes a number of new platforms: The M-10 Booker Combat Vehicle, now in low-rate initial production; the future XM30 Mechanized Infantry Combat Vehicle (MICV); the future Decisive Lethality Platform (DLP); and, the future unmanned Robotic Combat Vehicle (RCV), in light, medium, and heavy configurations. It is anticipated these vehicles will include a mix of conventional, hybrid, and possibly all-electric power plants. As you consider the U.S. defense industrial base, would it be your assessment that the Army's prime contractors and their supplier base are sufficiently robust to build these new fleets of vehicles?

General GEORGE. Yes. The combat vehicle industry has demonstrated that it responds well when we provide consistent and stable demands for capability, and we expect this to be the case for our new modernized systems. The U.S. propulsion industrial base has been developing advanced capabilities for some time, while our enduring platforms have continued to rely on proven but legacy technology, which is farther and farther from modern power train systems. Our newest and most modern vehicles, the XM30 Mechanized Infantry Combat Vehicle and the Robotic Combat Vehicle, are both being competitively procured and require advanced hybrid powertrains. This process ensures that not only the best systems are selected through rigorous competition, but we receive the most capable and modern technology U.S. industry can offer.

25. Senator PETERS. General George, additionally, will the Army's plans for the future combat vehicles ensure there is adequate and diverse competition for their main components and combat systems? If not, can you identify any perceived gaps in our defense industrial base?

General GEORGE. As the Army's recently concluded XM30 Mechanized Infantry Combat Vehicle competition demonstrates, there is robust and diverse competition for capabilities supporting Army combat vehicles. Five competitors in the concept phase of XM30 built partnerships from a range of companies with a variety of approaches. Our industry is fully capable of responding with diverse and innovative solutions and to maintain its strength requires commitment to consistent and steady demand for its products. Our modernization programs structured to encourage innovative competition and maintain steady delivery once transitioned to production.

ELECTRIC VEHICLES

26. Senator PETERS. General George, the DOD fiscal year 2024 budget request included critical funding to modernize next-generation combat vehicles—including the Electric Light Reconnaissance Vehicle (eLRV) and HMMWV [High-Mobility Multipurpose Wheeled Vehicle] Hybrid—with proven electric vehicle (EV) technology that would strengthen capabilities to help achieve mission success. These advantages include Silent Watch and Silent Extraction with low acoustic and thermal signature; improved off-road performance on complex terrain, stored and exportable power generation for integrated mission packages; and electric drives that are easier to maintain due to the reduced number of parts in the overall system. Can you speak to the importance of funding these next-generation combat vehicles—specifically the eLRV and HMMWV Hybrid programs—to supplement the existing fleet of combat vehicles and the advantages they would yield from a lethality and logistical perspective?

General GEORGE. Funding both the electric Light Reconnaissance Vehicle (eLRV) and the Hybrid High-Mobility Multipurpose Wheeled Vehicle (HMMWV) are important as the Army continues to modernize in support of contested logistics in Multi-domain Operations. The eLRV will provide a new, dedicated reconnaissance platform that will give commanders silent mobility with reduced acoustic and thermal signatures that support enhanced survivability and lethality. With a reduced need for fuel and likely enhanced reliability, the eLRV will assist in reducing overall logistical support where it is in use. The HMMWV Hybrid Electric Vehicle (HEV) propulsion introduces fuel demand reduction capability to narrow the Large-Scale Combat Operations Gap. This system provides increased capabilities that will provide commanders operational advantages to enhance maneuver operations such as

onboard power, export power, silent watch, and potentially silent mobility. HMMWV HEV will drive fuel consumption down while increasing the range of the platform.

27. Senator PETERS. General George, what are the timelines for these efforts to become programs of record?

General GEORGE. The Army is planning to initiate the electric Light Reconnaissance Vehicle (eLRV) prototyping program in late fiscal year 2023 with industry delivering the first prototypes in fiscal year 2024. The prototyping phase will continue from fiscal year 2024 to fiscal year 2026, which will inform the Army's decision on whether to transition to a major capability acquisition program.

The Army is also planning to initiate the HMMWV HEV program in fiscal year 2024 utilizing the integration of existing commercial technology and leveraging information from ongoing prototype testing from the Rapid Capabilities and Critical Technologies Office (RCCTO). Production cut-in and retrofits are anticipated to begin in fiscal year 2028.

28. Senator PETERS. General George, does the President's budget request provide sufficient resources to meet the Army's 2035 initiatives?

