

Advance Questions for Honorable Michael W. Wynne
Nominee for the Position of Secretary of the U. S. Air Force

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders in the strategic planning process, in the development of requirements, in joint training and education, and in the execution of military operations.

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 November 18, 2003?

No

Do you see the need for modifications of any Goldwater-Nichols Act provisions based on your extensive experience in the Department of Defense?

I do not have any specific recommendations to amend Goldwater-Nichols. We have been on the right path for the past 20 years. However, it is appropriate to periodically review organizational and management frameworks to ensure continued validity. If confirmed, my leadership and management of the Department of the Air Force will include a continuous review of Goldwater-Nichols with an eye toward opportunities for improvement. I will work closely with the Secretary of Defense and the Congress to continually review Goldwater-Nichols and implement any changes that might be needed.

If so, what areas do you believe might be appropriate to address in these modifications?

N/A

Relationships

Section 8013 of title 10, United States Code, discusses the responsibilities and authority of the 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 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. If confirmed, I look forward to working closely with the Secretary of Defense

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

If confirmed, I will work closely with the Under Secretary of Defense for Acquisition, Technology and Logistics on all matters related to acquisition, technology and logistics programs impacting the Department of the Air Force.

C. 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. In addition, he is a military adviser to the President, the National Security Council, and the Secretary of Defense. 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 and respect his additional responsibilities as a member of the Joint Chiefs of Staff.

D. 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. In addition, the Under Secretary of the Air Force has been delegated the Secretary of the Air Force's duties and authority as the Department of Defense Executive Agent for Space. If confirmed, I would foster a close working relationship with the Under Secretary.

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 Combatant Commanders

Subject to the authority, direction, and control of the Secretary of Defense, the Military Departments responsibility includes recruiting, organizing, training,

equipping and maintaining interoperable forces for assignment to the Combatant Commands.

If confirmed, I will work with and through the Chief of Staff to carry out of the functions and responsibilities of the Air Force so as to fulfill to the maximum extent practicable the current and future operational requirements of the Combatant Commands.

G. 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.

H. 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.

I. 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.

J. The Superintendent of the U. S. Air Force Academy

The United States Air Force Academy is an invaluable institution that continues to attract the brightest young men and women from across our nation and develops them into Air Force leaders. If confirmed, I will work closely with the Superintendent to address the challenges currently facing the Academy and promote the Academy's continued commitment to excellence and fulfillment of its mission.

K. The Director of the National Reconnaissance Office

The Secretary of the Air Force must foster 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 Department of Defense 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 to ensure the new policies and processes for coordinating space efforts will be effective and meet the needs of all users.

Duties

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

Subject to the authority, direction, and control of the Secretary of Defense, the Secretary of the Air Force, pursuant to 10 U.S.C. Section 8013, is responsible for and has the authority necessary to conduct all affairs of the Department of the Air Force. These functions include organizing, supplying, equipping, training, maintaining and administering. If confirmed as Secretary of the Air Force, I would expect the Secretary of Defense to assign me duties consistent with these responsibilities.

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

If confirmed as Secretary of the Air Force, I would expect the Secretary of Defense to assign me duties consistent with the responsibilities outlined above.

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

If confirmed, the Under Secretary of the Air Force, the Assistant Secretaries of the Air Force, the General Counsel, along with the Air Force Chief of Staff and Vice Chief of Staff will form the nucleus of my leadership team. I will foster a close working relationship with them on matters within their areas of responsibility in order to more effectively lead and manage the Department of the Air Force.

Major Challenges and Problems

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

The Air Force has been actively engaged in war since Operation DESERT SHIELD in the early 1990's. Since then, it has been committed to providing Joint commanders with a Total Force able to use our Air, Space, and Cyberspace capabilities to have effects on

and counter a vast array of threats in the Air, Land, Sea, Space and Cyberspace, in addition to providing capabilities in other areas such as disaster relief. The Air Force's major challenges in continuing to provide these capabilities are:

- Preparing for and participating in the Joint Fight anywhere and anytime
- Providing motivated, ethical, accountable Air Force warriors
- Developing, maintaining and sustaining our Warfighting edge

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

I plan to work with the leadership team of the Air Force Chief of Staff, General Moseley, the Vice Chief of Staff, General Corley, the Under Secretary of the Air Force, Dr. Segal and Chief Master Sergeant of the Air Force Murray to ensure that we set the standard of performance for the Air Force within the larger Defense family. We will develop economical and feasible plans, policies and programs to ensure that the Air Force can meet its missions, which range from prosecuting the War on Terror to aiding victims of natural disasters.

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

The most serious problem would be continuing to fulfill commitments today while preparing for an unknown future in a fiscally responsible manner. A very close second is to restore the Air Force to its premier status as an Acquisition and Management organization promoting transparency wherever appropriate.

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

Again, if confirmed, I am confident that the Air Force leadership team will address the specific actions and time lines that will allow us to continue to meet our mission requirements today and in the future. We will ensure the actions taken are in accord with the Service's core values of Integrity, Service Before Self and Excellence in All We Do.

