

Advance Questions for General Norton A. Schwartz, USAF
Nominee for the Position of Chief of Staff 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 Chairman of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders, among other things, in joint training and education and in the execution of military operations.

Do you see the need for modifications of any Goldwater-Nichols Act provisions?

In my prior assignments I have had ample opportunities to observe the implementation and impact of Goldwater-Nichols and the Special Operations reforms on all Services, including the Air Force. I completely agree with the goals of those defense reforms; they remain essential to the effective employment of our nation's military forces. Most importantly, these reforms have yielded a demonstrated improvement in the joint warfighting capabilities of the United States Armed Forces. I have no specific modifications that I would recommend based on my prior assignments. However, if confirmed as the Chief of Staff, I will work closely with the Secretary of Defense, the Secretary of the Air Force and other senior leaders of our nation's military forces, as well as the Congress, to continually review Goldwater-Nichols and implement any changes that may be needed.

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

At this time I have no suggested modifications to the Goldwater-Nichols legislation. However, if confirmed, I look forward to the opportunities to further explore and assess Goldwater-Nichols from the vantage point of a Chief of Service.

Do you believe that the role of the service chiefs under the Goldwater-Nichols legislation is appropriate and the policies and processes in existence allow that role to be fulfilled?

Over the two plus decades since the passage of Goldwater-Nichols "jointness" has been institutionalized in the Armed Forces of the United States. Service chiefs have played a critical role in those efforts. Their roles and responsibilities are

critical to further progress in integrating unified, interdependent action within the Armed Forces. Based upon my years of service, I believe that Goldwater-Nichols appropriately establishes those roles and that policies and processes in existence allow the fulfillment of them. However, if confirmed, I look forward to the opportunities to further explore and assess Goldwater-Nichols from the vantage point of Chief of Service and would welcome the opportunity to share my thoughts and ideas with the Committee as appropriate.

Do you see a need for any change in those roles, with regard to the resource allocation process or otherwise?

At this time I have no suggested modifications to roles of the service chiefs in the resource allocation process. While there may be areas that could benefit from legislative or policy changes (funding for the Unified Commands, for example), I would like to reserve judgment until after I have further studied the resource allocation process, as it has been more than 10 years since I personally participated in those Air Force processes. If confirmed, I would welcome the opportunity to share my thoughts and ideas with the Committee as appropriate.

Relationships

Section 8033 of title 10, United States Code, discusses the responsibilities and authority of the Chief of Staff of the Air Force. Section 151 of title 10, United States Code, discusses the composition and functions of the Joint Chiefs of Staff, including the authority of the Chief of Staff of the Air Force, as a member of the Joint Chiefs of Staff, to submit advice and opinions to the President, the National Security Council, or the Secretary of Defense. 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 Chief of Staff of the Air Force to the following officials:

A. The Secretary of Defense.

The Secretary of Defense serves as the principal assistant to the President on all Department of Defense matters. Senior Air Force leadership operates subject to the authority, direction and control of the Secretary of Defense. If confirmed as a Service Chief and member of the Joint Chiefs of Staff, I will work closely with the other members of the Joint Chiefs to provide the best possible military advice to the Secretary of Defense, particularly with regard to matters of air and space operations, policy and strategy.

B. The Secretary of the Air Force.

The Chief of Staff of the Air Force is directly responsible to the Secretary of the Air Force and performs duties subject to his authority, direction and

control. For the Secretary of the Air Force, the Chief of Staff is responsible for providing properly organized, trained and equipped forces to support the Combatant Commanders in their mission accomplishment. The Chief of Staff oversees members and organizations across the Air Force advising the Secretary on plans and recommendations, and, acting as an agent of the Secretary, implements upon approval. If confirmed as the Chief of Staff of the Air Force, I will work very closely with the Secretary to ensure our ability to rapidly provide forces tailored to meet the needs and objectives of our combatant commanders.

C. The Under Secretary of the Air Force

The Under Secretary of the Air Force is authorized, subject to the Secretary of the Air Force's direction and control, 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 duties and responsibilities as the Department of Defense Executive Agent for Space. If confirmed, I would foster a close working relationship with the individual serving as the Under Secretary when one is appointed.

D. 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 with and through the Chairman in formulating military advice as a member of the Joint Chiefs of Staff by advising him on Air Force capabilities and our preparations to support the Combatant Commanders in the conduct of military operations. I look forward to performing the duties assigned to the Chief of Staff by law to provide properly organized, trained and equipped forces as needed by the Combatant Commanders and to providing military advice on matters within my expertise, as required.

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

The Vice Chairman has the same statutory authorities and obligations of other members of the Joint Chiefs of Staff. When performing duties as the Acting Chairman, the Vice Chairman's relationship with the Combatant Commanders is exactly the same as that of the Chairman. If confirmed, I will assist the Vice Chairman to execute the duties prescribed by law or otherwise directed by Secretary of Defense or the Chairman of the Joint Chiefs of Staff.

F. The Chiefs of the other services.

A whole host of factors underscore the importance of close cooperation among the Services in order to ensure the preparation, equipping and availability of the military forces our nation needs, perhaps more so now than at any other time. If confirmed, I will work closely with the Chiefs of the other services to capitalize on our individual strengths, complement our capabilities and enhance mutually beneficial relationships as we carry out our responsibilities as members of the Joint Chiefs of Staff. I know each of them well. My goal will be to work with each of them to enhance joint interoperability and other joint warfighting capabilities in order to provide the force mix desired by the Combatant Commanders

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

I am keenly aware of the importance of a strong close working relationship between the Transportation Command and the Air Force, its primary source of airlift. The Air Force remains a key contributor to TRANSCOM's success in meeting national military requirements. If confirmed, I will work to further enhance the Air Force's support to the Commander of TRANSCOM.

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

A very close working relationship with the STRATCOM commander will be essential to identifying and implementing effective and enduring solutions to any issues that remain regarding the Air Force's role and ability to support our nation's nuclear deterrent capabilities. If confirmed, I will ensure that the STRATCOM commander is constantly apprised on the readiness of Air Force air and space forces required to support STRATCOM's missions, and will strive, in particular, to collaborate on Service efforts to maintain the highest standards of performance in the nuclear and Intelligence, Surveillance and Reconnaissance (ISR) mission areas.

I. The other combatant commanders.

If confirmed as the Chief of Staff, I will work with the Secretary of the Air Force to ensure that the Air Force is properly organized, trained and equipped to provide the capabilities the Combatant Commanders need to execute their missions. This goal can be achieved through forthright and direct dialogue with the Combatant Commanders which I will undertake.

J. The Assistant Secretary of the Air Force for Acquisition.

The Assistant Secretary of the Air Force for Acquisition serves as the Air Force's Senior Acquisition Executive. If confirmed, I would work closely with the Secretary of the Air Force and Assistant Secretary on matters affecting the acquisition of the resources needed to train and equip of Air Force, and strive to ensure military expertise is readily available in accomplishing his or her responsibilities.

K. The General Counsel of the Air Force.

The General Counsel (GC) is the chief legal officer and chief ethics official of the Department of the Air Force and serves as the senior legal advisor to Air Force leaders. She is responsible, on behalf of the Secretary of the Air Force, for the effective and efficient provision of legal services in the Air Force. If confirmed, I would look forward to developing an excellent working relationship with the General Counsel.