General GEORGE. The Army is working to meet its fleet transition goals by 2035. The President's budget request will be adequate to meet the vehicle targets if medium-duty and heavy-duty vehicles are available to meet the mission requirements. If this vehicle inventory is obtainable, the Army will then leverage the appropriated budget to the greatest degree possible.

MODERNIZATION/CURRENT PRODUCTION BALANCE

29. Senator PETERS. General George, testimony from defense officials before this Committee has demonstrated how deferred investment in our industrial base has diminished our capacity to meet the threats posed by peer and near-peer adversaries on the battlefield. Is the Army looking at both organic resources and the commercial industrial base for capacity to be able to handle the increased demand in short-term re-supply and long-term planning for a fight with an adversary that exceeds the demands in Ukraine? For example, balancing modernization efforts including unmanned aerial vehicles (UAV) and combat vehicles like Armored Multi-Purpose Vehicle (AMPV) and Mobile Protected Firepower (MPF) vehicle with enduring capabilities like artillery and munitions production programs.

General GEORGE. The Army is looking at both the organic and commercial industrial bases to bring down the risk in our industrial supply chain while strengthening our resilience. The Army's 15-year OIB modernization program is instrumental in achieving the correct level of capacity and modern processes to be able to sustain systems through the maintenance depots and to produce the required munitions to sustain any prolonged conflict. Working with our OSD partners, the Army also has been leveraging Defense Production Act Title 3 and other programs to strengthen the commercial industrial base. The Army's efforts to balance capabilities with risk across a wide spectrum of requirements—including manpower, modernization, sustainment and installations—depend on sufficient, predictable and stable funding.

ARMY RESTRUCTURING

30. Senator PETERS. General George, the Army went through a major restructure previously to create Army Futures Command and the eight Cross Functional Teams. We have heard testimony from the Secretary of the Army about standing up a 9th Cross Functional Teams for Contested Logistics and potentially a realignment of the others. Additionally, the Secretary has recently been quoted about holding a human resource "night court" to determine potential force structure adjustments to both tactical units and support organizations due to the Army's recruiting challenges. Additionally, your predecessor and the Secretary have also testified about positioning the Army for an U.S. Indo-Pacific Command (INDOPACOM) threat *vs* U.S. European Command (EUCOM) or U.S. Central Command (CENTCOM). Is the Army looking at another restructuring of its operational forces and/or its acquisition/Future Commands organizations?

General GEORGE. The Army is currently undergoing a historic transformation. As the Army divests legacy counterterrorism/counterinsurgency (CT/COIN) capabilities, it is simultaneously investing in new capabilities.

The Army began investing in these capabilities soon after the creation of Army Futures Command and will continue to invest through 2029. The Army will restructure to meet its six imperatives: See, Sense, and Understand Persistently; Mass Highly Lethal, Low Signature Forces; Win the Fires Fight; Protect the Force from

Air, Missile, and Drone Threats; Communicate and Share Data Rapidly; and Sustain the Fight Across Long Distances.

To ensure all formations are optimized, the Army is modernizing equipment and continually reevaluating force structure to meet multi-domain operations requirements.

31. Senator PETERS. General George, what INDPACOM priorities do you see as a driving force for the Army in any potential restructure and what impacts would this focus have on your stated modernization priorities?

General GEORGE. The Army is developing new capabilities and modernizing our formations in ways that support USINDOPACOM priorities. The Army's multi-domain operations concept and modernization priorities are driven by our studies, experiments, exercises, and support of operations in the Pacific. The Army's six operational priorities (See, Sense, and Understand Persistently; Mass Highly Lethal, Low Signature Forces; Win the Fires Fight; Protect the Force from Air, Missile, and Drone Threats; Communicate and Share Data Rapidly; and Sustain the Fight Across Long Distances) deliver the capabilities required by USINDOPACOM for campaigning, integrated deterrence, and, if required, transition to conflict. Employing these capabilities in the Indo-Pacific theater will provide the Joint Force with the necessary agility to rapidly deploy into the Western Pacific, operate in a contested environment, and maintain a decisive edge against potential adversaries.

32. Senator PETERS. General George, how would such a restructure impact the Army modernization priorities, especially for the 24 systems designated to be delivered to soldiers in fiscal year 2023 and the remaining 11 systems like Integrated Visual Augmentation System (IVAS), Future Long-Range Assault Aircraft (FLRAA), Optionally Manned Fighting Vehicle (OMFV), and Extended Range Cannon Artillery (ERCA) not being delivered this year?