Priorities

If confirmed, what broad priorities will you establish?

The mission of the Air Force is to deliver sovereign options for the defense of the United States of America and its global interests in Air, Space and Cyberspace. To ensure that the Air Force is able to meet this mission I would establish the following priorities:

- Sustaining Air and Space capabilities across all missions now and in the future.
- Enhancing knowledge enabled warfighting
- Making open and transparent business practices a rule and not an exception
- Balancing the Total Force, with an emphasis on innovation
- Fostering lean processes supported by quality standards across the Total Force
- Continuing to improve Total Force quality of life for Airmen, civilians and their families

Readiness Levels

What is your assessment of the current readiness of the Air Force to execute its assigned missions?

I have not made an assessment of the current readiness of the Air Force. If confirmed, it is one of the highest priorities to meet Air Force assigned missions and I will gain immediate insight.

What do you view as the major readiness challenges that will have to be addressed by the Air Force over the next five years, and, if confirmed, how will you approach these issues?

The Air Force is operating the oldest aircraft inventory in its history with a requirement to conduct simultaneous operations all over the globe. The most serious problem would be continuing to fulfill warfighting and strategic commitments today while preparing for an unknown future in a fiscally responsible manner. These issues are difficult and if confirmed solving them will require analysis and teamwork with the Congress, Department of Defense, and industry.

Personnel and Health Benefit Costs

The cost of the Defense Health Program, like the cost of medical care nation-wide, is escalating rapidly. Similarly, the cost of personnel as a key component of the Services' budgets has risen significantly in recent years.

If confirmed, how would you approach the issue of rising health care and personnel costs?

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

Air Force Future Total Force Planning

In a recent report submitted in response to section 587 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, the Acting Secretary of the Air Force outlined the legal, administrative, and practical challenges of operating a "blended wing," consisting of active duty airmen and airmen of the Air National Guard.

What legislative changes, if any, are needed to overcome barriers to effective integration of Air Force reserve and active component personnel and units?

I am not familiar with the specifics of this particular matter. If confirmed, I look forward to working closely with the Air Force Future Total Force experts and General Council to better understand and address these concerns.

Transformation

If confirmed as the Secretary of the Air Force, you would play an important role in the ongoing process of transforming the Air Force to meet new and emerging threats.

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

If confirmed I look forward to reviewing the existing Air Force transformation strategy, which I am told is detailed in the Service's Transformation Flight Plan. Such a review would better position me to address this question more directly. My goal, of course, would be to work on this matter closely with the Congress, the rest of Department of Defense and non-Department of Defense Agencies, as well as allies and coalition partners.

In your opinion, does the Air Force POM have adequate resources identified to implement your transformation goals?

If confirmed, I look forward to reviewing the Air Force transformational strategy in light of those being addressed more broadly by the Department of Defense. Such a review

should include an examination of the Service's resource allocation and the analysis brought to light by the ongoing Quadrennial Defense Review.

Prevention and Response to Sexual Assaults

On February 25, 2004, the Senate Armed Services Committee Subcommittee on Personnel conducted a hearing on policies and programs of the Department of Defense for preventing and responding to incidents of sexual assault in the Armed Forces. In late April 2004, the DoD Task Force on Care for Victims of Sexual Assault issued its report and recommendations, noting "If the Department of Defense is to provide a responsive system to address sexual assault, it must be a top-down program with emphasis placed at the highest levels within the Department down to the lowest levels of command leadership. It must develop performance metrics and establish an evaluative framework for regular review and quality improvement."

What is your evaluation of the progress to date made by the Air Force in preventing and responding adequately to incidents of sexual assault?

I have not had an opportunity to become specifically familiar with the Air Force efforts in this arena, however, I understand that the Air Force has made a great deal of progress in how it deals with the issue of sexual assault.

- Senior leaders in the Air Force have issued strong statements that sexual assault is criminal behavior that conflicts with our Core Values and will not be tolerated in the Air Force.
- The Air Force recently released a highly effective training video, *Targeting Sexual Assault*, and is in the process of showing it to members of the Air Force worldwide. In addition, the Air Force is creating a Multi-tiered Training Approach on this topic throughout accession training and at all levels of professional military education (PME).
- The Air Force hired and placed full time Sexual Assault Response Coordinators (SARCs) to assist senior leadership at all levels with prevention of and response to sexual assault.
- On 14 June 2005, the Air Force implemented the two avenues for reporting sexual assault (restricted and unrestricted) as prescribed by the Department of Defense.
- The Air Force is providing trained military SARCs and Victim Advocates within the deployed environment.

What problems do you foresee, if any, in implementing the revised policy with respect to confidential reporting of sexual assaults by military personnel in the Air Force?

The revised DoD policy with respect to confidential reporting of sexual assaults by active duty military personnel represents a significant change in military culture. It will take time to educate everyone involved about how the policy works. It will also take time for victims of sexual assault to trust the new system. In addition, there have been, and will continue to be, challenging policy issues that arise as we try to implement this new confidential reporting option.

