

**Advance Questions for Ronald M. Sega**  
**Nominee for the Position of Under Secretary of the Air Force**

**Defense Reforms**

**You previously answered the committee's advance policy questions on the reforms brought about by the Goldwater-Nichols Act in connection with your nomination in 2001 to be the Director of Defense Research and Engineering.**

**Have your views on the importance, feasibility, and implementation of the Goldwater-Nichols Act reforms changed since you testified before the committee at your confirmation hearing on July 31, 2001?**

No.

**Do you see the need for modifications of any Goldwater-Nichols Act provisions based on your experience as Director of Defense Research and Engineering? If so, what areas do you believe might be appropriate to address in these modifications?**

I do not see a need to modify Goldwater-Nichols. However, it is appropriate to periodically review organizational and management frameworks to ensure continued validity.

**Duties**

**What is your understanding of the duties and functions of the Under Secretary of the Air Force?**

Subject to the Secretary of the Air Force's direction and control, the Under Secretary is authorized to act for and with the authority of the Secretary of the Air Force on all matters for which the Secretary is responsible; that is, to conduct the affairs of the Department of the Air Force. The Under Secretary also serves as the Department of Defense (DoD) Executive Agent for Space.

**Assuming you are confirmed, what duties and functions do you expect that the Secretary of Defense would prescribe for you?**

If confirmed, I expect the Secretary to prescribe for me duties pertaining to Under Secretary of the Air Force's responsibilities and Department of Defense Space management and operations.

**Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Under Secretary of the Air Force?**

If confirmed, I will need to gain a more comprehensive, detailed knowledge on current Air Force operational, personnel, and fiscal issues. In my present duties as Director of Defense Research and Engineering, I have an appreciation of DoD and some Air Force technical issues, but will need a greater understanding of current Air Force approaches to programs, processes, procedures, metrics, and evaluation methods, in this new role.

**Relationships**

**Section 8015 of title 10, United States Code, discusses the responsibilities and authority of the Under Secretary of the Air Force. Other sections of law and traditional practice also establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Under Secretary of the Air Force to the following officials:**

**A. The Secretary of Defense.**

The Secretary of Defense is responsible for all matters within the Department of Defense. The Secretary of the Air Force is subject to the authority, direction and control of the Secretary of Defense, and the Under Secretary of the Air Force works for the Secretary of the Air Force. Since 2002, the Under Secretary of the Air Force has been designated to perform the duties of the Department of Defense Executive Agent for Space. In this role, the Under Secretary develops, coordinates, and integrates policy, plans and programs for space systems and major defense space acquisitions. If confirmed and assigned to perform the duties of the Department of Defense Executive Agent for Space, I look forward to working closely with the Secretary of Defense on space-related matters.

**B. The Secretary of the Air Force.**

The Under Secretary of the Air Force is subject to the authority, direction and control of the Secretary of the Air Force. If confirmed, I expect to be assigned a wide range of duties and responsibilities by the Secretary. I look forward to working closely with the Secretary as his deputy and principal assistant.

**C. The Under Secretary of Defense for Acquisition, Technology and Logistics.**

If confirmed and assigned the role of Executive Agent for Space, I will work closely with the Under Secretary of Defense for Acquisition, Technology and Logistics on matters concerning space program milestone decisions and other areas related to acquisition, technology and logistics programs impacting the Department of the Air Force.

**D. The Chief of Staff of the Air Force.**

The Chief of Staff is subject to the authority, direction, and control of the Secretary of the Air Force, presides over the Air Staff, and is a principal advisor to the Secretary. If confirmed, I would foster a close working relationship with the Chief of Staff to ensure that policies and resources are appropriate to meet the needs of the Air Force.

**E. The Chairman of the Joint Chiefs of Staff.**

The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. If confirmed, I will work closely with the Chairman through the Chief of Staff of the Air Force on appropriate matters affecting the Air Force.

**F. The Under Secretaries of the other services.**

If confirmed, I will work to foster a close working relationship with the Under Secretaries of the Army and Navy. I look forward to sharing expertise that would assist in the management of the Department of the Air Force and coordinating with the other services on matters of mutual interest.

**G. The Commander, U. S. Transportation Command.**

The Air Force provides the preponderance of military airlift capability and if confirmed, I will work with the Commander of U.S. Transportation Command to improve our ability to provide Global Lift and other transportation needs.

**H. The Commander, U. S. Strategic Command.**

Given the critical role the Commander, U.S. Strategic Command (USSTRATCOM) plays in several missions, if confirmed, I will work with the USSTRATCOM Commander to understand his mission requirements and to organize, train and equip the Air Force to support USSTRATCOM operations. This support would be built on an established relationship with Commander, U.S. Strategic Command, who has several areas of responsibility to include: Space, ISR, and Strike.