L. The Judge Advocate General of the Air Force.

The Judge Advocate General (TJAG), per 10 USC §8037, is the legal advisor of the Secretary of the Air Force and of all officers and agencies of the Department of the Air Force and I would use him as such. He is also responsible for directing judge advocates in the performance of their duties. If confirmed I will endeavor to maintain the close and important working relationship the Chief of Staff has historically enjoyed with the Judge Advocate General.

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

I have a strong affinity for the United States Air Force Academy. It remains a key source of and venue for the development of tomorrow's leaders of the Air Force. If confirmed, I will work closely with the Superintendent to address issues faced by the Academy and to promote the Academy's sustained commitment to excellence and fulfillment of its very important character building mission.

Duties

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

The Chief of Staff of the Air Force fulfills a number of duties and functions. As a member of the Joint Chiefs of Staff, he or she serves as a military advisor to the President, the National Security Council and the Secretary of Defense. The Chief of Staff is also subject to the authority, direction and control of the Secretary of

the Air Force, providing plans and recommendations to the Secretary, implementing policy, overseeing the Air Staff and other members and organizations of the Air Force. He is a principal advisor to the Secretary. Working for and through the Secretary of the Air Force, the Chief of Staff is responsible for providing properly organized, trained and equipped forces to support the Combatant Commanders' accomplishment of their missions.

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

If confirmed as the Chief of Staff of the Air Force, I would expect the Secretary of the Air Force to assign me duties consistent with the responsibilities outlined above to ensure that the Air Force is appropriately organized, trained and equipped to meet its institutional obligations and force provider responsibilities.

What changes, if any, would you recommend to section 8034 of title 10, United States Code, relating to the Air Staff and its composition and functions?

Based on my military service and experience to date, I do not believe changes are necessary to section 8032 of Title 10 of the United States Code which outlines the general duties of the Air Staff. It has, however, been 10 years since my last service on the Air Staff. I would, therefore, like to reserve judgment until I have observed Air Staff performance, if confirmed.

What do you believe are your qualifications to assume this office?

In the thirty-five (35) years that I have been on active duty in the Air Force I have served in a range of positions and have enjoyed a variety of opportunities and experiences which helped prepare me to serve as Chief of Staff, if I am confirmed. During that time I have been privilege to serve with and learn from a host of exceptional service men and women, including members of our sister Services and many in joint positions of trust.

Prior to my current assignment I served in Joint Staff positions that involved direct and frequent contact with the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Combatant Commanders and other Service Chiefs on an array of major issues confronting our nation and our military.

As the TRANSCOM commander, I have been on the "receiving" end of the efforts of Air Force leaders to organize, train and equip the great men and women of the Air Force. In addition, this position gave me a broad leadership perspective on the interaction of the Department of Defense, the Combatant Commands and our Services in executing our National Military Strategy. These experiences and perspectives will be invaluable if I am confirmed to serve as Chief of Staff.

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

If confirmed as the Chief of Staff I will need a complete understanding of the issues and challenges facing the Air Force. I will work closely with the Secretary of the Air Force to identify, assess and address these challenges and to ensure the readiness and relevance of our Air Force and the safety and well-being of our people. I will strive every hour of every day to ensure I am prepared to help lead the military service to which I have dedicated my life's work.

Major Challenges and Problems

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

The next Chief of Staff must restore the National trust and confidence in the US Air Force to organize, train, and equip forces proficient across the spectrum of peacetime and wartime missions. In order to accomplish this, we must reinvigorate our nuclear enterprise, refine and adapt our ways and means for winning today's irregular fight, take good care of Airmen and their families, and prepare our organizations, training, and equipment for an uncertain future.

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

If confirmed, I will immediately focus on implementing recommendations of the various reports and studies on the Air Force nuclear enterprise. I will ensure that we take proper action with respect to the findings detailed in the Donald Report, the Welch report, the Blue Ribbon Review, and the forthcoming Schlesinger report. Additionally, the other major challenges we face in the Air Force are similar to the ones facing the other Services: managing the competing imperatives of current readiness versus longer term modernization, instituting continuous process improvements and caring for people. If confirmed, I expect to be heavily engaged with OSD, the Services, COCOMs and Congress to address these challenges.

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

The most serious problem facing our Service is the restoration of trust and confidence in the US Air Force. To do this we must work with our joint and coalition partners to fight and win today's irregular conflict while maintaining excellence across the spectrum of peacetime and wartime operations, especially our nuclear and ISR forces, and in our acquisition functions. The Air Force

remains committed to providing Global Vigilance, Reach and Power for and with our joint partners.

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

We face immediate challenges today, and there are significant challenges ahead. If confirmed, I will prioritize and focus on these concerns and develop solutions for the nuclear enterprise, ISR and acquisition in the near term, others to follow.

Priorities

If confirmed, what broad priorities will you establish?

My priorities are 1) reinvigorating the Air Force nuclear enterprise, 2) partnering with the joint and coalition team to win today's fight, 3) developing and caring for our Airmen, and 4) modernizing our organizations, training and equipment for 21st Century challenges. If confirmed, my emphasis will be on providing Total Force Global Vigilance, Reach and Power for the joint team.

Health Benefit Costs

The cost of the Defense Health Program, like the cost of medical care nationwide, is escalating rapidly.

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?

Over the past 10 years, my sense is we have worked diligently to streamline our medical infrastructure and take advantage of advancements in the field of medicine. This has resulted in rightsizing many of our facilities without compromising the care we provide our Airmen and their families. It hasn't been pain free, but in my own experience at Scott AFB, it is working. We currently are leveraging strategic partnerships with civilian trauma centers, university medical centers, the VA, and other DoD facilities such as Landstuhl to provide the broadest range of clinical opportunities for our entire medical team. I understand we have maintained our ability to support the Air Force mission, broadened the scope of practice for our healthcare professionals, and ensured our beneficiaries received the highest quality care. Our medical coverage at Balad and Bagram on behalf of the Joint Team reflects the quality and conviction of our medical professionals.

One of our top priorities is to take care of our Airmen and their families. As a retention force, quality of health care is of critical concern to our Airmen and any degradation of benefits or service will hurt our recruiting and retention. I fully expect to properly budget for all appropriate personnel pay and health care costs in our PB submission.

Leadership

The resignation of the Secretary of the Air Force and the retirement of the Chief of Staff of the Air Force resulted from a failure of leadership related to nuclear safety. There have also been a number of other problems relating to administrative, acquisition and operational matters that point to a failure of leadership and lack of accountability.

If confirmed, what plans do you have to restore confidence in the uniformed leadership of the Air Force to deal with these problems?

Air Force core values—Integrity First, Service before Self, and Excellence in All We Do—will see us through this critical transition as we recommit ourselves to the sacred trust of this great Nation. If confirmed, I will follow these Core Values and hold myself and our Airmen accountable as we restore our Nation’s confidence. I will expect Air Force leaders to embrace and enforce accountability, especially in the focus areas of our nuclear enterprise, winning today’s fight and Air Force acquisition programs. We will match our words with our actions. In doing so, we will achieve our priorities as well as reclaim and uphold the reputation which has sustained our Air Force through the years.

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?

The Air Force is striving to meet current ISR demand by rapidly increasing actual numbers of ISR platforms, integrating non-traditional ISR means, and establishing mechanisms to improve analysis, processing, targeting, and systems to expand ISR dissemination. For example, I understand the Air Force is

currently increasing combat air patrols(CAPs) of our unmanned airborne systems (UAS). Our JROC-approved UAS requirement is 21 CAPs, and we are already flying 26 today to meet the additional needs of the combatant commanders. We are further increasing CAPs to 31 by Dec 08. Continued production will increase the density of these assets but demand will continue to be high. We will find ways to satisfy this demand both in capability terms and, importantly, execute the function in a manner that meets supported commander expectations.