If confirmed, what actions do you plan to take to ensure that senior civilian leaders of the Air Force have day-to-day visibility into incidents of sexual assault and the effectiveness of policies aimed at ensuring zero tolerance?

Responsibility and accountability for Sexual Assault Prevention and Response resides squarely with leadership and, from what I've seen, Air Force leadership has assumed that responsibility. Senior Air Force leaders have spoken out on the issue and appeared in the Air Force training video stating, in no uncertain terms, that sexual assault will not be tolerated in the Air Force. If confirmed, I will seek to work with the Congress to ensure that we continue to monitor and respond effectively to this issue. The bottom line is that accountability begins with me and our senior leaders. In addition, it is my understanding that within the Air Force, the Air Force Director of Personnel is vested with the responsibility for policy implementation and evaluation. At the local level, accountability for prevention and response is placed with the Vice Wing Commander, and Sexual Assault Response Coordinators (SARCs) report directly to them.

Air Force Academy

The Air Force Academy has come under intense criticism as a result of the handling of cases of sexual assaults and harassment of female cadets and insensitivity to the religious beliefs of many cadets.

If confirmed, what role would you play and what steps would you anticipate taking in order to ensure that the Air Force Academy fulfills its mission and is provided with necessary resources and oversight?

The mission the Air Force Academy is critical to the long-term success of the Air Force. If confirmed, I will be personally, and actively, engaged in ensuring they have the guidance, leadership and resources necessary to be successful at accomplishing that mission. The Air Force Academy of 2005 appears to be a much healthier institution than in 2003. The Air Force Academy appears to be on the right track, and I will personally assure myself of their status and ensure they continue their positive progress.

Free Exercise of Religion

The Air Force recently released interim guidance regarding free exercise of religion in the Air Force.

Do you believe that this interim guidance is sufficiently specific to help Air Force leaders reach sound decisions on actions that could be perceived as endorsing a religion or pressuring subordinates to participate in a religious event?

Yes, from my reading, it appears to strike a reasonable balance.

What additional steps, if any, do you believe the Air Force should take to ensure that this guidance is implemented effectively and to ensure that people of all faiths and all viewpoints on religion are accorded respect and fair treatment throughout the Air Force?

If confirmed, I intend to continue asking for input, both from within the military and from outside the military. We need to continue to test and, when necessary, adjust the guidelines to ensure they continue to strike an acceptable balance, in the military context, between the guarantees of free expression and the protections relating to establishment of religion.

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.

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, particularly in the areas of military justice and operational law?

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

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?

Yes.

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

The Joint Unmanned Combat Air Systems Operational Assessment objectives and program schedule are understood, and supported by the Services, given the current level of investment. The Air Force, in conjunction with the Navy, the Department and the Defense Advanced Research Projects Agency, have planned for the transfer of the program to an Air Force-led joint service program this fall with minimal disruption to the program.

Do you believe the current level of investment is sufficient to achieve JUCAS program objectives and schedule? If not, what recommendations would you make to comply with the statute?

I am not familiar with budget level funding details of the Joint Unmanned Combat Air Systems program, but if confirmed, will work closely with the Air Force and Joint Service acquisition leadership to review the transition planning actions taken by the Defense Advanced Research Projects Agency for the program.

Implementation of Base Closures and Realignments

The 2005 Defense Base Realignment and Closure (BRAC) process has resulted in the recommended closure or realignment of numerous major Air Force installations. The DOD installation closure process resulting from BRAC decisions has historically included close cooperation with the affected local community in order to allow these communities an active role in the reuse of property.

In your view, what are the roles and responsibilities of the Department of the Air Force within the 2005 BRAC property disposal process to work with local communities?

I believe the Air Force's roles and responsibilities are to implement the final decisions of the 2005 Base Realignment and Closure (BRAC) process expeditiously and efficiently in the best interest of the local community, the federal government, the Air Force, and the American taxpayer. Collaboration and communication are critical to success. If confirmed, I would develop a plan to quickly inventory the real property, personal property, and natural infrastructure assets at relevant bases to determine their value. Working with the communities, we can develop strategies to quickly market these assets.

This approach can ensure that the community will quickly recover from the impacts of base closure and realignments.

If confirmed, what goals would you establish to assist affected communities with economic development, revitalization, and re-use planning of property received as a result of the BRAC process?

The Air Force will take great care to work with communities and stand ready to provide support and assistance. If confirmed, I would ensure we work closely with the Office of Economic Adjustment to ensure that affected communities have all the resources necessary to accomplish comprehensive planning for the reuse of base property. Community redevelopment plans and the Air Force disposal plans should be integrated to maximum extent possible to take into account the anticipated market demand for surplus military property with the goal of maximizing value, while being sensitive to community needs and long-term plans. This approach will get property into reuse much more quickly, help accelerate job creation, and result in cost savings for military readiness.

What plans does the Air Force have in place to assist DOD personnel who lose their jobs as a result of BRAC actions?