**I. The General Counsel of the Air Force.**

The General Counsel (GC) is the senior civilian legal advisor to Air Force senior leaders and of all officers and agencies of the Department of the Air Force. The GC serves as the chief ethics official. If confirmed, I would look forward to developing a good working relationship with the General Counsel.

**J. The Judge Advocate General of the Air Force.**

The Judge Advocate General (TJAG) is the senior uniformed legal advisor to Air Force senior leaders and of all officers and agencies of the Department of the Air Force and provides professional supervision to The Judge Advocate General's Corps in the performance of their duties. If confirmed, I look forward to developing a good working relationship with The Judge Advocate General.

**K. The Director of the National Reconnaissance Office.**

As the DoD Executive Agent for Space, the Under Secretary of the Air Force must continue to have a strong collaborative relationship with the National Reconnaissance Office and therefore must have a strong relationship with its Director. If confirmed, I will work to foster a close working relationship with the Director of the National Reconnaissance Office, as well as the Director of National Intelligence (DNI). In light of the stand-up of the DNI, the DoD and the Intelligence Community (IC) are in the process of re-defining their relationship for national security space matters. If confirmed, I will work with the DNI, IC, and Executive Office of the President (EOP) to ensure the new policies and processes for coordinating space efforts will be effective and meet the needs of all users.

**L. The Assistant Secretary of the Air Force for Acquisition.**

The Assistant Secretary of the Air Force for Acquisition acts as the Senior Acquisition Executive for the Air Force. If confirmed, I would work closely with the Assistant Secretary on acquisition matters, in particular as they relate to fulfilling the Under Secretary's role as Executive Agent for Space.

**M. The other service acquisition executives regarding management of their space-related programs.**

If confirmed, I will work closely with the Service acquisition executives to ensure space acquisition planning, programming and budgeting activities are properly coordinated and implemented.

## **Management of Space Activities**

**As you know, the Under Secretary of the Air Force is traditionally designated as the Department of Defense Executive Agent for Space. In this role, the Under Secretary develops, coordinates, and integrates policy, plans and programs for space systems and major defense space acquisitions.**

**What is your view of the relationship of the Under Secretary of the Air Force, as the Executive Agent for Space, to the Under Secretary of Defense for Policy, and the Assistant Secretary of Defense for Networks and Information Integration with regard to space policy and systems?**

The DoD Executive Agent (EA) for Space must work closely with the other DoD offices tasked with developing space policy and acquiring space systems. The DoD EA for Space responsibilities include: planning, programming, and acquiring space systems. The EA for Space position requires close coordination with the Under Secretary of Defense for Policy for the development and coordination of DoD space policy and with the Assistant Secretary of Defense for Networks and Information Integration to ensure the proper development and integration of our space systems and exploitation of their capabilities.

**In your view, what are the authorities of the Executive Agent for Space regarding: (1) the budgets, programs, and plans of the various Service and Defense Agency space programs; and (2) milestone decisions for space acquisition programs of the various Services and Defense Agencies?**

DoD Directive 5101.2 (DoD Executive Agent for Space) articulates responsibilities for the Executive Agent and the DoD Components and establishes the authority necessary for the Executive Agent to prepare and recommend to the USD (P) and the Director, Program Analysis and Evaluation (PA&E) DoD-wide space planning and programming guidance and to conduct an annual review of the 'virtual' Major Force Program (vMFP) in close coordination with the DoD Components and the Intelligence Community. This Directive also establishes the Executive Agent's authority to supervise the execution of DoD space Major Defense Acquisition Programs.

**As the DOD Executive Agent for Space, how will you ensure that each of the military services remains fully engaged in and knowledgeable about space programs and the advantages that such programs can bring to the warfighter?**

If confirmed, I plan to meet regularly with key leaders in the Services and assess the effectiveness of several senior groups that already exist for just this purpose, such as the National Security Space Stakeholders, Space Partnership Council, Science and

Technology Summit, Defense Space Acquisition Board, to ensure that the military services remain fully engaged.

## **Major Challenges and Problems**

**In your view, what are the major challenges that will confront the Under Secretary of the Air Force?**

If confirmed, I will work closely with DoD and Air Force leadership, and this Committee to identify major challenges for the Air Force, which, in my view, include:

- Build confidence in the institutional processes while fighting the Global War on Terrorism (GWOT)
- Maintain world-wide operational capability (Global Strike, Global Mobility and Global Intelligence, Surveillance and Reconnaissance)
- Address the challenge of aging equipment, and balance transformation with on-going operations
- Regain discipline and reliability in the cost, schedule, and performance of Air Force acquisition programs
- Enhance integration and reduce lifecycle costs of operational Air and Space systems
- Appreciate and respond to the globalization and increasing rate of change of technology
- Reinvigorate the technical workforce within the Air Force and National Security community