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?

I believe we need to move away from the notion of discrete ISR operations in separate domains and focus on integration of ISR *capabilities* to meet current and future ISR demand. This includes integrating non-traditional ISR capabilities such as targeting pods and sensors on fighters, new UAVs, exploring the potential of airships with sensors, and then merging the ISR from all sources in networks that can be accessed by any warrior.

Secretary Gates has publicly complained that the Air Force has not put sufficiently high priority on fielding unmanned aerial vehicle (UAV) to provide ISR support for the forces operating in Iraq and Afghanistan.

If confirmed, what steps would you take to ensure that the Air Force answers Secretary Gates' concerns and provides greater priority to providing ISR support of field operations?

I would ensure that our Air Force ISR experts continue to work closely with the supported commanders and the recently-established OSD ISR Task Force. By increasing the number of MQ-9 vehicles, pursuing the "Liberty Ship" construct for acquisition of more "light" manned ISR aircraft, and accelerating the development of the Wide Area Airborne Surveillance sensor system, the Air Force is working very hard to get more ISR capability to the combatant commanders in support of on-going operations. If confirmed, this will have my personal attention from day one.

The Air Force has indicated that the limiting factor in accelerating the fielding of UAV assets to provide ISR support for field operations has been the availability of trained operators, who, under current Air Force policy, must be rated pilots.

If confirmed, will you review the necessity for requiring rated pilots for the operation of ISR assets?

I'll need time to assess the arguments. With respect to who flies UAS, the Air Force has both non-rated enlisted operators as well as rated officer pilots

accomplishing that function. The level of responsibility involved and the flight regime of the UAS system influences the appropriate level of qualification required. For instance, UAS that operate at the local level, versus theater level, are operated by both USAF and US Army non-rated personnel.

Multi-mission, weapons delivery capable UAS such as MQ-1 Predator and MQ-9 Reaper, are part of a complex kill chain. To complete that kill chain often involves real-time command and control of lethal assets, and time-sensitive decision making for the delivery of ordnance in closely packed, dense environs, where the enemy is purposely hiding or shielding his whereabouts, and where collateral damage assessments, weaponeering calculations, and sensitive intelligence are necessary for making a targeting decision. Qualified rated pilots generally have the training and experience that is crucial to the success of this effort. Finally, the Air Force operates high and medium altitude UAS in and through positive-control airspace—by FAA and ICAO rules—that currently requires an instrument-qualified pilot. It may well be that a blend of rated and non-rated operators makes the most sense. If confirmed, I will come to a conclusion on this issue quickly.

TRICARE Fee Increases for Military Retirees

In its fiscal year 2009 budget request, the Department of Defense assumed \$1.2 billion in cost savings based on implementing increases in TRICARE costs for certain beneficiaries, including higher enrollment fees for military retirees and their families.

What is your understanding of the Department's proposals for changes in TRICARE fees for retired airmen, and, if they are implemented, what do you see as the likely impact of these changes on the Department of the Air Force?

I am told the Air Force supports the findings and recommendations of the Task Force on the Future of Military Health Care and will continue to work with our counterparts to find responsible, equitable adjustments to TRICARE fees that maintain commitments previously made to our retirees.

What is your personal view of the justification for increases in TRICARE enrollment fees for retirees, and are there alternatives to such increases you would recommend if confirmed?

As health care costs continue to rise we anticipate increasing pressure on other vital programs if we cannot control costs. I am not an expert in this discipline but, if confirmed, will quickly avail myself of information related to alternative means to assure availability of services at affordable cost.

Independence of the Judge Advocate General

What are your views about the responsibility of the Judge Advocate General of the Air Force to provide independent legal advice to the Chief of Staff and the Air Staff, particularly in the areas of military justice and operational law?

I believe it is critical that the CSAF receive independent legal advice from his senior uniformed judge advocates. Our senior uniformed lawyers bring a wealth of experience and perspective shaped by years of working with commanders in the field. Pursuant to 10 USC § 8031 and § 8037, the Judge Advocate General is the legal advisor of the Secretary of the Air Force and of all officers and agencies of the Department of the Air Force. TJAG also responds to CSAF direction and directs and supervises the Judge Advocate General's Corps in providing legal advice and related services to commanders, agencies, and people Air Force-wide. TJAG's ability to provide independent legal advice is not only statutorily guaranteed, it is important to Air Force senior leader decision making. Senior leaders are better equipped to make the best decisions when they are aware of both judge advocate advice and the advice from the Office of the General Counsel.

What are your views about the responsibility of staff judge advocates throughout the Air Force to provide independent legal advice to military commanders in the field and throughout the Air Force establishment?

Staff judge advocates (SJAs) are essential to the proper functioning of both operational and support missions. SJAs have a major responsibility to promote the interests of a command by providing relevant, timely, and independent advice to commanders, and this independence is reflected in statute (10 U.S.C. § 8037(f)(2)). Commanders are required by statute (10 U.S.C. § 806) to communicate with their SJAs on issues related to military justice matters, which is critical to disciplined mission execution. In addition, commanders and other leaders rely on their staff judge advocates for advice on all types of legal and policy matters. SJAs understand the rhythm; they understand the commander's thought process; they know what his or her priorities are; and they understand what is happening in the field. They can offer advice and are somewhat independent of other policy concerns that might apply, so there is no preemption of the thought process. I think that it is very important, that commanders continue to receive uniformed legal advice.

Air Force Future Total Force Planning

What do you consider to be the most significant barriers to effective integration of Air Force reserve and active component personnel and units?

The Air Force has always operated as a Total Force, operating seamlessly in peacetime as well as war. In fact, the highly successful Classic Associate model has been in use for almost 40 years and is the baseline as we continue to optimize what each component brings to the fight.

Legally, Title 10 and Title 32 of United States Code have presented some of the more difficult challenges to the Total Force mission. The FY07 National Defense Authorization Act has helped knock down many of the barriers between Title 10 Federal and Title 32 State chains of command impeding successful integration. Continued discussion of legislative and policy changes are occurring and will need to continue to ensure that the Air Force is able to operate as a Total Force with the most effective use of resources.

What do you consider to be the most appropriate and achievable goal for integrating units of the Air National Guard into the operational missions, including homeland defense missions, of the U. S. Air Force?

The Guard and Reserve *continue* to be full partners in Total Force Integration (TFI) and will be involved in all new missions as they come on line. In fact, Air National Guard Airmen are flying the first operational F-22s as part of a classic associate unit at Langley AFB. They are also performing high tech emerging missions: operating Predators, flying satellites, and processing battlefield intelligence which is providing direct support to the joint warfighter. We are integrating our Guard and Reserve components into many new weapon systems as well as continuing to explore ways to better associate the components in our enduring missions, capitalizing on the tremendous experience levels resident in the Guard and Reserve. We are standing up a number of classic, active, and ARC associate units in a variety of missions, stationing inexperienced active duty members at Guard and Reserve locations to be trained by seasoned pilots and maintainers. Of current note, Air National Guard and Air Force Reserve airmen help protect the homeland through the aerial firefighting capability they provide in cooperation with the US Forest Service. *Every* Air Force mission and platform can benefit from the experience and knowledge of our Citizen Airmen and the community connection they bring to the Air Force.

What role and mission do you expect the Air Force Reserve to perform now and in the future?

In our Total Force Air Force we consider the Air National Guard and the Air Force Reserve to be equal partners and as such the previous answer applies to this question also.