It is my understanding that all affected individuals will be treated equitably during BRAC reductions and we will strive to mitigate adverse effects resulting from BRAC actions. The Air Force is to provide comprehensive transition tools, programs, and information for civilians including voluntary early retirements and separation incentive pay. If confirmed I will work to ensure affected employees have access to all Office of Personnel Management and Department of Defense placement programs such as career transition, financial planning, and relocation information.

Encroachment on Military Installations

The Senior Readiness Oversight Committee is currently reviewing a group of readiness challenges it has characterized as "encroachment" issues. These include population growth near military installations, environmental constraints on military training ranges, airspace restrictions to accommodate civilian airlines, and the conflicts with civilian users over the use of radio frequency spectrum.

In your opinion, how serious are these problems for the Department of the Air Force?

These issues are a serious problem and present a unique challenge to the Air Force as it continues to train for combat operations.

If confirmed, what policies or steps would you take to curtail the negative impact on operations and training resulting from residential encroachment?

It is my belief that an integrated strategy is critical to addressing the negative impacts of competition for scarce air, land, and water resources that often results in encroachment onto our installations, ranges, and air space - vital national assets for developing and testing new weapons, training forces, and conducting joint exercises. If confirmed, I will encourage the Air Force to actively engage with federal, state and local regulatory agencies to implement innovative, cooperative approaches to the allocation of scarce resources, and to achieve complimentary agency objectives.

If confirmed, what role do you expect to play in addressing these challenges?

If confirmed, I plan to work with Air Force leadership to address current and potential encroachment issues that affect readiness.

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, I support this position.

Under what circumstances, if any, do you believe it would be appropriate for the Air Force to use a lease instead of a traditional acquisition approach?

As Mr. Kenneth Krieg (Under Secretary of Defense for Acquisition, Technology, and Logistics) recently testified, leasing of capital equipment could be a potential option when the equipment is truly commercially available outside Department of Defense and can meet the leasing requirements established by the Office of Management and Budget.

At his confirmation hearing earlier this year, the Air Force Chief of Staff testified that the Air Force had 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, I agree with the Chief of Staff's assessment.

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

If confirmed, I would to continue to work with the Undersecretary of Defense for Acquisition Technology and Logistics to understand the demand for our acquisition personnel and to appropriately size the workforce. If confirmed I intend to work with the Program Executive Officers and Center Commanders to assess critical needs.

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, I believe such instability drives up costs and delays fielding of systems.

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

If confirmed, I will work with Air Force and Department of Defense leadership, Congress, and our stakeholders 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?

The problems identified by the Comptroller General have always been, and will continue to be, challenges we face in the acquisition of the Department of Defense's unique and complex weapon and information systems. One of my goals is to restore the Air Force to its premier position in Acquisition and Management promoting transparency wherever appropriate.

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. Too much of the Air Force acquisition workforce and oversight capability – cost estimators, engineers, program managers, and test evaluators – was cut in the post cold war drawdown. I believe we need to reinstate much of this acquisition corps and put the right expertise and oversight back into the process. 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.

Tanker Leasing

Air Force leadership, and to some degree DoD leadership, failed to follow acquisition statutes and regulations and ensure good fiduciary stewardship of taxpayer funds, tailored the requirements of the ORD to the Boeing 767 instead of to the warfighter and overstated the effects of corrosion on the KC-135 tanker fleet.

If confirmed, what steps will you take to ensure that acquisition problems of this kind do not happen again?

If confirmed, I would continue to work to ensure the lessons learned are incorporated into the training, education, and processes of the Air Force. I will ensure necessary checks and balances in the Air Force acquisition process and that the process is transparent and accountable. I am committed to ensuring discipline and credibility in the Air Force acquisition process.

Contract Management

By some estimates, the Department of Defense now spends more money every year for the acquisition of services than it does for the acquisition of products, including major weapon systems. Yet, the Department places far less emphasis on staffing, training, and managing the acquisition of services than it does on the acquisition of products.

What steps, if any, do you believe the Air Force should take to improve the staffing, training and management of its acquisition of services?

If confirmed, I will work to ensure the Air Force puts discipline and transparency into services acquisitions. As I understand it, as part of the Strategic Plan, the Air Force will be reviewing their staffing, training and management of large services acquisitions. If confirmed, I look forward to hearing the results of their review and their planned way-ahead.

Do you agree that the Air Force should develop processes and systems to provide managers with access to information needed to conduct comprehensive spending analyses of services contracts on an ongoing basis?

Yes, I believe it is essential. The Air Force is working with other services, the Office of the Secretary of Defense, and other Federal agencies to implement and institutionalize comprehensive spending analyses on services acquisitions as well as other acquisitions.

The last decade has seen a proliferation of new types of government-wide contracts and multi-agency contracts. The Department of Defense is by far the largest ordering agency under these contracts, accounting for 85 percent of the dollars awarded under one of the largest programs. The DOD Inspector General and others have identified a long series of problems with interagency contracts, including lack of acquisition planning, inadequate competition, excessive use of time and materials contracts, improper use of expired funds, inappropriate expenditures, and failure to monitor contractor performance.