General GEORGE. These systems are critical capabilities that are being developed to enable the Army's various formations. The Army fights in formations, using concepts and technology/ capabilities. Our analysis points the continued necessity of the 11 systems mentioned in this question, and we are moving forward to deliver these capabilities to our Soldiers in our formations as soon as they are ready. While we do not anticipate a major restructure soon, the Army continues to review and evolve its modernization priorities based on evolution of the threat, changes in the operational environment and guidance from Congress and the Department of Defense. Our process of reviewing, assessing, and evolving is what helps enable us to focus on future wars and provide the Nation what we need to fight and win.

QUESTIONS SUBMITTED BY SENATOR JONI K. ERNST

SPECIAL OPERATIONS FORCE IN GREAT POWER COMPETITION

33. Senator ERNST. General George, have you reviewed the congressionally mandated report as required per section 1713 of the Fiscal Year 2020 National Defense Authorization Act (NDAA)?

General GEORGE. Yes.

34. Senator ERNST. General George, if you have reviewed this report, how has this informed consideration of Army Special Operations Forces (SOF) force structure reductions?

General GEORGE. Currently there are no approved structure changes for Army Special Operations Forces. When making any structure changes, the Army coordinates with U.S. Army Special Operations Command (USASOC) and U.S. Special Operations Command (SOCOM) to make strategy informed decisions. The Department of Defense retains the approval authority for force structure changes to Special Operations Forces.

35. Senator ERNST. General George, if you have not reviewed this report, will you commit to reviewing it within 30 days of confirmation and providing a written response about how it informs consideration of Army SOF force structure reductions?

General GEORGE. I have reviewed the report.

ARMY REFORM PROCESS

36. Senator ERNST. General George, what was the process, to include analytic methods, senior leader consultation, and decision authority, of the review the Sec-

retary of the Army describes in a recent interview as the “reform process” for evaluating Army SOF force structure?

General GEORGE. Army Special Operations Forces are part of the Army’s end strength. The Army uses Total Army Analysis and modeling to evaluate all capabilities, including Special Operations Forces (SOF), against the National Defense Strategy. Once that analysis is complete, the Army drafts a memorandum of agreement with U.S. Special Operations Command (SOCOM) on Army SOF force structure changes. If SOCOM agrees with the changes, they are implemented in the next POM cycle. If SOCOM disagrees, the request is adjudicated by the Department of Defense. Final approval rests with the Department of Defense.

37. Senator ERNST. General George, did the Army seek and receive the professional military opinions of U.S. Special Operations Command (SOCOM) and United States Army Special Operations Command (USASOC) during this review?

General GEORGE. The Army is in continuous coordination with both SOCOM and USASOC on potential Army Special Operations Forces structure changes.

38. Senator ERNST. General George, if the Army did seek and receive the professional military opinion of SOCOM and USASOC during this review, what opinion did they provide?

General GEORGE. Yes. USASOC provided risk assessments of potential Army SOF reductions which are being considered as apart of TAA.

39. Senator ERNST. General George, if the Army did not seek or receive the professional military opinion of SOCOM and USASOC during this review, please explain why not?

General GEORGE. The Army sought and received professional military opinions from USASOC and SOCOM regarding potential force structure changes to Army Special Operations Forces, which are informing the Army’s recommendation as a part of Total Army Analysis (TAA).

ARMY ENABLERS

40. Senator ERNST. General George, what is the preliminary estimate of cost savings of reducing SOF “enablers” that were described as under consideration for reduction in the recent interview by the Secretary of the Army?

General GEORGE. Current estimates for fiscal impacts remain under consideration as part of Total Army Analysis. No decisions have been made at this time.

41. Senator ERNST. General George, what enablers specifically are under consideration for reduction, and to what extent?

General GEORGE. When discussing enablers, the Total Army Analysis (TAA) process is referring to those not Special Operations qualified. Truck drivers are one example of enablers. However, the Army is not the decision authority for structure changes to Special Operations Forces. Any force structure changes that USASOC makes are internally coordinated throughout USASOC and SOCOM for mission impacts. The Department of Defense retains the approval authority for force structure changes to Special Operations Forces.

REPORTING REQUIREMENTS

42. Senator ERNST. General George, why has the Army not provided the notification required per section 1044 of the Fiscal Year 2022 NDAA, which requires the Army to notify Congress prior to “implementing or announcing” significant force structure changes?

General GEORGE. The Army has not made decisions regarding force structure changes since Total Army Analysis 24–28. The Army will adhere to all congressional requirements and timelines for notification.

43. Senator ERNST. General George, why has the Army not provided the briefing required per section 1044 of the Fiscal Year 2022 NDAA, which requires the Army to brief Congress prior to issuing the Army Structure Memorandum?