How would you assess the progress being made in further integrating the Air Force Reserve into the operational mission of the Air Force?

Integration of both the Air Force Reserve and the Air National Guard into operational missions continues to go very well. In fact, the first Associate unit was an Air Force Reserve unit back in 1968. Over the past 4 years we have expanded from 6 to over 130 Total Force Initiatives and developed additional organizational constructs. The Air Force has formalized the Total Force Integration process through official policy, guidance and oversight. These efforts have accelerated the transformation to a smaller, more capable, and more affordable Air Force composed of Regular, Guard, and Reserve Airmen that magnify the unique assets of each component.

Air Force End Strength

The Secretary of Defense recently announced he would halt the reduction in Air Force active duty end strength, and keep the active Air Force at 330,000. For fiscal year 2008, Congress authorized an active-duty Air Force end strength of 329,563 and for fiscal year 2009, the Department requested, and budgeted for, an active-duty end strength of 316,600.

How does the Air Force plan to pay for the extra end strength?

In the near term, the Air Force is halting the previously planned drawdown. By stopping the drawdown in FY08, force shaping initiatives, such as Voluntary Separation Pay, will not be needed in FY09 as originally budgeted. The Air Force will apply those funds to cover costs associated with FY09 manpower increases. The long term manpower increases supporting on-going, new and emerging missions are being addressed in the FY10 Program Objective Memorandum.

Does the Air Force plan to formally request Congress to authorize an active-duty Air Force end strength of 330,000 for fiscal year 2009, or does it plan to rely on its authority to suspend end strength limitations in time of war or national emergency?

The Air Force included in its FY 09 Unfunded Priority List to Congress a request for funding ends strength at 330K in FY 09. If funded, then Air Force expects to receive authorization, if not then the Air Force will exercise its authority to suspend end strength limitations in time of war and will readdress the program with the Department and the Congress in the FY10 cycle.

Are there any increases to the Air Force Reserve or Air Guard planned in addition to the increases in the active component?

Yes, there is a commensurate increase to Air Force Reserve end-strength planned. We have worked extensively across our staffs to ensure we are adding back the correct mix of part-time and full-time reservists. I understand the Air Force Reserve proposes to increase end-strength by 7,095 military personnel to a total of 74,795 by FY15. This must be a total force solution as the Regular and Reserve Components continue to associate over a wide variety of mission sets creating greater efficiencies for the total force.

There are currently no plans to increase Air National Guard (ANG) end strength. As part of their planned reductions, the ANG elected to accept budget offsets versus manpower reductions. While this offered a temporary solution, the budgetary offsets could have impact on overall readiness and, therefore, require continuing management attention.

Air Force leaders said earlier this year that the reductions in end strength, even to 316,600, were not enough to allow the Air Force to realize its recapitalization goals.

How does keeping Air Force active end strength at 330,000 impact recapitalization?

In 2006 we initiated a 40K reduction in Air Force end strength in order to fund recapitalization of our aging weapons systems. This action was partially successful, but based on loss of buying power and increases in personnel costs we have not been able to reach the needed levels of recapitalization to turn the corner on the increasing average age of our fleets. The Air Force was on a drawdown path to reach 316K by the end of FY09. The drawdown halt will keep us at 330K, but the content in people and skill sets between the targeted 316K and the 330K requires adjustment to meet current and new mission requirements. Some of these requirements are a result of additional TOA (FY10-15) provided to the AF for recapitalization. Other added manpower requirements include corrective actions associated with our nuclear enterprise.

Transformation

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

What do you believe should be the goals for Air Force transformation?

I have two near-term goals. First, we must act quickly and rigorously to implement the improvements in training, procedures, schooling, and organization required by the Nuclear Task Force and the SECDEF to restore the integrity and

credibility of the Nuclear Enterprise. I expect to see rapid and substantial improvement in this area.

Second, in light of the SECDEF's views, as well as my own, we must assess and implement quickly the measures needed to improve our support to the joint warfighters in Iraq and Afghanistan. We have already done a good deal, as evidenced by our increased UAS assets and the further increases programmed to come on line within the FY10 FYDP. But, we have to be aggressive in exploring every avenue to further improve and provide more support in the conflicts we are waging right now. It is my personal view that being adaptive now will serve us well as other adversaries and challenges emerge.

Sexual Assault Prevention and Response

The Department of the Air Force has implemented changes in policy and procedures aimed at preventing and responding appropriately to incidents of sexual assault.

What is your view of the appropriate role for, and actions that should be taken by, senior military and civilian leaders in the Secretariat and the Air Force staff in overseeing the effectiveness of implementation of new policies relating to sexual assault?

Senior Air Force leaders, including the SECAF and me, form the leadership team that must set the tone for the rest of the institution: sexual assault is criminal behavior that cannot and will not be tolerated. It is a personal tragedy to the victim, her or his family and friends, and it affects our mission readiness. This is a multifaceted problem that will continue to have involvement by key Secretariat and Air Staff leaders: the Assistant Secretary for Manpower and Reserve Affairs, the General Counsel, the SAF Inspector General, the Deputy Chief of Staff for Personnel, the Judge Advocate General, the Surgeon General and the Chief of Chaplains. In the Air Force, it is a Commander-focused program. At each Wing, the Sexual Assault Response Coordinator reports to the Vice Wing Commander. If confirmed, I will ensure that, collectively, our senior leaders continue to promote our programs to ensure they are resourced and implemented effectively. In short, sexual assault is incompatible with our military mission.

Unified Medical Command

The Department's 2005 BRAC recommendations include significant realignments in military medical capability and support the goal of achieving greater efficiency through joint organizational solutions. The proposed recommendations regarding Walter Reed National Military Medical Center, as well as other joint medical centers in Landstuhl, Germany, and San Antonio, Texas, are based on the assumption that staffing in the future will be joint with personnel from all three military departments. While various studies have been done regarding the concept and feasibility of establishing a joint military medical command, very little progress has been made on implementing such a command.

Do you consider a joint military medical command to be warranted and feasible?

We take pride in being part of a Joint team and building ever greater interoperability between the Services. Our Air Force medical personnel are a key part of the Joint Theater Trauma System in OIF and OEF...the most effective trauma system in the history of military medicine. Air Force, Army and Navy medics are working together to save the lives of Soldiers, Sailors, Airmen and Marines at unprecedented rates in the face of the most severe wounding patterns in the history of warfare. At Landstuhl Regional Medical Center, Air Force and Navy medical personnel have been fully incorporated into one of our busiest military hospitals at home or abroad. We are fully supportive of joint medical capabilities and do not see a Joint or Unified Medical Command as necessary to accomplish what is already being done. Such a command would add overhead and incur additional costs with an uncertain return on that investment.

What functions, in your view, are unique to the Air Force and should remain within the Air Force management structure?

The Air Force Medical Service is a key component of the Air Force's ability to meet Title X responsibilities in assuring the health and well being of our Airmen. Air Force medics work directly for their Line commanders in support of our Wing missions worldwide. Wing commanders are directly accountable to meet the mission and ensure the health of the force is preserved and sustained.

Air Force medical capabilities presented to the combatant commanders in support of the joint warfight are key elements of the "enroute care system". This includes the resuscitative trauma care in our Air Force theater hospitals, the aeromedical staging capability and the air evacuation and critical care aeromedical transport teams. All medical forces both home station and deployed are essential to the Air Force's ability to prosecute our expeditionary mission in support of the AEF rotations and combatant commanders' tasks.