What steps, if any, do you believe the Air Force should take to ensure that its use of interagency contracts complies with applicable DOD requirements and is in the best interests of the Department?

As the Acting Under Secretary of Defense for Acquisition, Technology, and Logistics, I co-signed the Department of Defense (DoD) policy letter on the proper use of non-DoD Contracts. The policy laid out the following five procedures for DoD procurement teams to use when considering a contract outside of the DoD:

- evaluate whether using a non-DoD contract for such actions is in the best interests of the DoD;
- determine if the tasks to be accomplished or supplies to be provided are within the scope of the contract to be used;
- review funding to ensure it is used in accordance with appropriation limitations;
- ensure the contracting agency includes DoD unique terms and conditions when applicable;
- collect data on the use of interagency contracts for analysis.

I believe the Air Force has taken the necessary steps to ensure that its use of interagency contracts complies with applicable DoD requirements and is in the best interests of the Department; and if confirmed will ensure their effect conforms to DoD policy.

Aircraft Sustainment and Modernization

The global war on terrorism 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 expressed a desire to retire these 29 aircraft and 20 additional KC-135Es in fiscal year 2006.

What is the status of the Tanker Replacement Analysis of Alternatives?

The Analysis of Alternatives (AoA) for KC-135 Recapitalization was delivered to the Air Force and the Office of the Secretary of Defense on 15 August 2005. The AoA is now undergoing two independent reviews that are scheduled for completion in November

2005 – the Institute for Defense Analyses’ Independent Assessment and PA&E’s Sufficiency Review.

When will a decision be made regarding the future of the air refueling fleet?

If confirmed, I intend this to be an event driven process, and will await the completion of the sufficiency review. At that time I will better be able to assess the remaining schedule.

Future Cargo Aircraft

The Army has included funds in the budget request to begin a program to procure intra-theater airlift aircraft. 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?

As defined in the **DoDD 5100.1**, signed 1 August 2002 by Deputy Secretary of Defense, Paul Wolfowitz, the Air Force has the primary mission to provide air logistic support to the Army and other forces, including airlift, air and space support, and resupply of airborne operations.

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 believe the use of funds in the development of this complex, multinational program is being done very judiciously. The program is now on a solid track to success. There always abound rumors and doubts about the real United States commitment to support its Allies and partners on such a multi-partner program. This program, if its goals and performance are achieved, will be a true cornerstone to coalition warfare for half a century to come, as there are undoubtedly other international players who are presently on the sidelines awaiting a buying opportunity.

Budget cuts, as proposed, will fuel the worst rumors, as they threaten force activation directly, and tend to be interpreted by friends and competitors in the worst way.

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?

See above response

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?

The Air Force is in the process of completing an Analysis of Alternatives for the next generation long range strike capability. Both manned and unmanned alternatives are being considered. The results of this Analysis of Alternatives will provide the Air Force with the information needed for development of long-range strike capabilities.

What role do you see for unmanned bombers?

See above response.

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

This is a major force structure issue and should be event driven. If confirmed, I would await the outcome of the Analysis of Alternatives to judge the remaining decision space and schedule.

NRO Director

The responsibilities of the Director of the National Reconnaissance Office were recently separated from those of the Under Secretary of the Air Force.

What was the rationale for this decision, and, if confirmed, what steps would you take to ensure that the interests of the Air Force are appropriately represented within the NRO?

It is my understanding the division of responsibilities was made to allow each official to concentrate exclusively on the unique needs of their own organizations.

The Secretary of Defense recently stated that separating the two demanding jobs "made sense and that the Administration is now trying to ensure the Air Force and National Reconnaissance Office stay linked to ensure coordination." If confirmed, both the Under Secretary of the Air Force and I will work hard to ensure the guidance of the Secretary of Defense and the Director of National Intelligence is followed to the best of our abilities.

What steps would you take, if confirmed, to ensure that DOD space programs and NRO programs are managed in a coordinated fashion?

Over the last couple of years, a variety of management initiatives have been put in place, such as creating a National Security Space Vision, a National Security Space Strategy, and a National Security Space Plan. In addition, efforts are underway to collaboratively develop architectures between National Reconnaissance Office and the Department of Defense space programs.

If confirmed, I will work with Dr. Sega, the Under Secretary of the Air Force and Department of Defense Executive Agent for Space, and Dr. Kerr, Director of the NRO, who already work closely, and will continue to coordinate efforts with respect to such important issues as space planning, acquisition policy, personnel, and the space industrial base; and to ensure coordination of efforts and resources in the most effective way possible.

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 capable of supporting a specific area of operations with communications and other sensors.

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

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 has the lead for these activities?

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

What is your opinion on creating a Joint Program Office to coordinate and integrate all Department efforts in the area of Joint Warfighting Space?

It is my understanding that as the Department of Defense Executive Agent for Space, the Air Force has begun planning for the standup of a Joint Warfighting Space Joint Program Office. If confirmed, I will support this important effort.