**Assuming you are confirmed, what plans do you have for addressing these challenges?**

Many steps have already been taken, but there is much work to do. If confirmed, I plan to work with senior DoD and Air Force leadership and emphasize the Air Force Core Values of Integrity First, Service Before Self, and Excellence In All We Do, and apply these values to the challenges confronting the Air Force. Specific plans will need to be developed, but they should include consideration of the following principles:

- Providing warfighting capabilities in integrated joint operations
- Developing and taking care of people
- Acquiring the best technology and equipment
- Maintaining effective oversight and review mechanisms
- Balancing cost of existing, enhanced, and new operational capabilities

I will work with Air Force and DoD leadership, and this Committee to ensure the Air Force acquisition process is held to the highest standards and executed with professionalism, integrity, and acts in the best interest of the taxpayer.

With respect to the space programs, I will work closely with the National Security Space organizations and the Director of National Intelligence to integrate various capabilities and engage those in operations, technology, acquisitions and logistics early in the process to determine requirements that are consistent with technology maturity, emphasizing systems engineering and technology maturity discipline in the development process.

**What do you consider to be the most serious problems in the performance of the functions of the Under Secretary of the Air Force?**

If confirmed, this is an area that I would need to examine in more detail.

**If confirmed, what management actions and time lines would you establish to address these problems?**

If confirmed, this is an area that I would need to examine in more detail.

## **Priorities**

**If confirmed, what broad priorities would you establish?**

If confirmed, I plan to work with Air Force leadership to emphasize Air Force core values of Integrity, Service, and Excellence while bringing the maximum capability to bear in the Global War on Terrorism. I would make it a priority to recruit, train, and retain the best and brightest Airmen -- active, Reserve, Guard and civilians. I would also work to improve the acquisition process to develop and field the capabilities we need to defend against emerging threats.

## **Transformation**

**General Moseley briefly outlined his vision for Air Force transformation in a response to advance policy questions from the committee during his recent confirmation process to be Air Force Chief of Staff. General Moseley included "enhancement of joint and coalition warfighting capabilities" and a continued pursuit of "innovation to lay the groundwork for Air Force transformation" as components of his transformation vision. As Director of Defense Research and Engineering you were responsible for development of a strategy to promote technical innovation in support of transformation for the Department. If confirmed as Under Secretary of the Air Force, you would play an important role in the process of transforming the Air Force to meet new and emerging threats.**

**If confirmed, what would your goals be for Air Force transformation?**

As the Director, Defense Research and Engineering, I worked with the Military Services and DoD Agencies to advance our technology options in knowledge, speed, agility, lethality and survivability. These technical capabilities when combined with new concepts, and changes to existing processes can lead to transformation. I am aware of several studies underway that when integrated into the Quadrennial Defense Review (QDR) will help to identify goals for Air Force transformation. If confirmed, I will review the Air Force transformation goals in this context to meet the needs of our National Security Strategy, now and in the future.

## **Joint Warfighting Space**

**The Air Force introduced the concept of Joint Warfighting Space to provide military commanders the capability to rapidly launch rockets with micro-satellites designed to support a specific area of operations with communications and other sensors.**

**What is the status of current Air Force efforts to develop and acquire a Joint Warfighting Space capability?**

In my capacity as Director of Defense Research and Engineering, my knowledge of Air Force efforts to develop and acquire a Joint Warfighting Space Capability over the last four years has been developed from a perspective focused on Air Force technology developments. If confirmed, I will work with the Air Force, Intelligence Community, and space community to gain a better understanding of their programmatic supporting this initiative.



**Which entity within the Department of Defense has the lead for these activities?**

The Air Force as the DoD Executive Agent for Space has the lead for these activities.

### **Space Launch**

**On May 2, 2005, Boeing and Lockheed Martin announced plans to merge the production, engineering, test, and launch operations associated with providing Evolved Expendable Launch Vehicle (EELV) services to the U.S. government. If approved by U.S. regulatory authorities, the companies believe the merger could save \$100-150 million per year for the U.S. government while continuing to provide assured access to space.**

**What is your view of the pending joint venture between Lockheed Martin and Boeing to form a single provider for military space launch capabilities?**

My understanding is that the pending joint venture has yet to formally file with the Federal Trade Commission (FTC). The Air Force would support the Office of the Secretary of Defense in developing a recommendation to the FTC upon request.

**How will the Department maintain assured access to space with only a single provider?**

Until the Department has been provided the details of any change in the status of space capability providers, it would be premature to comment. If confirmed, I will work with industry, DoD leadership and this Committee to ensure the Department has assured access to space.

**Do you agree that the merger will result in cost savings to the U.S. Government? If your answer is yes, do you agree with the contractors' savings estimates?**

I am not familiar with the details of the proposed merger.