General GEORGE. The Army has not made decisions regarding force structure changes since Total Army Analysis 24–28. The Army will adhere to all statutory requirements and timelines for notification prior to publishing the Army Structure Memorandum.

44. Senator ERNST. General George, will you commit to fulfilling the statutory requirement to notify Congress prior to “implementing or announcing” significant force structure changes within 30 days of confirmation?

General GEORGE. The Army will adhere to all congressional requirements and timelines for notification.

45. Senator ERNST. General George, will you commit to fulfilling the statutory requirement of a congressional briefing prior to issuing the Army Structure Memorandum within 30 days of confirmation?

General GEORGE. The Army will adhere to all congressional requirements and timelines for notification prior to publishing the Army Structure Memorandum.

ARMY VANTAGE PROGRAM

46. Senator ERNST. General George, what impact would reduced resources for the operation of the Army Vantage Program have on Army readiness, specially monitoring of health, training, manning, and equipping of units?

General GEORGE. Modern data platform capabilities enable the Army to gain and maintain information advantages in today and tomorrow’s operating and institutional environments. The Army has spent the last 4 years establishing its Army Data and Analytics Platform-Vantage, to enable senior leader decisionmaking by joining and enriching millions of data points enabling a data centric Army through data analytics. Army Vantage improves and accelerates decisions on everything from readiness to financial return on investment. Today, there are more than 40 thousand operators across the Army—including senior leaders, Soldiers, staff and analytic communities using Army Vantage to improve the efficiency and accuracy of their work. Reducing resources for modern data platform capabilities would adversely impact the Army’s ability to build and support enduring operational advantages for the Joint Force and would have a detrimental impact on Army readiness by limiting the Army’s ability to leverage the power of data to collect, analyze, and disseminate crucial data for timely decisionmaking.

Monitoring of Health: The Army Vantage Program plays a crucial role in monitoring the health and well-being of soldiers. It collects and analyzes data on various health metrics, tracks medical readiness, and supports preventive care. With reduced resources, there could be a decline in the program’s capabilities to gather and process health-related data, impacting the Army’s ability to identify potential health issues, track trends, and ensure the overall readiness of personnel.

Training: The Army Vantage Program assists in tracking and assessing training readiness and proficiency levels of units and individuals. It provides insights into training needs, identifies skill gaps, and helps in resource allocation for training programs. If resources are reduced, there could be limitations on the program’s ability to collect and analyze training data, resulting in a decreased ability to effectively plan, monitor, and evaluate training exercises. This may lead to decreased overall readiness and the potential for skill deficiencies within units.

Manning: The Army Vantage Program aids in monitoring and managing personnel slotting/strength, tracking manpower availability, and assessing unit readiness from a manpower perspective. With reduced resources, the program might face challenges in effectively tracking and analyzing personnel data, potentially leading to difficulties in optimizing manpower allocation, ensuring appropriate unit manning levels, and making informed personnel decisions. This could impact the overall readiness and operational capability of units.

Equipping of Units: The Army Vantage Program contributes to the tracking and management of equipment and supplies within the Army. It assists in identifying equipment deficiencies, tracking maintenance needs, and facilitating logistical support. If resources are reduced, the program’s ability to effectively monitor equipment status, track maintenance requirements, and optimize logistical support could be compromised. This may result in decreased readiness due to equipment shortages, increased maintenance issues, and difficulties in ensuring timely resupply of critical items.

QUESTIONS SUBMITTED BY SENATOR KEVIN CRAMER

PROJECT PELE

47. Senator CRAMER. General George, in the event of a fight in the Pacific, sustainment challenges for the Army would be substantial. The prospect of Project Pele to develop a mobile nuclear reactor could significantly cut down on these chal-

allenges. Is forming an individual office for the development and establishment of Project Pele a priority?

General GEORGE. Energy sustainability and resilience are critical to our operations in the Pacific and around the world for our facilities and operational forces.

As the Army looks to solve sustainment challenges in the Pacific, nuclear energy will be evaluated in the mix of alternatives considered to reduce the vulnerability of our fuel supply lines. We look forward to reviewing the results of OSD's Strategic Capability Office's testing and validation of Project Pele at Idaho National Labs in the next few years. This will provide the Army the information necessary to understand how a Pele-like reactor could support future operations.