Space Acquisition

Both the House and Senate Armed Services Committees have reduced the President's FY 2006 budget request for the Space Radar and Transformational Satellite (TSAT) programs, reflecting concern about the technological and programmatic risks associated with these programs. Regrettably, virtually all current space acquisition programs are suffering from cost overruns and schedule slips, adding further concern about the acquisition process now being used to oversee the Space Radar and TSAT programs.

If confirmed, how would you propose to ensure that the acquisition process has been successfully overhauled in order to achieve the goal of delivering the Space Radar and TSAT within the promised cost and schedule?

If confirmed, one of my goals is to restore the Air Force to its premier position in Acquisition and Management. This requires a more disciplined and transparent approach to acquisition. 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, and experienced space acquisition workforce for the future.

If confirmed, I will work with the Under Secretary of the Air Force, Ron Segal, to understand his progress to date and the challenges that lay ahead, and with him, work with Congress, Air Force and DoD leadership, and key partners and stakeholders to set a roadmap for the future.

BMD Transition and Funding

On April 7th of this year, you testified before the Committee that an unfunded outyear budget wedge of more than \$2 billion for the Missile Defense Agency represented funds that the military departments would be providing for future missile defense activities.

What do you believe is the appropriate role for the Air Force in planning and budgeting for the costs of procuring, operating, and maintaining any ballistic missile defense system elements in the Future Years Defense Program?

Defense against ballistic missile threats is a high priority mission given to the Department of Defense, and in my understanding the Air Force has inherent capabilities to contribute to that mission. I believe, as a consequence, the Air Force is actively engaged in determining how it can best contribute to this vital mission. If confirmed, I welcome the opportunity to work with the Air Force and Missile Defense Agency leadership to develop and refine lead service transition and transfer plans to address the planning,

budgeting, procuring, and maintaining of those ballistic missile defense system elements the Air Force will assume as the lead service.

Do you believe that the Air Force budget should be modified to reflect the requirement to fund the Air Force share of \$2 billion for future missile defense activities in the outyears, consistent with the plans of the Missile Defense Agency and your own testimony?

I believe there comes a time when development programs transition to operations. This transition transfers funding responsibility to operations and maintenance of the using Service, whether Army, Navy or Air Force. This is presently being determined between the Missile Defense Agency and the services.

Air Force Science and Technology

The Air Force currently plans to dedicate approximately \$2 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 the current balance between short- and long-term research is appropriate to meet current and future Air Force needs?

It is my understanding that the Air Force Science and Technology Program spans a broad foundation of basic research, applied research, and advanced technology development efforts. The output of a Science and Technology investment enables the development of capabilities needed to respond to a rapidly changing world. If confirmed, I look forward to reviewing the Air Force Science and Technology Program with respect to a balanced investment in the research, development, demonstration, and transition of various technologies, and ensure that the Air Force Science and Technology Program supports the needs of the warfighter.

Technology Transition

The Department's efforts to quickly transition technologies to the warfighter have yielded important results in the last few years, however, 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 include 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 Department of Defense 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 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.

Test and Evaluation

In response to advance policy questions to the committee for your June 22, 2001, nomination hearing to be Deputy Under Secretary of Defense for Acquisition and Technology you stated, "Testers should be involved early to ensure an adequate test and evaluation program is defined, addressed, and maintained in both program budget and schedule. We need to devote sufficient resources to conduct well-planned test programs and execute the program properly. The Department needs to increase discipline in the developmental test and evaluation process by assuring systems have passed their exit criteria and demonstrated a fundamental core capability in developmental test and evaluation before entering Initial Operational Test and Evaluation."

What progress has the Department made toward the implementation of these objectives?

The Air Force recently implemented a new strategy called "Seamless Verification" that fully integrates all types of testing into a seamless, efficient continuum. Testers are involved much earlier in acquisition programs than ever before as they provide valuable advice to acquisition managers. The goal is for acquisition and test communities to become close partners in supporting our warfighters.

What are your views on the effectiveness of the Department's test and evaluation activity?

If confirmed, one of my goals is to restore the Air Force to its premier position in Acquisition and Management. In testing the Air Force has always been on the forefront of innovative T&E ideas and improvements.

What is the impact of rapid fielding requirements on the standard testing process? For small systems? For large systems?

It's my understanding that rapid fielding assumes more risk in the testing process and may even require programs to include their own T&E capabilities. It's also my understanding that rapid acquisition does not replace normal acquisition procedures, but rather speeds up the administrative process of identifying, approving, and funding systems/capabilities to satisfy urgent warfighter needs. Additionally, rapid fielding often forgoes other lesser priorities until the rapid acquisition testing is completed by dedicating nearly all resources to the task at hand. This applies to all systems in the rapid fielding initiative, large and small.

If confirmed, I look forward to working with the Air Force Acquisition and Test communities to make the acquisition process less cumbersome and effectively offset any risks introduced through rapid fielding with more effective program management and test and evaluation activities.