## Unmanned Air Vehicles

**In the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, Congress set a goal that within ten years, one-third of U.S. military operational deep strike aircraft would be unmanned. Funding for the Joint Unmanned Combat Air Systems (JUCAS) has recently been reduced and management of the program has changed from DARPA to an Air Force-led joint service program.**

**Do you support the ten-year goal established by Congress?**

I agree with increased use of UAVs for a range of military applications. Results from JUCAS work will help us understand the capabilities, cost and schedule of unmanned aircraft systems. If confirmed, I will look into the progress the Air Force has made in this area and help provide a direction for the future.

**Are you satisfied with the current JUCAS program objectives and schedule?**

I only have general knowledge of JUCAS program objectives and schedules. If confirmed, I will gain a more detailed understanding of the JUCAS program.

**Do you feel the current level of investment is sufficient to achieve JUCAS program objectives and schedule?**

If confirmed, I will gain more detailed understanding of the JUCAS program.

## Aircraft Sustainment and Modernization

**The global war on terror has increased demands on the tanker fleet, increasing annual KC-135 flying hours over 30 percent since 9/11. The Air Force has grounded 29 KC-135Es because of corrosion problems in the engine struts and has requested authority to retire these 29 aircraft, plus an additional 20 KC-135Es, in fiscal year 2006.**

**Do you believe that any decision to retire KC-135Es should await the results of the OSD-directed tanker replacement Analysis of Alternatives? If not, why not?**

I am not familiar with the specifics of the issues surrounding the decision to ground and retire KC-135E aircraft. If confirmed, I will work with the Air Force and DoD leadership, and this Committee to better understand the issues and the options to meet DoD needs now and in the future.

## **Aircraft Recapitalization**

**Approximately one-third of the current Air Force aircraft inventory is under some type of flight restriction, mainly due to aging aircraft problems. The C-17 and F/A-22 were among the first of the modern Air Force recapitalization efforts.**

**If confirmed, what steps would you take to further recapitalize the Air Force aircraft inventory and how would you prioritize the recapitalization effort?**

Until such time as I am able to gain a better understanding of all the issues, I am unable to recommend specific actions steps. If confirmed, I will work with the Air Force and DoD leadership, and this Committee to balance the competing needs of the Air Force now and into the future.

## **Future Cargo Aircraft**

**The Army has included funds in the budget request to begin a program to Previously, fixed wing cargo delivery has been included in the roles and missions of the Air Force.**

**What is your view of the proper roles and missions for the Army and Air Force in supplying front line troops?**

I am not familiar with all the aspects of the Army's Future Cargo Aircraft (FCA). If confirmed, I will work with the Army, others in the Air Force and DoD leadership, and this Committee to ensure that the Air Force cargo delivery capabilities are complementary and coordinated across the Department.

## **Joint Strike Fighter**

**The House Committee on Armed Services and the House Committee on Appropriations have recently proposed eliminating the procurement of long lead items to support the low rate initial production of five conventional take-off and landing variants of the Joint Strike Fighter.**

**What are your views on this proposal?**

I am not familiar with the details and rationale for this proposal. If confirmed, I will work with DoD leadership and Congress to ensure that the needs of the DoD and international partners are best represented through effective acquisition and procurement strategies.

**If the House proposal is sustained, what do you think would be the impact on the program's schedule and future Air Force procurement decisions?**

I am not familiar with the details in this area. If confirmed, I will work with DoD leadership and Congress to ensure that the needs of the DoD and international partners are best represented through effective acquisition and procurement strategies.

### **Long Range Bombers**

**The B-1s, B-2s and B-52s will begin to be retired in the 2030 time frame.**

**Do you believe that the United States needs to develop a new manned bomber?**

It is my understanding that the Air Force is in the process of completing an Analysis of Alternatives (AoA) for the next generation long range strike capability. Both manned and unmanned alternatives are being considered. If confirmed, once the AoA is completed, I will work with DoD leadership, and this Committee to ensure that the Air Force acts in the best interest of the national defense to support operational capabilities described in the National Security Strategy, upcoming QDR, and other policy documents.

**What role do you see for unmanned bombers?**

It is my understanding that the exact mission sets and timeframes best suited for manned and unmanned aircraft are being studied by the Air Force. If confirmed, and after I have had an opportunity to review the relevant data, I would be happy to discuss the findings before this Committee.

**When, in your view, must a decision on this issue be made?**

If confirmed, after I have had ample opportunity to review the relevant data, I would be able to give you an indication of when the decision must be made.

### **Prompt Global Strike**

**What, in your view, is the definition of prompt global strike?**

As I understand the concept from Air Force briefings on this topic, Prompt Global Strike (PGS) is a concept wherein we have the capability to globally strike and precisely apply force against targets swiftly to achieve desired weapons effects.