The Army currently has in place a team of professionals with a dedicated focus on nuclear issues. The Army Reactor Program is managed by the Army Reactor Office within the United States Army Nuclear and Countering Weapons of Mass Destruction Agency (USANCA). USANCA is a field operating agency within the Army Deputy Chief of Staff for Operations, G-3/5/7. The Army Reactor Office manages the Army's current reactors, which include the test reactor at White Sands Test Site, and the dismantlement of the Army's remaining power reactors at Fort Belvoir, VA, and Fort Greely, AK that date from the 1950's and 1960's.

The Army has in the past designed, acquired, and operated nuclear power reactors, although this authority has not been exercised in many decades. Therefore, the Army is evaluating oversight responsibilities for nuclear reactors, whether licensed by the Nuclear Regulatory Commission or by the Army, and developing updated policies and regulations to provide a comprehensive framework within which to license, manage, and safely operate future nuclear power capabilities.

Besides studying the potential of nuclear power to support military operations, the Army is studying the potential of the technology to provide reliable, carbon-free electricity to critical missions on Army installations. The Army is collaborating internally as well as with the Department of Energy, utility companies, and industry to identify opportunities to assess the feasibility of hosting a Small Modular Reactor on an Army installation.

48. Senator CRAMER. General George, when could we expect the office to be up and running?

General GEORGE. We look forward to OSD's testing and validating Project Pele at Idaho National Labs in the next few years. This will provide the Army the technical information necessary to understand how a Pele-like reactor could support future operations and Army installations. The findings of this effort will determine the timeline for any establishment of a Project Pele-specific office.

QUESTIONS SUBMITTED BY SENATOR TED BUDD

SPECIAL OPERATIONS FORCE STRUCTURE

49. Senator BUDD. General George, as Vice Chief of Staff of the Army, former Director of Force Management, Army G-3/5/7, and former Deputy Director for Regional Operations and Force Management in the J-3, you are intimately familiar with the force management process to ensure the Army is efficiently and effectively organized, manned, equipped, trained, and sustained. An important part of that process is ensuring the Army provides trained and ready forces to combatant commands (COCOM), requiring an intimate understanding of COCOM requirements, both long-term and emergent. What is your understanding of the demand signal for Army special operations forces (ARSOF) across the combatant commands?

General GEORGE. There is a strong demand signal across combatant commanders for Army capabilities, including but not limited to ARSOF. Other examples include MDTFs, aviation, and fires. That demand signal is only increasing. In a resource constrained environment and as part of the Joint Force, we must provide the best Army to meet NDS requirements with a balanced force. The Army must look holistically within its end strength and force structure and cannot evaluate ARSOF as a standalone requirement.

50. Senator BUDD. General George, the Joint Concept for Competing states that "[t]he Joint Force will conduct irregular warfare operations and activities proactively to subvert, create dilemmas for adversaries, and impose costs on an adversary's strategic interests." What force structure and capabilities does the Army have to conduct the irregular warfare operations and activities called for by the Joint Concept for Competing? Please be specific.

General GEORGE. The Army is invested in Irregular Warfare capability and force structure across all three components to address the needs of the Combatant Commands. Specifically, the Army remains focused on modernizing formations to support multi-domain operations and facilitate Active campaigning, integrating ARSOF (Special Forces, Psychological Operations, Civil Affairs); the Cyber, Space, and Information domains; and Security Force Assistance Brigades.

51. Senator BUDD. General George, what is the current operational and personnel tempo for ARSOF compared to conventional Army forces? Please be as specific as possible and note whether ARSOF is below, at, or above former Secretary of Defense Mark Esper's guidance to SOCOM and directive to move to a 1:2 deploy-to-dwell (D2D) model, with a long-term goal of 1:3 D2D.

General GEORGE. The Army has a handful of Active component (AC) force elements that are under acute deploy-to-dwell (D2D) pressures. AC Air Defense formations present a specific example. The preponderance of AC conventional and ARSOF elements do meet the 1:2 D2D red line. However, in fiscal year 2024, several AC conventional force elements, to include Division headquarters and ABCTs, will not meet the 1:3 D2D goals, along with multiple AC ARSOF elements.

52. Senator BUDD. General George, have you reviewed the summary of Independent Assessment of Special Operations Force Structure, an independent assessment conducted by the Center for Naval Analysis as mandated by the 2020 National Defense Authorization Act and if not, why not?

General GEORGE. Yes.

53. Senator BUDD. General George, if you have not read the Independent Assessment will you commit to doing so within 90 days of confirmation, if confirmed?

General GEORGE. Not applicable.