With or without a unified medical command, what steps would you take, if confirmed, to improve joint medical readiness requirements in support of contingency operations?

We can take great pride in the work our Air Force, Army and Navy medics are doing at home and deployed, but there is always room to improve. Sharpening and refining joint doctrine is essential to improving the interoperability and interdependence of our medical forces. The enabling platforms such as logistics, information management, education/training and research and development offer significant opportunity to improve our joint and interoperable capabilities. I will continue to work with my Service counterparts and combatant commanders to ensure interoperability. Our Air Force medics will remain fully supportive of joint medical requirements, planning, and training and will continue to fill leadership roles within the joint community.

Aircraft Recapitalization

At times, approximately one third of the current Air Force aircraft inventory has been under some type of flight restriction, mainly due to aging aircraft problems.

If confirmed, what steps would you take to ensure that the Air Force recapitalizes its aircraft inventory and how would you prioritize the recapitalization effort?

The Air Force would continue to analyze emerging threats affecting warfighters to determine what is needed to sustain the force, to modernize when necessary, and to recapitalize ensuring we can fight the future fight. Currently, the average age of Air Force's aircraft inventory is 24 years with some nearing 50 years. Our goal is reduce that average to 15 years by 2030. To maintain the current average requires the Air Force to acquire 165 aircraft per year, and, per the FY09 President's Budget, we will be able to acquire only 115 aircraft per year. That will mean that the average age of Air Force's inventory will grow to 27 years by 2020. The Defense Department's revised fiscal guidance for the FYDP beginning in FY10, authorized an approximately \$5B boost for our recapitalization efforts, and that will certainly help.

Our priority is to bring F-35s into the Air Force as swiftly as possible. The additional resources we have received will be used in part to increase the F-35s annual production rate. Of equal priority in the near term, we must replace our aging tankers promptly, consistent with Under Secretary Young's recent testimony. We will continue to modernize our Space-based communications such as WGS, AEHF, and TSAT. Our ISR portfolio will continue to grow and mature. The Air Force will rapidly acquire increasingly unmanned ISR platforms to meet the growing demand of the Combatant Commanders.

Air Force Budget Request

In recent years, the Air Force budget request has not included funding requests for various aircraft, including C-17 and F-22, but these items ranked high on the Air Force's unfunded priority lists. Some have suggested that the Air Force deliberately declined to include funding for such aircraft, relying instead on Congress to add funding for them.

If confirmed, what actions would you take to ensure that the Air Force budget includes those items that you believe the Air Force needs?

I would continue to work the delicate balance between the priorities of winning the GWOT and preparing for tomorrow's fight. I am pleased, based on what I have read, with the direction of our FY10 POM, particularly that we were able to bolster the nuclear enterprise, support the Global War on Terrorism, take good care of our people and make significant progress towards recapitalization of our aging fleet. The additional topline we are expecting will help greatly to meet our manpower and recapitalization goals. We will continue to work closely with OSD to pursue these goals. But, as a consistent practice, if we truly wish for a program to be funded, we will fund it within the Air Force budget.

Joint Basing

The 2005 base realignment and closure commission directed, at the request of the Department of Defense, the establishment of twelve joint bases. Nine of these recommendations involve the Air Force.

Did the Department of the Air Force support or oppose this recommendation when it was being formulated inside the Department of Defense, prior to the transmission of the Secretary of Defense's recommendations to the commission?

I am told the Air Force supported and continues to support the goals of joint basing. The Air Force position has been and continues to be that we will achieve cost efficiencies without adversely impacting mission capability and quality of life. While complex and emotional endeavors, I believe we can attain the benefits and promise of Joint Basing with minimum disruption to mission and quality of life.

Does the Air Force support or oppose this joint basing effort today?

The Air Force fully supports joint basing and is committed to making it a success.

Does the Air Force support joint basing in cases where the Air Force will not be the lead service for the joint base?

Yes. To accomplish this, we advocated for and in conjunction with the other Services and OSD, established installation support common output level standards. Our Airmen, Soldiers, Sailors, Marines, DoD Civilians and their families will benefit from efficient, common and consistent installation support services. Such standards will ensure the Air Force and our sister Services continue to enjoy the level of installation support services their people deserve.

What concerns does the Air Force have about establishing joint bases?

The Air Force remains committed to ensuring that all bases, Joint or otherwise, maintain their capability to perform its missions and provide consistent standards of support for all warfighters and their families. Ideally, Joint Bases would be so efficient and effective that an assignment to a joint base would be a highlight for every Service member.

What efforts is the Air Force making inside the Department of Defense, at both the senior and working group levels, to find solutions for these concerns?

The Air Force has a long and successful history of working toward common goals in a joint environment to guarantee success, each Joint Base should be required to provide a suitable setting for all of its assigned personnel, their families, and other parties within the local communities our bases support. To accomplish this, the Air Force successfully advocated for the establishment of 265 common Joint Base quality of life standards that are the right standards for all Services.

Air Force Science and Technology

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

A critical Air Force priority is to recapitalize and modernize our air and space capabilities, while advancing new cyberspace capabilities. Innovative Science and Technology (S&T) efforts have and will continue to play an essential role towards this end. Drawing from National strategy followed by Guidance for the Development of the Force, the Air Force Strategic Plan, and in concert with the Air Force S&T Executive, I will provide direction that focuses and protects S&T investments that advance the state-of-the-art in areas critical to continued United States dominance of air, space, and cyberspace.

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

Based on what I know, yes, the Air Force's current S&T investment strategy of maintaining a balance between basic research, applied research, and advanced technology development is appropriate to meet current and future Air Force needs.

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

Having oversight of the Air Staff and Air Force Major Commands, and as a member of the Joint Chiefs of Staff, I ultimately play an important role in the process of identifying future capabilities critical to continued United States dominance of air, space, and cyberspace. It is vital that we understand and advance those game changing technologies most critical to today's fight and the emerging future threats. As stated before, I will draw upon National strategy and the Department's Guidance for the Development of the Force to establish research priorities supporting both near- and far-term force needs.

In the face of rising acquisition costs for programs such as the Joint Strike Fighter, and programs to support space operations, if confirmed, how do you plan to ensure the protection of funding for long-term science and technology investments?

The S&T Program is a key element in making mature technologies available for transition into development programs. The S&T Program provides a strong foundation for reducing risk and costs. As such, I will provide direction that focuses and protects S&T investments that mature and advance the state-of-the-art in areas critical to continued United States dominance of air, space, and cyberspace.

Technical Workforce

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 its mission of: "leading the discovery, development, and integration of affordable warfighting technologies for our air and space force."

Are you concerned about the current or future supply of experts in defense critical disciplines, particularly personnel with appropriate security clearances, to hold positions in defense laboratories?

I'm always concerned about the supply of experts in the critical defense disciplines needed in our laboratory and elsewhere in our acquisition enterprise. Today, the lab is able to meet its needs; however, given the current state of U.S. Science, Technology, Engineering and Math (STEM) resources, I expect this will become more difficult over time. Availability of technical talent will remain a key issue in and out of government.

Air Force Test and Evaluation Capabilities

What do you feel are the biggest deficiencies in Air Force test and evaluation capabilities?

Air Force test and evaluation must continue to develop test capabilities that keep pace with the development of our technically complex weapon systems. We need to strive to be efficient with our resources and at the same time responsive in meeting our test and evaluation requirements.

What steps will you take to ensure that the Air Force has a robust testing infrastructure and qualified test workforce?