**What steps do you believe are needed to achieve the goal of prompt global strike?**

Several of the technical initiatives started in Defense Research and Engineering, in collaboration with the Air Force, emphasized speed, agility, lethality, and surveillance and knowledge. The resulting technical capabilities could enable various options for prompt time sensitive targeting support throughout the global battlespace. However, I am unfamiliar with the specifics of the Air Force's plans to achieve Prompt Global Strike. If confirmed, I will examine this area.

**Space Radar**

**There is currently discussion about whether to conduct a Space Radar demonstration, and if so, whether the demonstration should be atmospheric or orbital.**

**What is your view on the need for a Space Radar demonstration?**

Until such time as I have a better understanding of the total Space Radar program, any comment I would make would be premature. If confirmed, I will work closely with DoD leadership and this Committee to ensure that, if required, we create a demonstration that provides the best information with which to make informed Space Radar decisions.

**If you believe a demonstration is needed, what type of demonstration do you believe would provide the most useful information to the program?**

Until such time as I have a better understanding of the total Space Radar program, any comment I would make would be premature. If confirmed, I will work closely with DoD leadership and this Committee to ensure that, if required, we create a demonstration that provides the best information with which to make informed Space Radar decisions.

**National Security Space Policy**

**If confirmed, what role do you expect to play in the development of the new National Security Space Policy that is now being drafted?**

If confirmed, I look forward to taking a significant role in the interagency collaborative process on this update to our national space policy.

## **National Security Personnel System**

**If confirmed as Under Secretary of the Air Force, what role would you play in the implementation of the National Security Personnel System (NSPS)?**

If confirmed, I will support the Department of Defense position and approach to implement NSPS within the Air Force.

**What are your views on the strengths and weaknesses of the implementation steps undertaken within the Department thus far?**

My views on implementation of NSPS within the Department are somewhat influenced by the fact my current organization, AT&L, was involved in acquisition workforce demonstration programs that supported the development of NSPS. A key implementation step is an effective training program that must be in place to educate the organization from top to bottom.

**What do you believe will be the benefits of NSPS when implemented, and what steps would you take, if confirmed, to ensure a smooth and effective transition?**

NSPS is expected to provide DoD a more agile, dynamic, and efficient workforce. If confirmed, I will help foster an environment of support for our employees. For an example, to help ensure a smooth and effective transition, it is important to provide quality training to managers and employees in the program.

## **Health Benefit Costs**

**The cost of the Defense Health Program, like the cost of medical care nationwide, is escalating rapidly. General Jumper recently stated that the cost of military health care is “the single most daunting thing that we deal with out there today.”**

**If confirmed, how would you approach the issue of rising personnel costs, including health care costs, as a component of the annual Air Force budget?**

While I am not completely familiar with this issue, I can certainly understand the concern with rising costs. If confirmed, my goal will be to ensure that our members and their families receive the highest quality care, whether deployed or at home station, as the Air Force maximizes its return on healthcare investments.

## **Aeromedical Evacuation**

**The committee included a provision in the National Defense Authorization Act for 2006 – pending consideration by the full Senate – that would authorize \$200 million for up to two fully equipped, dedicated, aeromedical evacuation aircraft for seriously wounded and ill patients. In answers to advance policy questions submitted by General Moseley prior to his confirmation as Air Force Chief of Staff, he disagreed with the purchase of unique, dedicated platforms for aeromedical evacuation. “With the retirement of the C-9,” he wrote, “we have intentionally moved away from a small, dedicated AE fleet to a concept that uses any available aircraft that can be configured to provide AE capability.” The committee is concerned that the use of any available aircraft, in particular cargo and refueling aircraft, has resulted in unnecessary suffering for wounded personnel, especially those with severe injuries.**

**If confirmed, what steps would you take to implement a requirement for dedicated medical aircraft, if such a requirement is approved by the Congress?**

I am not familiar with the details of options under consideration. If confirmed, I will work with Air Force and DoD leadership, and Congress to ensure that the Air Force is positioned to meet the needs of the Department of Defense with timely and quality aeromedical evacuation, consistent with legislation.

## **Quality of Life Programs**

**If confirmed, what priorities would you establish to ensure that military quality of life programs are sustained and improved for Air Force members and their families?**

If confirmed, I intend to strongly support for quality of life programs and other activities that contribute to improving quality of life for Air Force members and their families.

## **Battlefield Airmen**

**Operations in Iraq have required Air Force personnel to provide direct support to ground forces, including participation in convoy duty. The adequacy of the training provided to deployed airmen who may be required to defend a convoy and installations against insurgents has been questioned.**

**What training is being provided to airmen who are assigned to, or who volunteer to perform, convoy duty or other duties requiring proficiency in small arms or crew served weapons?**

I am not fully aware of the specific training that is provided for this emerging mission. If confirmed, I will, within my purview, ensure that our Airmen receive the necessary training and resources for them to be successful.