54. Senator BUDD. General George, the Independent Assessment of Special Operations Force Structure found that "[t]he demand for SOF capabilities will continue to increase. SOF's ability to generate access, position forward, sense the environment, and quickly identify and respond to deleterious changes in it—all while maintaining a small and politically acceptable footprint—will continue to be in high demand going forward. We observed this in the [geographic combatant commands'] future demand signals, which generally called for more SOF information-related capabilities, ISR [intelligence, surveillance, and reconnaissance], and [sensitive activities or "SA"]. We observed it in the services' future operating concepts, which call for increased SF, PSYOP [psychological operations] and other SOF information-related capabilities, civil affairs, intelligence and SA, low-signature surface and subsurface maritime assets, special reconnaissance (SR) teams, combat swimmers, and SOF liaisons in conventional force staffs and operations centers. We observed it in the results of our force structure analysis, which illustrated required growth in all 10 of the future force projections, especially for PSYOP, SF, civil affairs, SR, and operational preparation of the environment (OPE) activities—along with likely implied growth in supporting elements of the SOF enterprise." Do you agree or disagree with this finding? Please explain.

General GEORGE. The Army must balance its requirements to deliver an appropriate conventional force structure to Combatant Commanders in addition to the special operations force structure shared with SOCOM. ARSOF and its associated enablers grew exponentially in support of COIN operations. As the Army transforms to meet near-peer requirements directed in the NDS, the Army must optimize efficiencies and provide a balanced force capable of deterring the pacing challenge. The Army faces a recruiting challenge and must provide the best combat-credible ground forces and enablers the Army can with the resources it has. The Army is committed to deliver special operations forces in conjunction with SOCOM, and to deliver the necessary conventional and enabling forces. Together, they will provide a collective capability for Army Forces to meet the Combatant Commanders' requirements.

55. Senator BUDD. General George, the Independent Assessment of Special Operations Force Structure further states that "[t]he services have articulated future concepts in which the required SOF activities or capabilities differ from those being conducted by most of the SOF enterprise today (i.e., the services are requesting a SOF portfolio that is notably divergent from the GCC [geographic combatant command] demand signal)." If confirmed, how will you manage and align ARSOF force structure with new operational concepts?

General GEORGE. ARSOF is one element of the Army force provided to combatant commanders while the Army transforms to meet the requirements laid out in the

NDS. The Army will continue to work with OSD, sister services, and USASOC and SOCOM in support of the Joint Force. DOD maintains the approval authority for change to SOF force structure.

56. Senator BUDD. General George, SOF enablers require additional training and require extensive experience operating with SOF, particularly in the sensitive operating environments that will be critical to strategic competition with China and Russia. These enabling capabilities are not as interchangeable as some may portray, and the Army's reported plans to reduce ARSOF force structure may decrease operational effectiveness of our most important competition force. Do you agree or disagree with this statement? Please explain.

General GEORGE. Combatant commands rely on total Army capabilities and the proficiency of Joint Force integration to execute their campaign plans.

57. Senator BUDD. General George, if confirmed, and in the event the Army determines to make reductions to ARSOF force structure, do you commit to providing your best military advice to the congressional defense committees on the risk incurred by such reductions as well alternative options and the necessary resources required by each alternative?

General GEORGE. Yes. I commit to providing my best military advice to the congressional defense committees regarding ARSOF force structure.

[The nomination reference of General Randy A. George, USA follows:]

NOMINATION REFERENCE AND REPORT

PN537

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
April 20, 2023.

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

The following named officer for appointment as Chief of Staff of the Army and appointment in the United States Army to the grade indicated while assigned to a position of importance and responsibility under title 10, U.S.C., sections 601 and 7033:

To Be General

Gen. Randy A. George, 9642

_____, 2023.
(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 General Randy A. George, USA, which was transmitted to the Committee at the time the nomination was referred, follows:]



United States Army

General RANDY A. GEORGE

Vice Chief of Staff of the Army
201 Army Pentagon 3E672
Washington, DC 20310-0201
Since: August 2022



SOURCE OF COMMISSIONED SERVICE USMA

EDUCATIONAL DEGREES

United States Military Academy – BS – Engineering
 Colorado School of Mines – MS – Operations Research
 United States Naval War College – MA – National Security and Strategic Studies

MILITARY SCHOOLS ATTENDED

Infantry Officer Basic Course
 Armor Officer Advanced Course
 United States Army Command and General Staff College
 United States Naval War College

FOREIGN LANGUAGE(S) None recorded

<u>PROMOTIONS</u>	<u>DATE OF APPOINTMENT</u>
2LT	25 May 88
1LT	25 May 90
CPT	1 Sep 92
MAJ	1 Oct 98
LTC	1 Sep 03
COL	1 Dec 07
BG	2 Apr 14
MG	2 Jan 17
LTG	4 Feb 20
GEN	5 Aug 22