The Air Force will work with the Director of Operational Test and Evaluation, the Director of the Test Resource Management Center, the Services and other DoD agencies, and industry to help shape the future of our Nation's infrastructure and workforce. We will employ proven methodologies, like AFSO21, to develop efficiencies; support programs to recruit, train, and retain the necessary workforce; and focus our test infrastructure on supporting the current and future needs of the acquisition community and broader National interests.

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 including and forwarding adverse and alleged adverse information in connection with the promotion selection process are set forth in title 10, United States Code, and in DOD Instruction 1320.4.

How is the Air Force ensuring compliance with requirements of law and regulation regarding review of adverse information?

The Air Force is required by law and DOD policy to present all adverse information of a credible nature to general officer promotion and Federal recognition boards. Upon receipt of the names of officers meeting a general officer promotion or Federal recognition board, SAF/IG initiates a review of Air Force, DOD, and other government investigative files for potential adverse

information. If substantiated adverse information is uncovered that does not already exist in the officer's selection record, a summary of the adverse information, plus any written comments from the officer, are placed in a senior officer unfavorable information file and attached to the officer's selection record. If the officer is selected for promotion or Federal recognition, this file stays with the officer's nomination package through its coordination with the Office of the Secretary of Defense, the White House, and the Senate. If unfavorable information is discovered about an officer after selected for promotion or Federal recognition that information will be presented to a promotion review board. The promotion review board will consider the adverse information and make a recommendation to the Secretary of the Air Force whether to continue to support the officer for appointment to the next higher grade. If the Secretary continues to support the officer, the information will be added to the nomination package.

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

The Air Force has procedures in place to ensure any adverse or potential adverse information is presented with the nomination packages. Prior to the promotion selection board the Air Force conducts an initial screening for adverse information. The Air Force performs additional such checks following the selection board, and every 60 days throughout the nomination process.

For 1- and 2-stars, if there is substantiated adverse information, the selection board will review the information as part of the process and that information will be included in the nomination package. If allegations of adverse information arise after the board is complete the Air Force typically will separate the individual from the list until the investigation is complete and if necessary, command action is complete and then convene a promotion review board to determine if the individual should continue to be nominated for the next higher grade. The Air Force always includes substantiated adverse information with its nomination packages thru OSD to the Senate.

For 3- and 4-star nominations, substantiated adverse information is included in the nomination packages and the Air Force performs adverse information checks every 60 days throughout the nomination process from OSD to the Senate.

Readiness Levels

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

Our nation's Airmen are trained, equipped, ready, and are supporting joint force operations around the globe. The Air Force is constantly assessing lessons learned in operations, both combat and non-combatant, and making changes in how we train, equip, organize, and prepare our forces to better execute current and future operations. Whether integrating our ISR with ground operations to find the enemy, precisely delivering critical supplies or personnel to our Joint partners, or increasing the number of air strikes against enemy positions, our Airmen have continued to find ways to contribute to the effectiveness of the Joint team.

What do you view as the major readiness challenges that will have to be addressed by the Air Force over the next 4 years, and, if confirmed, how will you approach these issues?

High OPSTEMPO combined with an aging fleet of aircraft and spacecraft continues to challenge readiness. We fly and maintain the oldest aircraft inventory in Air Force history. The Air Force has addressed aging aircraft issues by developing an overarching strategy for future fleet management. The Air Force has chartered the Air Force Fleet Viability Board to assess the viability of our inventories so that we posture ourselves to make the best informed modification, sustainment, and retirement decisions.

In terms of stressed career fields impacted by a continuing high OPSTEMPO, the Air Force actively tracks our stressed career fields and uses this data to focus on the specialties that require the most management intervention. Solutions we have put in place include Air Expeditionary Force banding to better manage tempo in highly stressed air force specialties and alternate sourcing strategies to use other air force specialties to augment stressed career fields. We are also reducing stress on some career fields by adding additional manpower. For example, we've added additional battlefield Airmen, combat weather and joint tactical air control personnel, to support US Army modernization and transformation. And we will look at other highly stressed career fields, such as Security Forces, Intelligence, and Explosive Ordnance Disposal and assess whether to increase their numbers of personnel.

Investment in Facilities and Infrastructure

Air Force Leadership recently stated in testimony, "MILCON is an essential enabler of Air Force missions; however, due to fiscal constraints, we must reduce funding and accept greater risk in facilities and infrastructure in order to continue our efforts to recapitalize and modernize our aging aircraft and equipment."

In your opinion, at what point is the reduction of funding for facilities and infrastructure too much of a risk for the Air Force?

We've managed or mitigated risk by balancing our approach between Facility Sustainment, Restoration & Modernization, and MILCON accounts. Taking manageable risk in infrastructure is prudent given the Air Force's previous investment in infrastructure combined with our current investment in maintaining our facilities by increasing Facility Sustainment to 90% of DoD requirements and increasing Restoration & Modernization (R&M) by \$160M compared to FY08. While these actions help us to manage risk in FY09, we will likely re-invest in infrastructure in FY10 to ensure we preserve the capability of our bases—our Installation Weapon Systems.

If confirmed, would you support goals established by the Department of Defense for certain levels of funding dedicated to the recapitalization and sustainment of facilities?

Yes. The Air Force supports the existing Department of Defense goal for Facility Sustainment by funding our program to at least 90% of the modeled requirement. We will support any Facility Recapitalization goal if and when it is developed because installations provide a critical capability to the Air Force -- we fight from our bases, they are our Installation Weapon Systems.

Fee-for-Service Commercial Tankers

The Assistant Secretary of the Air Force for Acquisition testified last April that the Air Force is moving forward with a congressionally mandated plan to develop a Fee-For-Service Aerial Refueling Pilot Program. However, the Air Mobility Command Commander, General Lichte, has testified that he has questions "with regard to the operational procedures, FAA requirements and certifications, and legal issues that come up."

In your view, is the Air Force doing everything it can to ensure the intent of the Congress is carried out in implementing the fee-for-service pilot program?

The Air Force is providing the necessary groundwork to ensure the intent of Congress is carried out with respect to implementing the fee-for-service pilot program. The Air Force has already released a Request for Information and had dialogue with industry for concept refinement. A Request for Proposal is planned to be released in 1st Quarter FY09, after which the Air Force anticipates receiving proposals from interested/qualified offerors. If executed, we anticipate industry will require 18-24 months to accomplish boom design, modification, and airframe integration.

What concerns, if any, do you have about the conduct and purpose of this pilot program?

I do have some concerns regarding the funding and operational impacts of this program. There was no FY08 appropriation to accompany the FY08 National Defense Authorization Act direction, so the Air Force is working on reprogramming funds for the program in FY08-09. Unlike the Navy program which uses a probe and drogue refueling system, this program requires significant industry commitment and investment to develop and certify a commercial boom-equipped aircraft. A minimum of an additional 6 months will be required for boom system operation, aircrew certification, and receiver qualification. Once complete, we can conduct the pilot program in FY12-16.

We will assess progress and ensure we meet program requirements in the yearly reports submitted to Congress.

UAV Roadmap

In 2001, Congress established as a goal that by 2010 one-third of the aircraft in the operational deep strike force should be unmanned. However, the recently issued Unmanned Systems Roadmap 2007-2032 does not describe how it plans to achieve that goal, nor does it include striking targets as a key UAV role or mission in the future

Given the varying positions the Air Force has held regarding unmanned combat air vehicles (UCAVs)----most recently removing itself from the joint UCAV program, do you see striking targets as a potential mission for UAVs? Why or why not?