**What is your assessment of the sufficiency of the training currently being given to Air and Space Expeditionary Force airmen deploying to Iraq and Afghanistan?**

Training is a key element in any organization; particularly, in organizations like the Air Force that must adapt to new and emerging missions. The strength of our Armed Forces has been the ability to react to ever-changing environments, rapidly develop solutions, and implement them rapidly. The foundation of this competency is grounded in basic and advanced training. If confirmed, I will, within my purview, ensure that our Airmen receive an appropriate amount of training commensurate with the missions to which they may be assigned.

### **Independence of the Judge Advocate General**

**In section 574 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, the statutory responsibilities and authority of the service Judge Advocates General were amended to make it clear that interference by any officer or employee of the Department of Defense with the ability of the Judge Advocates General to give independent legal advice is not permitted. In the statement of managers language accompanying this provision (H. Rept. 108 – 767), the Secretary of the Air Force was directed to rescind his order of May 15, 2003, regarding “Functions and Duties of the General Counsel and the Judge Advocate General.” Additionally, the General Counsel of the Air Force was required to rescind all internal operating instructions and memoranda issued in reliance on the Secretary’s May 15, 2003, order.**

**What is the current status of the Secretary of the Air Force’s order of May 15, 2003?**

The Secretary of the Air Force order of May 15, 2003 was superseded with a new order as of July 14, 2005.

**What are your views about the responsibility of the Judge Advocate General of the Air Force to provide independent legal advice to the Secretary of the Air Force, the Chief of Staff, and the Air Staff?**

I believe it is critical that Air Force senior leaders receive independent legal advice and counsel from the senior uniformed judge advocate.



## Acquisition Issues

**The Acting Secretary of the Air Force has announced that the Air Force will no longer pursue leases of major equipment, but will instead rely on the traditional acquisition system.**

**Do you support this decision?**

Yes.

**At his confirmation hearing earlier this year, the Air Force Chief of Staff testified that the Air Force has gone too far in reducing its acquisition work force, undermining its ability to provide needed oversight in the acquisition process.**

**Do you agree with the Chief of Staff's assessment?**

Yes.

**If so, what steps do you believe the Air Force should take to address this problem?**

I believe that we need to review the acquisition processes from the time the concept is developed to the time retirement decisions are made on major weapons and weapons systems. It is equally important to have the right mix of government civil service, military, and contractor support personnel with the appropriate education, experience, and training. We must also ensure that the mix we choose is appropriately distributed throughout the decision-making process. If confirmed, I will work with the acquisition community to determine a proper course of action.

**Major defense acquisition programs in the Air Force and the other military services continue to be subject to funding and requirements instability.**

**Do you believe that instability in funding and requirements drives up program costs and leads to delays in the fielding of major weapon systems?**

Yes.

**What steps, if any, do you believe the Air Force should take to address funding and requirements instability?**

I believe that performing a review of the Air Force development and acquisition programs in the context of QDR is required. Continuous involvement of the warfighter, technology, acquisition and logistics communities is important in a systems development program. If confirmed, I would work with Air Force and DoD leadership, Congress, and our customer / stakeholder bases to define solid system baselines, and develop stable funding plans.

**The Comptroller General testified earlier this year that DOD programs often move forward with unrealistic program cost and schedule estimates, lack clearly defined and stable requirements, use immature technologies in launching product development, and fail to solidify design and manufacturing processes at appropriate junctures in development.**

**Do you agree with the Comptroller General's assessment?**

I agree that there are challenges in defense acquisition. The areas that I have been most familiar with include technology maturity, systems engineering, integration, and requirements. The desired result is a system that provides operationally safe, suitable, and effective best-value products to the warfighter in the least amount of time.

**If so, what steps do you believe the Air Force should take to address these problems?**

The Air Force has taken some good steps but there is more work to be done. There is an ongoing DoD-wide acquisition review of policies, regulations, and procedures, which will provide an assessment that considers many aspects of acquisition including: requirements, organization, legal foundation, decision methodology, oversight, and checks and balances. I look forward to the study's recommendations.

### **Military Space Acquisition Policy**

**The present generation of military space systems is being modernized in virtually every mission area, including: (1) strategic missile warning; (2) assured communications; (3) navigation; and (4) intelligence and surveillance. At the same time, virtually every one of these modernization programs has suffered substantial problems with regard to cost, schedule, and technical performance.**

**To what do you attribute the execution problems on present space development programs?**

Some good steps have recently been taken, but more work remains to be done. We need to return to a more disciplined approach to acquisition. The areas that I have been most familiar with include technology maturity, systems engineering, integration, and requirements. The goal is to provide operationally safe, suitable, and effective best-value products to the warfighter in the least amount of time.

**If confirmed, what steps would you take to correct problems in the space acquisition process?**

If confirmed, one of my top priorities will be to ensure we are taking the proper steps to address the problems we have seen in space acquisition programs. To ensure that

we have a robust space acquisition approach we must continue our focus on mission success, consistently apply sound space acquisition policies, reconstitute our systems engineering capability, and-- perhaps most importantly-- develop an educated, trained, experienced space acquisition workforce for the future.

**Given past difficulties with space acquisition, what is your level of confidence that the Space Radar and Transformational Satellite (TSAT) programs will meet schedule and cost targets?**

I have not examined the details on these programs to make an informed decision. If confirmed, I will conduct a review of these programs, determine the progress to date and challenges that lay ahead, and work with Congress, Air Force and DoD leadership, and key partners / stakeholders, to set a roadmap for the future.

### **Air Force Science and Technology**

**During testimony earlier this year on the fiscal year 2006 budget request, General Jumper noted that, "The Air Force is committed to providing the nation with the advanced air and space technologies required to protect our national security interests and ensure we remain on the cutting edge of system performance, flexibility, and affordability. Air Force Science and Technology (S&T) investments are focused on achieving the warfighting effects and capabilities required by the Air Force Concepts of Operations." In your role as Director of Defense Research and Engineering, you focused on three main initiatives for department-wide research efforts: Knowledge and Surveillance, Energy and Power and the National Aerospace Initiative.**

**If confirmed, how would you further the goals of these research focus areas in meeting capabilities required by Air Force Concepts of Operations?**

The goals for these research focus areas were developed in cooperation with the Military Services and DoD Agencies, and are tied to the desired Air Force capabilities defined in the Concept of Operations master planning process. The knowledge gained in these areas provided a foundation for future systems development options. If confirmed, I would review, and if appropriate, integrate technology into the Concept of Operations planning process.

**If confirmed, what direction would you provide regarding the importance of innovative defense science in meeting Air Force missions?**

I support a robust Air Force Science and Technology (S&T) Program that provides for the innovation needed to enable Air Force capabilities. If confirmed, I would continue to support an adequate and stable investment in Air Force S&T that is in balance with an overall investment strategy.

**For fiscal year 2006, the Air Force plans to dedicate approximately \$2.0 billion to science and technology programs, 1.6 percent of the total Air Force budget and \$346 million to basic defense research, or 0.3 percent of the total Air Force budget.**

**Do you believe that the current balance between short- and long-term research is appropriate to meet current and future Air Force needs?**

The Air Force Science and Technology (S&T) Program spans a broad foundation of basic research, applied research, and advanced technology development efforts. The output of an S&T investment enables the development of capabilities needed to respond to a rapidly changing world. If confirmed, I will review the Air Force S&T Program with respect to a balanced investment in the research, development, demonstration, and transition of various technologies, and ensure that the Air Force S&T Program supports the needs of the warfighter.

**If confirmed, what role would you play in ensuring research priorities that will meet the needs of the Air Force in 2020?**

If confirmed, I will strive to continue to ensure we have a high correlation between Science and Technology (S&T) programs and warfighting capabilities, now and in the future.

**If confirmed, how would you work to ensure that appropriate S&T plans are utilized by the Air Force during the budget, planning and programming process?**

My understanding is that the Air Force closely links technologies in its Science and Technology (S&T) Plan to warfighter capability needs and focuses on those technologies of the highest priority to the warfighter. If confirmed, I look forward to working with Air Force and DoD leadership, and Congress to ensure a strong Air Force S&T Program.

### **Technology Transition**

**The Department's efforts to quickly transition technologies to the warfighter have yielded important results in the last few years. Challenges remain in institutionalizing the transition of new technologies into existing programs of record and major weapons systems and platforms.**

**What challenges to transition do you see within the Air Force?**

While I am unfamiliar with specific transition initiatives currently underway in the Air Force, if confirmed, I will bring to the Air Force some of the experiences gained in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics. Some examples included efforts to rapidly identify, mature, develop, test, assess, acquire, and field technologies to satisfy immediate warfighter needs. I expect to

work closely with Air Force and DoD leadership, and Congress to examine streamlining the technology transition and acquisition processes.

**If confirmed, how would you ensure that technologies are rapidly transitioned from the laboratory into the hands of the warfighter?**

If confirmed, I would support a robust Air Force Science and Technology (S&T) Program with the investment and focus needed to bring technologies to maturity, and transition these technologies into warfighting capabilities.

**What steps would you take to enhance the effectiveness of technology transition efforts?**

If confirmed, I would support close collaboration with the technology community and the warfighter to identify current needs and to anticipate future operational needs arising from a changing national and world security environment.

### **Technical Workforce**

**You have stated that “the quality of our Science and Technology (S&T) workforce and the management of the laboratory infrastructure in which they work are very important factors in the overall research and engineering equation. They are critical elements in our transformation. Our S&T workforce has been downsized considerably in the last twelve years. This has left us with a very knowledgeable workforce, but one that is also reaching retirement age. We are at a critical point that requires a focused effort to bring stability to the workforce that will attract and retain talent.”**

**What is your current assessment of the health of the defense S&T workforce and the management of the laboratory infrastructure?**

We anticipate an attrition of an estimated 13,000 science, math, engineering and technology employees at the DoD labs within the next 10 years. The Air Force Research Laboratory relies on a strong technical workforce to conduct research for development of new weapons systems, platforms, and capabilities to meet emerging threats. To address the S&T workforce needs, the Department has several education programs within the basic research program. Fellowship programs are also available, such as the National Defense Science and Engineering Graduate Fellowship Program. Additionally, the Department has recently put forward to Congress for consideration an expansion of the Science, Mathematics and Research for Transformation, also called the National Defense Education Act-Phase One. It is my understanding that the Air Force is committed to continuing to shape its S&T workforce with the vision to enhance excellence and relevance of Science and Technology into the 21<sup>st</sup> Century.

**If confirmed, what plans would you pursue to continue work to ensure a future supply of experts in defense critical disciplines to hold positions in defense laboratories?**

If confirmed, I will continue to work hard to make sure we have the right mix of talent, expertise, and skill to meet our needs in the Department of Defense, and to find innovative measures to attract bright individuals from America's youth to science, math, engineering and technology career fields. For example, the Science, Mathematics and Research for Transformation (SMART)/National Defense Education (NDEA) Act-Phase One program could provide an important option to address critical shortfalls in the DoD scientific and engineering workforce.

### **Space Acquisition Workforce**

**The previous Under Secretary of the Air Force, Peter B. Teets, as the Department's Executive Agent for Space, issued a defense-wide space human capital strategy in February 2004 in response to a mandate in the National Defense Authorization Act for Fiscal Year 2004. In December 2004, the Executive Agent issued an implementation plan for the space human capital strategy that included defense-wide tasks related to space personnel management, education and training, and critical space positions. The Department is currently behind schedule but has begun to implement the plan's tasks.**

**In your view, does the Executive Agent for Space possess sufficient authorities to make necessary changes and advances in the management and pursuit of space programs?**

My understanding is that sufficient authorities exist, but I would like to check into this area if confirmed.

**If confirmed, how would you promote the development of the services' space cadres and ensure that the needs of the Department's total force, including joint requirements, are met?**

As Director, Defense Research and Engineering, we advanced ways of increasing the number of professionals in defense-related fields of Math, Science, and Engineering that are eligible to obtain a security clearance. It is my understanding that as the DoD EA for Space, I would chair the Space Professional Oversight Board which is responsible for developing the DoD space cadre. This board was chartered by my predecessor, with representation from all of the stakeholders, and, if confirmed, I will review its effectiveness in synchronizing and integrating the efforts of the Services in the development of their DoD space cadres.

**If confirmed, how would you advance implementation of the Department's space human capital strategy to ensure it is completed in a timely manner?**

Through the Space Professional Oversight Board discussed above.

**If confirmed, what steps would you take to improve the expertise of the space acquisition workforce in both acquisition management skills and space technical knowledge?**

If confirmed, I would exercise oversight through the Space Professional Oversight Board discussed above.

### **Laboratory Personnel Demonstration Programs**

**A number of Air Force laboratories now operate under Congressionally-authorized personnel demonstration programs. These programs are intended to provide lab commanders with flexibility in managing their personnel, and to operate as test beds for innovative personnel systems that could help the Air Force recruit and retain highly qualified scientists and engineers. Lab demonstration programs have not been modified since 2001.**

**How will you work to ensure that Air Force laboratory demonstration programs and authorities are fully utilized?**

My understanding is that the Laboratory Personnel Demonstration or Lab Demo pilot personnel program authorized by Congress has been effective in providing the Air Force with the flexibility to help shape its Scientist and Engineer (S&E) workforce. If confirmed, I would support having management flexibilities with the vision to enhance excellence and relevance of our laboratories into the 21<sup>st</sup> Century.

**What advantage, if any, do you believe there are in laboratory mission performance when laboratory commanders are allowed to exercise control over their own personnel systems?**

I believe the authority granted by Congress under the Laboratory Personnel Demonstration Project, or Lab Demo pilot personnel program, provides commanders the flexibility needed to hire and retain a technical employee with specific talents, expertise, and skills. This infusion of talent helps revitalize and bring new ideas into the scientific and engineering community – this not only improves mission performance, but also provides a larger talent pool to continue transformation.

## **Congressional Oversight**

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

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

Yes.

**Do you agree, when asked, to give your personal views, even if those views differ from the administration in power?**

Yes.

**Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Under Secretary of the Air Force?**

Yes.

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

Yes.