FROM TO ASSIGNMENT

Aug 22	Present	Vice Chief of Staff of the Army, Washington, DC
Jun 21	Jul 22	Senior Military Assistant to the Secretary of Defense, Washington, DC
Feb 20	Jun 21	Commanding General, I Corps, Joint Base Lewis-McChord, Washington
Nov 19	Feb 20	Special Assistant to the Vice Chief of Staff, Army, Washington, DC with duty at Fort Carson, Colorado
Aug 17	Oct 19	Commanding General, 4th Infantry Division and Fort Carson, Fort Carson, Colorado and Operation FREEDOM'S SENTINEL, Afghanistan
Jun 16	Aug 17	Deputy Director for Regional Operations and Force Management, J-3, Joint Staff, Washington, DC
May 15	Jun 16	Director, Force Management, Office of the Deputy Chief of Staff, G-3/5/7, United States Army, Washington, DC

Jul 14	May 15	Deputy Commanding General (Maneuver), 4th Infantry Division, Fort Carson, Colorado
Mar 13	May 14	Executive Assistant to Commander, United States Central Command, MacDill Air Force Base, Florida
Mar 12	Mar 13	Executive Officer to the Vice Chief of Staff, United States Army, Washington, DC
Jul 11	Feb 12	Chief, Strategic Policy Division, Pakistan Afghanistan Coordination Cell, Joint Staff, Washington, DC
Aug 10	Jul 11	Senior Fellow, Council on Foreign Relations, Office of the Deputy Chief of Staff, G-3/5/7, United States Army, Washington, DC
Jul 08	Aug 10	Commander, 4th Brigade Combat Team, 4th Infantry Division, Fort Carson, Colorado and Operation ENDURING FREEDOM, Afghanistan
Aug 07	Jun 08	Student, United States Naval War College, Newport, Rhode Island
Dec 06	Aug 07	Instructor, Joint Military Operations, United States Naval War College, Newport, Rhode Island and Operation IRAQI FREEDOM, Iraq
Aug 04	Nov 06	Commander, 1st Battalion, 187th Infantry Regiment, 3rd Brigade Command Team, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky and Operation IRAQI FREEDOM, Iraq
Jun 02	Jul 04	Executive Officer, later Deputy Commander, 173rd Airborne Brigade, United States Army Southern European Task Force (Airborne), United States Army Europe and Seventh Army, Italy and Operation IRAQI FREEDOM, Iraq
Jun 01	Jun 02	Executive Officer, 2nd Battalion, 503rd Infantry Regiment, 173rd Airborne Brigade, Southern European Task Force (Airborne), United States Army Europe and Seventh Army, Italy
Jul 00	Jun 01	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Jun 99	Jun 00	Chief, Army Experimental Campaign Plan Digital Training Branch, Tactical Directorate, National Simulation Center, Fort Leavenworth, Kansas
Jan 97	May 99	Student, Colorado School of Mines, Golden, Colorado
May 95	Jan 97	Commander, C Company, later Commander, Headquarters and Headquarters Company, 1st Battalion, 8th Infantry Regiment, 4th Infantry Division (Mechanized), Fort Carson, Colorado
Oct 93	May 95	Assistant Operations Officer, 3rd Brigade, 4th Infantry Division (Mechanized), Fort Carson, Colorado
May 93	Oct 93	Student, Armor Officer Advanced Course, United States Army Armor School, Fort Knox, Kentucky
Aug 92	Apr 93	Operations Officer (Air), 3rd Battalion, 187th Infantry Regiment, 2nd Brigade Combat Team, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky
Nov 88	Aug 92	Platoon Leader, later Executive Officer, B Company, 3d Battalion, 327th Infantry Regiment, 1st Brigade Combat Team, later Aide-de-camp to the Commanding General, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky and Operation DESERT SHIELD and Operation DESERT STORM, Saudi Arabia

SUMMARY OF JOINT ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Senior Military Assistant to the Secretary of Defense, Washington, DC	Jun 21 - Jul 22	Lieutenant General
Deputy Director for Regional Operations and Force Management, J-3, Joint Staff, Washington, DC	Jun 16 - Aug 17	Brigadier General
Executive Assistant to Commander, United States Central Command, MacDill Air Force Base, Florida	Mar 13 - May 14	Colonel
Chief, Strategic Policy Division, Pakistan Afghanistan Coordination Cell, Joint Staff, Washington, DC	Jul 11 - Feb 12	Colonel
Commander, 4th Brigade Combat Team, 4th Infantry Division, Operation ENDURING FREEDOM, Afghanistan	Jun 09 - Jun 10	Colonel