The Air Force has some unique requirements with regard to prompt global reach and affordable, responsive space lift missions.

In your view, are changes in current test range structure, operations, and mission assurance parameters required to accommodate Air Force experimentation and small launch needs?

If confirmed, I look forward to working with Air Force senior leaders and the Air Force Test and Evaluation community to better understand the requirements in accommodating Air Force Experimentation and small launch, as well as how the Service's unique operational requirements and core competencies impact the test community.

Defense Integrated Manpower Human Resources System (DIMHRS)

DIMHRS is a single integrated human resources pay and personnel system for all the Armed Services and the Defense Finance and Accounting System (DFAS), and is intended to replace many of the systems currently used to perform personnel management and pay functions. DIMHRS has been under development for several years and has come under criticism for cost growth, delays in implementation, and not meeting the expectations

of each Service. The Acting Deputy Secretary of Defense has directed a review of DIMHRS in order to determine its future.

What success has the Department had in developing and implementing enterprise-wide information technology systems?

It is my understanding that the Air Force has effectively used information technology to permit Air Combat Command, Air Mobility Command, United States Air Forces in Europe, and Pacific Air Forces to consolidate their supply functions into consolidated Regional Supply Squadrons. In the past, supply functions had to be done at each base. Today, a single web interface is giving us access to worldwide supply information 24/7 making this process location independent even though we continue to rely on the legacy Standard Base Supply System. Centralizing common supply processes has proven to be effective in cost and performance providing greatly enhanced analytical tools and yielding a savings of 570 people.

Another example, the Air Force has developed a common technical framework for providing warfighters and supporting activities with timely, accurate, and trusted combat support and business information. The technical framework was developed under the Global Combat Support System program. The Air Force Portal is the standard user interface to all Air Force support data and functions. The Air Force Portal includes personalized, role-based access and single sign-on to information and capabilities within combat support and business areas.

What are your views of the need for completion of implementation of DIMHRS and what specific benefits, if any, would the Air Force derive from this system?

It is my understanding that DIMHRS can bridge the gap between the personnel and pay arenas, provide a unified system with far lower overhead, and dramatically reduce the number of pay errors affecting our troops. The Air Force needs a modern, integrated personnel/pay system.

National Security Personnel System

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

The strength of the implementation effort comes from the core of dedicated staff members who are working towards a new vision. The Air Force should have NSPS teams and champions at installations, begun training, and communicated NSPS import to its people.

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?

The bottom line: NSPS is a much-needed retooling of civilian personnel rules. It provides the Air Force with the tools we need to respond to the challenges we face daily. It gives us the flexibilities we need to get the job done the right way with the right people and in the right time. If confirmed, I will work within the Air Force, the Department of Defense and the Congress, to make it a success. This means providing training and communication tools to give managers and employees a mastery of the new system and lessen their hesitancy and fear as they move from the known to the unknown.

Technical Workforce

In recent public comments at the DARPA Systems and Technology Symposium you noted concern about the adequacy of technical personnel with expertise in defense critical disciplines who qualify for security clearances: "This is of particular concern to our Department because we hire almost half of all federal scientists and engineers outright, as well as being responsible for many of the private sector jobs in science and technology.

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 Act (NDEA) - Phase One program could provide an important option to address critical shortfalls in the DoD scientific and engineering workforce.

Quality of Life Programs

Do you believe that Air Force quality of life programs are meeting the needs of members of the Air Force and their families?

Yes. The Air Force has historically placed a high priority on the quality of life for its most important resource - its people. This has been reflected in the positions we have taken on issues like adequate pay and allowances, the standard of living in base housing and dormitories, and high-demand programs like fitness and child care, as needed balanced investment components for recruiting and retention.

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 would continue strong levels of support in areas like adequate compensation, housing for families and single members, education, fitness and childcare, as needed balanced investment components for recruiting and retention. These quality of life programs enhance military readiness and contribute to the sense of community, factors that are critical if we are to maintain a force that is ready, willing, and able to accomplish the mission.

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 non-traditional roles and missions can the Air Force assume to assist the ground forces?

The Air Force is and has been performing numerous non-traditional roles in support of Operations in Iraq and Afghanistan. Based on currently agreed to sourcing for Operation IRAQI FREEDOM/Operation ENDURING FREEDOM 05-07 and 06-08, the Air Force will be providing personnel for over 3,000 billets traditionally assigned to the Army. Some of the roles and missions the Air Force will be performing are within its core competencies; others require additional training from the Army prior to deployment. The duties fall into the following Air Force functional areas: Medical, Chaplain, Engineering, Communications, Logistics, Intelligence, and Security Forces. The specific missions the Air Force is currently performing that require additional training are: Interrogation, Convoy Operations, and Prison Guard duty. Additionally, the Air Force will soon be providing personnel in support of Civil Affairs operations in Iraq, Afghanistan, and the Horn of Africa.