In understand that the Air Force fully supports using UAVs to conduct strike operations and is increasing current investments in this area to significantly enhance this capability. The Air Force is now fielding the MQ-9 Reaper as a follow-on to the MQ-1 Predator. The MQ-9 is a multi-role Unmanned Aerial System (UAS) whose roles include hunter/killer strike and intelligence, surveillance, and reconnaissance. The MQ-9 can carry up to 3000 lbs of weapons (15 times more than the Predator) and is currently deployed in both Iraq and Afghanistan.

Nuclear Weapons Handling Incident

General Larry Welch, USAF (Ret.), Chairman of the Defense Science Board Task Force on Nuclear Weapons, testified earlier this year that the nuclear weapons handling incident which occurred in August 2007 resulted from long-term and systemic degradation of training and focus by the Air Force on the nuclear mission.

Given the nature and severity of the incident, and General Welch's report, are you satisfied with the accountability actions taken within the Air Force thus far?

The invaluable assessment by the Defense Science Board's Permanent Task Force on Nuclear Weapons Surety, led by General Welch, has had far-reaching impact on the Air Force, though it was not an assessment of personnel accountability related to the unauthorized munitions transfer.

The Air Combat Command Commander Directed Investigation identified accountable individuals and a deliberate process followed resulting in a range of disciplinary actions. Subsequently, the Department of Defense Inspector General evaluated Air Force accountability actions related to this incident.

Regarding the findings of the Donald Report involving the misshipment of Mk 12 forward sections to Taiwan, the accountability review process is not complete and, if confirmed, I will work with the Secretary of the Air Force to ensure proper accountability.

All processes and procedures involving nuclear weapons are exacting. Perfection is the standard. There is no room for incomplete knowledge or substandard performance. Precision, compliance, personal responsibility and enforced accountability are foundational to success in this vital mission area.

There are over \$100 million in “unfunded requirements” related to the Blue Ribbon Review of the August 2007 incident on the Air Force’s unfunded priorities list for Fiscal Year 2009.

What actions would you expect to take, if confirmed, to modify this list and seek reprogramming authority?

If confirmed, I will evaluate the status of these associated unfunded requirements and take appropriate action, to include modifying the list, securing needed funding within our program and seeking reprogramming authority, if necessary.

Air Force Ability to Respond to Worldwide Contingencies

What impact, if any, do you see on the Air Force’s ability to respond to worldwide contingencies as a consequence of the demands of current operations in Iraq and Afghanistan?

The Air Force is organized, trained, equipped, and prepared to rapidly, flexibly, and precisely respond to worldwide contingencies. The Air Force has capabilities and manpower with specialized skills in high demand in Iraq and Afghanistan, such as airlift; intelligence, surveillance, and reconnaissance capabilities; explosive ordnance disposal; and security

forces. Additional requirements in these areas will require the Secretary of Defense to allocate forces between Iraq, Afghanistan, in place Homeland Defense and global support missions, and another worldwide contingency.

How much additional risk is the United States assuming in this regard?

The Air Force is fully supporting the Secretary of Defense and Combatant Commanders with in place and expeditionary forces. We have Major Commands and Component Numbered Air Forces who support all the Functional and Geographic Combatant Commanders in planning and executing operations. We use an Air Expeditionary Force process to manage tempo and enable rapid and tailored responses to homeland and worldwide contingencies. For the Air Force, my sense is the risk is manageable.

“In Lieu of” Airmen in Iraq and Afghanistan

The Air Force has provided significant “in lieu of” ground forces to support operations in Iraq and Afghanistan.

Are you satisfied with the type and amount of ground combat training and preparation airmen assigned these support mission are receiving before deploying?

We are confident that the AEF Airmen are receiving the required training to perform their AEF mission. The Air Force has developed Tier 1, Tier 2 and Tier 3 expeditionary training policy, guidance and curriculum standards to ensure our Airmen are ready to accomplish their missions in the combat environment. Tier 1 training provides expeditionary skills for all Airmen and is delivered through accessions, initial functional training, and in the foundational training curriculum for basic training. Air Education and Training Command has added 8.5 hours of training to Basic Military Training and is developing Common Battlefield Airman Training (CBAT) for select career fields.

To ensure every deploying Airman can achieve the same level of basic competencies in contingency skills, the Air Force developed Tier 2 "deployment-ready" standardized training. Expeditionary Combat Skills (ESC) includes weapons and body armor training and a field exercise to demonstrate their skills.

Advanced Expeditionary Skills Training (Tier 3) is enhanced pre-deployment training for select mission-ready Airmen as determined by deployment location, threat assessment, specific mission, duty assignment, role, operation or special requirement. The Air Force offers a wide variety of pre-deployment expeditionary training courses and 60+ air mobility resident/web-based courses to Air Force, joint and coalition personnel to include EAGLE FLAG Exercise and Air Advisor training. Additionally, our Airmen selected for ILO taskings are

collectively trained alongside soldiers, sailors and marines by the same combat skills training instructors and develop into cohesive teams at Army power projection platforms before deploying down range.

Lastly, the Air Force has established the Training and Equipment Review Board (TERB) to monitor the effectiveness of our training and modify that training to meet the gaining commander's needs, to ensure Airmen can operate and survive in their deployed environment.

Are these airmen getting the right equipment necessary to operate in that environment, particularly force protection equipment?

This question specifically references the approximately 12,000 Airmen who deploy annually in the In-Lieu-Of category. Yes, personnel are receiving the necessary force protection equipment to include the Advanced Combat Helmet and the Interceptor Outer Tactical Vest with Level IV Enhanced Small Arms Protective inserts.

What have been the effects of these manpower requirements on morale and readiness of airmen, and do you believe that Air Force leaders have been effective in communicating the importance of the mission to their personnel?

In general, I don't think we have sufficiently celebrated the contribution of our airmen performing non-traditional roles. The term In-Lieu-Of is itself, at least in some sense, pejorative. Those who have performed this duty are rightly proud of their service. If confirmed, I will work to ensure that the Air Force recognizes and properly honors non-traditional performance of duty in the on-going Global War on Terrorism.

Joint Cargo Aircraft

In June 2006, the Army and Air Force signed a memorandum of understanding regarding the merger of two separate small cargo aircraft programs into the Joint Cargo Aircraft (JCA), a plane that will be smaller than the Air Forces C-130, but larger than the Army's C-23 Sherpa.

In your view, is there a roles-and-missions redundancy between the Army and the Air Force with respect to the JCA?

No. There are valid direct support lift requirements that call for Service organic fixed wing aircraft to meet a ground commander's need for Time Sensitive / Mission Critical (TS/MC) delivery of passengers and cargo.

What changes to this program, if any, would you recommend?

Based on what I know, and prior exposure at the US Transportation Command, the Air Force supports the program of record.

Combat Search and Rescue Helicopter (CSAR-X)

After Boeing won the contract for development of the Air Force's next generation combat search and rescue helicopter, the Lockheed and Sikorsky corporations protested the award to the Government Accountability Office and prevailed.

What is your understanding of the Air Force's way ahead on the CSAR-X program?

The Air Force amended the Request for Proposal (RFP) to accommodate the GAO findings. The road ahead includes receiving final proposals based on ongoing discussions, finalizing our evaluation, and making the source selection decision. I understand the Air Force anticipates a fall 2008 contract award with full OSD (AT&L) program review prior to award.

What is your understanding of the Air Force's ability to achieve its goal of initial operating capability by 2012?