SUMMARY OF OPERATIONAL ASSIGNMENTS

	<u>DATE</u>	<u>GRADE</u>
Deputy Chief of Staff, Operations, Resolute Support Mission, North Atlantic Treaty Organization/Deputy Commanding General (Operation), United States Forces-Afghanistan/Commander, United States National Support Element Command-Afghanistan, Operation FREEDOM'S SENTINEL, Afghanistan	Dec 18 - Aug 19	Major General

Commander, 4th Brigade Combat Team, 4th Infantry Division, Operation ENDURING FREEDOM, Afghanistan	Jun 09 - Jun 10	Colonel
Commander's Initiatives Group, Multi National Corps-Iraq, Operation IRAQI FREEDOM, Iraq	May 07 - Aug 07	Lieutenant Colonel
Commander, 1st Battalion, 187th Infantry Regiment, 3rd Brigade Combat Team, 101st Airborne Division (Air Assault), Operation IRAQI FREEDOM, Iraq	Sep 05 - Sep 06	Lieutenant Colonel
Executive Officer, later Deputy Commander, 173rd Airborne Brigade, United States Army Southern European Task Force (Airborne), Operation IRAQI FREEDOM, Iraq	Mar 03 - Apr 04	Major/Lieutenant Colonel
Executive Officer, B Company, 3rd Battalion, 327th Infantry Regiment, 1st Brigade Combat Team, 101st Airborne Division (Air Assault), Operation DESERT SHIELD and Operation DESERT STORM, Saudi Arabia	Oct 90 - Apr 91	First Lieutenant

US DECORATIONS AND BADGES

Defense Distinguished Service Medal
 Army Distinguished Service Medal (with 1 Bronze Oak Leaf Cluster)
 Defense Superior Service Medal (with 2 Bronze Oak Leaf Clusters)
 Legion of Merit (with 3 Bronze Oak Leaf Clusters)
 Bronze Star Medal (with 3 Bronze Oak Leaf Clusters)
 Purple Heart
 Meritorious Service Medal (with 3 Bronze Oak Leaf Clusters)
 Joint Service Commendation Medal
 Army Commendation Medal (with 4 Bronze Oak Leaf Clusters)
 Army Achievement Medal (with 3 Bronze Oak Leaf Clusters)
 Combat Infantryman Badge (with Star)
 Expert Infantryman Badge
 Senior Parachutist Badge
 Parachutist Badge
 Parachutist Badge w/ Bronze Star
 Air Assault Badge
 Ranger Tab
 Office of the Secretary of Defense Identification Badge
 Joint Chiefs of Staff Identification Badge
 Army Staff Identification Badge

[The Committee on Armed Services requires certain senior military officers nominated 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 General Randy A. George, USA in connection with his nomination follows:]

118th CONGRESS, 2023 -- 2024
UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ROOM SR-228
WASHINGTON, D.C. 20510-6050

SENATE ARMED SERVICES COMMITTEE QUESTIONNAIRE
INFORMATION REQUESTED OF NOMINEES
FOR CERTAIN SENIOR MILITARY POSITIONS

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):** Randy A. George
2. **Position to which nominated:** Chief of Staff of the Army
3. **Date of nomination:**
4. **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 the service record extract provided to the Committee by the applicable agency/department/board):** None.
5. **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.

6. **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):** Association of the US Army; 4th Infantry Division Association; 101st Airborne Division Association (all as a member).
7. **Honors and awards (List all scholarships, fellowships, honorary degrees, honorary society memberships, and any other special recognition received for outstanding service or achievements, in addition to those listed in the service record extract and biographical provided to the Committee by the agency or department):** 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.

8. **Do you agree, if confirmed, and on request, to appear and testify before this Committee, its subcommittees, and other appropriate Committees of Congress?** Yes.
9. **Do you agree, if confirmed, and when asked before this Committee, its subcommittees, or other appropriate Committees of Congress to give your personal views, even if those views differ from the position of the Administration?** Yes.
10. **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.
11. **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.

12. 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.
13. 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.
14. 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.
15. 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-E 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-E 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.


 Randy A. George
 General, United States Army

This 20th day of April, 2023

[The nomination of General Randy A. George, USA was reported to the Senate by Chairman Reed on July 20, 2023, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on September 21, 2023.]