Finally, the Air Force, in conjunction with the other services, is actively researching other mission areas in which it can provide support to ground forces in Iraq and Afghanistan. In order to find additional mission areas the Air Force has broadened the spectrum and is

looking at traditionally Army and Marine Corps missions around the world. This has opened the door to additional missions in all the function areas listed above and other areas such as United Nations duty and Joint Task Force Headquarters roles.

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?

As I understand it, Air Force training given fulfills essential requirements for high threat area deployment. For example, the Basic Combat Convoy Course (BC3) has proven to be the premier basic combat skills course that prepares Airmen for combat convoy operations. Transportation Airmen receive 25-days of training during BC3.

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?

I am not familiar with the sufficiency of training, but if confirmed it would be an area of highest urgency.

General Officer Management Issues

Incidents of misconduct or substandard performance and findings of inspectors general and other command-directed investigations are documented in various ways in each of the services. Procedures for forwarding adverse and alleged adverse information in connection with the promotion selection process are set forth in DOD Instruction 1320.4.

How is the Air Force ensuring compliance with DOD Instruction 1320.4?

I have not had the opportunity to review this area in detail, but it is my understanding that the Air Force maintains a single repository for records of adverse information on Senior Officials, SAF/IG accomplishes an extensive files check whenever an individual meets a promotion board for any of the general officer ranks. If adverse information is uncovered, a senior officer unfavorable information file is created and is attached to the officer's promotion board folder. If selected for promotion, this file stays with the officer's nomination package through its coordination with the Office of the Secretary of Defense, the White House, and Congress. If new unfavorable information is uncovered on an officer already nominated for promotion, that information is immediately added to the nomination package. In this instance, the Air Force may pull the individual's name from the list.

What standards and procedures are in place in the Air Force to ensure that allegations of adverse information relating to a nominees for promotion are brought to the attention of the Department and the Committee in a timely manner?

It is my understanding that if formal action is pending, the Secretary of the Air Force will sign a notification to the Office of the Secretary of Defense (OSD) of the situation and request appropriate action, such as formal separation from a pending promotion list, retirement request, or place member on hold if there is a nomination pending Senate confirmation. Additionally, informal phone contact is made both with OSD/MPP and/or the Senate Armed Services Committee staff through the Secretary of the Air Force for Legislative Affairs. Files checks on all individuals are conducted prior to submittal of nomination packages, retirement requests, and promotion lists; these files checks are updated every 60 days while formal action is pending approval, and ensure no adverse or potentially adverse information exists prior to the Secretary of the Air Force's signature on these requests.

Senior Military and Civilian Accountability

While representative of a small number of individuals, revelations of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently reported. Victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.

What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department?

Public service is a matter of public trust. Standards of accountability are and will remain high for all personnel in the Department. I expect every civilian and military leader to meet Air Force professional and personal standards of conduct. I also expect commanders and supervisors to enforce those standards and take appropriate action when individuals, regardless of rank or position, fail to meet them.

If confirmed, what steps would you take to ensure that senior leaders of the Air Force are held accountable for their actions and performance?

First, I would review existing guidance to ensure it is adequate and clearly puts senior leaders on notice of the professional standards to which I expect them to conform. Second, I would

utilize existing systems, to include the Inspector General System, the Office of Special Investigations, and the Equal Opportunity program to monitor both complaints and the actions taken on substantiated complaints. I expect to be briefed on allegations, substantiated allegations and the actions taken in response to substantiated allegations.

Airborne Intelligence, Surveillance, and Reconnaissance (ISR)

The airborne intelligence, surveillance, and reconnaissance (ISR) assets developed and operated by the Air Force form an indispensable part of the Nation's overall intelligence architecture. These assets are often referred to as high demand, low density systems because of the extensive number of requirements and high operational tempo on their systems and crews.

In your view, does the Air Force have sufficient airborne ISR assets to meet current and projected requirements?

This is an area of concern to me, though I am not familiar with the current state of sufficiency. If confirmed I will review the resourcing of these assets for sufficiency.

What changes would you recommend, if confirmed to current plans for the development and acquisition of airborne ISR platforms? Will these changes remove ISR platforms from the "high demand, low density" category?

As demand is a function of the various combatant commanders, it is difficult to envision a scenario where one could completely eliminate "high demand, low density" from its lexicon when discussing airborne ISR capabilities. If confirmed I will review all of the usage and plans for these platforms to determine the sufficiency of resourcing.

Officer Reduction in Force (RIF)

The Air Force has reported that it has a surplus of some 4,000 officers, mostly lieutenants and captains. Information available from the Air Force Personnel Center indicates that among others, there are 1,600 surplus pilots, 389 intelligence officers, 278 security force officers (military police), and 666 medical service corps officers. The Air Force is considering a reduction in force (RIF) to meet end strength requirements.

What is your understanding of the scope of the Air Force's surplus of junior officers and the Air Force's current plan to address this problem?

The officer corps in total needs to be reviewed as the imbalance is within the total corps. Force rebalance with an emphasis on innovation is a goal. I am concerned with any indication that the Air Force message on future opportunities gets misinterpreted.

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, 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 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