The Request for Proposal amendment #6 was issued on 22 April 2008. In this amendment the Initial Operating Capability (IOC) was changed to a period of time. The first quarter of FY13 is the desired IOC and the fourth quarter of FY14 is the required IOC date.

Air Force Cyber Command

The Air Force established a provisional Cyber Command in September 2007 with the mission of training and equipping forces to conduct sustained global operations in and through cyberspace, fully integrated with air and space operations.

How do you envision Cyber Command integrating and interacting with the Department and the other services?

Cyber Command, if permanently established, will provide forces, in coordination with our joint partners and the Department, to Combatant Commanders to protect and defend US interests in the cyber domain at home and abroad.

What is your understanding of when a permanent headquarters will be established?

The headquarters will declare Initial Operational Capability by Oct 2008 using distributed locations. The Air Force is studying a list of potential permanent basing locations with an expected final decision in FY 09.

How do you see the mission of the Cyber Command integrated into Title 10?

Air Force Cyber Command's primary mission will be to organize, train and equip Air Force cyberspace forces to support Joint operations. The Command will also be responsible for protecting Air Force networks. To that end, AFCYBER will be the Air Force's lead advocate for cyberspace capabilities, and will drive related Air Force education and training.

Air Force Implementation of "Families First"

United States Transportation Command has made great progress in implementing the promise of the "Families First" program, aimed at modernizing the system for moving household goods of service members and their families pursuant to permanent change of station orders. One of the greatest challenges has been to replace the legacy Transportation Operational Personal Property Standard System (TOPS) with the web-based Defense Personal Property System (DPS).

How would you assess the status of implementation of the Families First Program and DPS in the Air Force?

The Air Force is committed to the development and fielding of DPS, the automated system for Families First and replacement system for TOPS. The Air Force continues to work with USTC J5/4 and J6, SDDC, and the services to provide subject matter expertise for testing and business rule development. We are encouraged by recent developments, new timelines, and increasing momentum in the program. We consider DPS to be heading in the right direction and standby for implementation in the fall of 2008.

What do you view as the most significant challenges that remain in the Air Force to ensuring that DPS and the modernized Families First system for contracting for the movement of household goods and responding to claims for damaged and missing property is successfully put into effect?

We believe the most significant challenge is the return rate of customer satisfaction surveys. These surveys are vital to the new program and if inputs are not received customer feedback will not be available for program analysis and the carriers will not be aware of deficiencies. We have worked to market the

importance of the surveys with all concerned through a number of media sources in the Air Force. We will continue to encourage customers to return surveys so course corrections can be made. We will make use of available authority to tie Full Replacement Value reimbursements to submission of the Customer Satisfaction Survey.

Air Force Acquisition System Flaws

Over the last four years, GAO protests have resulted in the reversal of a number of significant Air Force contract award decisions, including award decisions on the KC-X tanker replacement contract; the Combat Search and Rescue Helicopter Replacement Program (CSAR-X) contract; the C-130 Avionics Modernization Program (AMP) contract; the Small-Diameter Bomb contract; the Thunderbird video contract; and a contract for F-15 training simulators.

Do you believe that there are significant problems in the Air Force acquisition system today?

These examples, while significant, need to be viewed in the context of the thousands of contracts the Air Force successfully executes every year. Nonetheless, confidence in our processes is lacking and we have to recommit to excellence in acquisition at every level and every discipline. This includes improved workforce management, training and job enrichment; maintaining a balance of civilian and military expertise across the enterprise; and attracting additional, proven engineering and management talent in supervisory roles.

If so, what are those problems and how would you propose to address them?

See above.

If not, why do you believe that the Air Force has been the subject of so many adverse bid protest decisions?

Although I believe that the Air Force acquisition system is not fatally flawed, I agree there are opportunities for improvement. Weapon systems require complex, in-depth evaluations across many functional areas against both objective and subjective criteria; we continue to examine processes and factors to arrive at fair evaluation of these highly complex proposals to protect the interests of our warfighter and the taxpayer. Representative actions outlined in the previous question apply.

Actions of Air Force Officials

Over the last several years, senior Air Force officers are alleged to have advocated the funding of a number of programs that were not included in the

President's budget and for which there was no currently validated joint requirement. These programs include the procurement of additional C-17s, the continuation of the C-130J multi-year contract, and the multi-year procurement of additional F-22 aircraft. Senior Air Force officers are also alleged to have advocated a legislative proposal that would overturn a decision of the Base Realignment and Closure Commission relative to Joint Basing.

What is your view of the propriety of efforts by senior Air Force officers to advocate the funding of programs that are not included in the President's budget and for which there is no currently validated joint requirement?

Other than those occasions when individuals appear before appropriate committees of Congress and are asked to give their personal views, the military services cannot function effectively and credibly if senior officers advocate for programs or funding of requirements that are not a part of the President's budget.

If confirmed, what steps, if any, would you take to curb such efforts?

If confirmed as Chief of Staff, I would work closely with the Secretary of the Air Force both to foster a healthy debate within the Air Force on the allocation of valuable resources and to ensure an understanding that only established processes and procedures for advocating program funding and priorities outside the Air Force will be used. As a consistent practice, if we truly wish for a program to be funded, we will fund it within the Air Force budget.

Defense Budgeting

On January 27, 2008, the Washington Post reported on internal Air Force briefing slides, called "CSAF 2008 Leadership Forum Strategic Communication Update", which included statements that: "the Air Force is targeting the other services"; the "Budget Battle" is a "Zero Sum Gain" and a "Non-Permissive Environment"; and "some services are going to win and some are going to lose".

What is your view of these briefing slides and the views that they appear to be intended to communicate?

I am told the two slides that appeared in the Washington Post were part of a larger 10-slide internal briefing to Air Force retired senior leadership, to inform them of a Communication Campaign Plan underway to better plan and execute the message about the Air Force's contribution to national security, and to encourage their participation.

Articulating the Air Force contribution to National Security and share of defense resources is an appropriate institutional effort for the Air Force. All Services and DoD agencies, to a greater or lesser extent, engage in similar activities. But, it is

my view that the net result is a joint force capability tied to the highest priority needs of the Department of Defense. That, in my mind, is not zero sum for any participant.

Chief-of-Staff Unfunded Requirements Lists

The so-called “wish lists” that have resulted from Congress’s request for service input on where to allocate funds added to the national defense budget have mostly proven to be an effective means of ensuring that such funds are apportioned appropriately in terms of what is best for the national interest. However, the Air Force Chief of Staff’s FY 2009 Unfunded Priority List includes 152 programs and activities totaling \$18.75 billion—far in excess of amounts listed by any of the other military services. The Air Force’s Unfunded Priority List has more than four times the number of items that are on the Army list—at five times the cost, eight times the number of items that are on the Navy list—at five times the cost, and seven times the number of items that are on the Marine Corps list--at more than six times the cost.

If confirmed, will you examine how the Air Force determines the Chief of Staff Unfunded Priority List and take appropriate steps to ensure that in the future the Air Force provide lists to Congress that are limited to the items of greatest importance to the Air Force?

As Chief of Staff of the Air Force, if confirmed, I will continue to fund our most critical requirements in the President’s Budget. Furthermore, while recognizing the Service needs nearly always exceed the funds available, I understand the value in providing a more focused unfunded list to Congress. If Congress continues to offer the Services a chance to submit URLs in the future, I will use that opportunity to submit a list highlighting our highest priority unfunded needs.

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 Chief of Staff 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.

Do you agree to provide documents, including copies of electronic communications, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes.