

Shon J. Manasco
Nomination Hearing for Under Secretary of the Air Force
Opening Statement Before the Senate Armed Services Committee

Mr. Chairman, Senator Reed and distinguished members of the Senate Armed Services Committee. I am grateful to be with you again and feel humbled to sit alongside my fellow nominees.

I would like to publicly thank President Trump, Secretary Esper, and Secretary Barrett for the trust and confidence they have placed in me.

I also want to thank my mother Kathryn, my father Benny, my wife Noelle, and my three sons, Gavin, Cade, and Ty. Their love and continued support allows me to serve those in uniform.

I come from a long line of service members, past and present, dating as far back as the Revolutionary War. My worldview was heavily influenced by my grandfathers who fought in WWII.

32 years ago, I too answered the call. A freshman Congressman from Oklahoma's 1st Congressional district took a chance and nominated me to attend the United States Military Academy. So, on a blistering hot day on June 29th 1988, on the parade field of West Point, I took an oath to support and defend the Constitution. Chairman Inhofe, it seems fitting to be before you today to say thank you once again for the chance you afforded me.

As a young Army officer serving at the end of the Cold War, I grew to depend on the Air Force. I needed them to protect my soldiers from threats above while deployed, and to get me over the drop zone on countless training missions. Never once did they fail me.

These past two years I have had the opportunity to serve alongside the roughly 685,000 Air and Space professionals that make up the Department of the Air Force...and I am committed to doing everything I can to not fail them. For the strength of our nation relies in part on the strength of this department ... and the strength of this department lies in the strength of our service members and their families.

I have witnessed their accomplishments first hand, having travelled to more than 50 installations, in 11 countries and on 4 continents ... from Alaska to Antarctica, from Korea to Qatar ... these experiences lead me to conclude we have the finest Air and Space professionals in the world, bar none.

That said, the world has changed since I last sat before this committee in late 2017. From the presence of a new invisible virus, to the awakening of threats posed by

peer adversaries, to the emergence of space as a warfighting domain ... I believe the dangers facing our Nation today are more pervasive than they were yesterday...and the same will hold true for tomorrow.

I firmly believe the Department of the Air Force will be a critical fulcrum in the competitive nexus between the United States and those who wish to do us harm. I am convinced that securing our freedoms in the future will depend on our dominance across the air, cyberspace, and space domains.

This is why the standup of the United States Space Force remains a top priority for the department and for me. We know if we lose in space, we lose.

If confirmed, I will work with Congress and our sister services to ensure we develop ready and modern Air and Space Forces, capable of confronting the complex global security landscape, both today and tomorrow.

In sum, throughout my professional career I have done everything possible to be true to the oath I swore 32 years ago. From wearing the uniform as a young military officer to being a senior executive in private industry, I have been privileged to lead high performing and innovative professionals through times of change.

And ultimately, I know this is a team sport. Regardless of whatever the future may hold for me, it has been an honor of a lifetime to be a member of this team. I look forward to answering your questions.

Senate Armed Services Committee
Advance Policy Questions for Mr. Shon Manasco
Nominee for Appointment to be Under Secretary of the Air Force

Duties and Responsibilities of the Under Secretary of the Air Force

- 1) Having performed the duties of the Under Secretary of the Air Force for a substantial period of time, what is your understanding of the current duties and functions of the position?**

Answer: The Under Secretary is responsible for exercising the full authority of the Secretary of the Air Force in all affairs of the Department except as limited by law, regulation, or restriction. Such responsibilities include interacting with Congress and other governmental and nongovernmental organizations and individuals; developing, overseeing, and executing programs enabling the Department to exploit, integrate, and control air, space, and cyberspace to protect and defend the nation and its global interests; serving as the Chief Management Officer, managing Department of the Air Force business operations and carrying out Department of the Air Force business transformation initiatives; serving as the Senior Sustainability Officer of the Department of the Air Force to oversee sustainability plans and performance for the Department; and performing other duties requested by the Secretary.

- 2) What background and experience do you possess that render you highly qualified to perform these duties and responsibilities?**

Answer: I am a servant leader who has been fortunate to lead teams that have had stellar records of achievement. I have led large, global teams at the most senior levels in several Fortune 100 companies. I have extensive experience working with boards of directors and senior teams in highly regulated and complex global institutions. I am skilled in bringing together people, processes, technology, and information to produce results.

- 3) In particular, what management and leadership experience do you possess that you would apply to your service as Under Secretary of the Air Force, if confirmed?**

Answer: During my private sector experience I have led, at one time or another, all facets of business ranging from Cyber Security to Human Resources, from Finance to Digital Modernization. I served as the Assistant Secretary of the Air Force for Manpower and Reserve Affairs for two years. These experiences complement and blend well with my time in uniform as a young Army officer.

- 4) In your view, are there any steps you need to take to enhance your ability to perform the duties and responsibilities of the Under Secretary of the Air Force?**

Answer: I believe my past experiences and performance led others to conclude I am well postured to expertly perform the duties of the Under Secretary. If confirmed, I will devote myself to living up to the high expectations of the President, Congress, the Department of Defense, and Airmen and Space Professionals worldwide.

5) In your view, what should be the role of the Under Secretary of the Air Force in bringing the United States Space Force to full operational capability?

Answer: The Under Secretary of the Air Force spends considerable time ensuring the business of the department is well organized and efficiently run. If confirmed, I will work tirelessly to ensure the new service has what it needs to establish its independence and to ensure the Department is fully leveraging its resources wisely to prevent redundancies and eliminate obstacles for the service to move expeditiously through the startup phase. The Under Secretary should be a strong ally of both the Chief of Space Operations and the Chief of Staff of the Air Force in this endeavor.

6) If confirmed, specifically what would you do to ensure that your tenure as Under Secretary of the Air Force epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?

Answer: One of the most profound elements of American democracy envisioned by the Founding Fathers is the guarantee of civilian control of the military. This principle is rooted in Article II, Section 2 of the Constitution and extends by law and policy to the current position. If confirmed as Under Secretary of the Air Force, I would be devoted to upholding the law and furthering policies and practices that maintain this vital principle for our nation and its citizens.

7) What additional duties and functions would you expect and/or recommend the Secretary of the Air Force to prescribe for you, if confirmed?

Answer: I fully support Secretary Barrett's priorities and remain ready to support however called upon. If confirmed, I look forward to working with the Secretary of the Air Force to further her vision and goals for the Department of the Air Force. I expect the Secretary to prescribe duties for me relating to the Under Secretary of the Air Force's responsibilities, and in the role of Chief Management Officer.

8) If confirmed to be the Under Secretary of the Air Force, what role would you establish for yourself in the overall supervision of the Assistant Secretaries of the Air Force and the Air Force General Counsel?

Answer: If confirmed, I look forward to working with the Assistant Secretaries of the Air Force and the Air Force General Counsel to further the Secretary of the Air Force's priorities for the Department of the Air Force. I expect the Secretary to prescribe duties for me, including my role in supervising the senior civilian officials of the Department.

9) If confirmed, what innovative ideas would you consider providing to the Secretary of the Air Force regarding the organization and operations of the Department of the Air Force?

Answer: If confirmed, I will work with the Secretary of the Air Force to continue innovative efforts that illustrate how the Department of the Air Force (DAF) can shape the changing environment, not just react to it. Three areas the DAF can concentrate on are JADC2, our partnership with Industry, and developing our Airmen. Joint All Domain Command and Control (JADC2) is the ability of the joint force to act as one team is the most important

ingredient to our future effectiveness. Our Airmen are pushing this capability forward in innovative ways, such as applying agile concepts to acquisition and iterative development with the input of many partners. With respect to industry, the DAF needs to be innovative in how it interacts and incentivizes industry. Dr. Roper, the Assistant Secretary of the Air Force (Acquisition, Technology & Logistics) for example, is leading us to think differently about our relationship with industry, especially beyond our traditional partners, and I hope to be part of that effort. Lastly, our Airmen are ready to move forward, but our classroom model of training may have some limitations. That is why I am excited about the initiatives like Pilot Training NEXT experiment. It is showing us how to move from a classroom-centered to a learner-centered model of training, and I think it has far-reaching implications.

Duties and Responsibilities as Air Force Chief Management Officer (CMO)

10) What is your understanding of the duties and responsibilities of the Under Secretary of the Air Force in the capacity of CMO of the Department of the Air Force?

Answer: The CMO has primary management responsibilities for the Department of the Air Force's business operations. The CMO's purpose is to move the Department to more efficient and effective business practices, on par with leading-edge global practices and productivity levels. If confirmed, I will carry out the key responsibilities of this position in a manner which increases effectiveness in Department stewardship and accountability of taxpayer dollars, while ensuring leading edge efficient business and management practices.

11) Please provide an example of a situation in which you took action to improve the effectiveness and efficiency of the business operations of a large organization and describe the outcomes of your actions.

Answer: As the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, I established the first-ever business review process and metrics development/utilization for the Air Force manpower and personnel portfolio. In civilian hiring, for example, process improvements resulted in an overall decrease in average Request for Personnel Action (RPA) processing time from 116 days in March 2019 to 78 days in April 2020, and this downward trend is expected to continue. Further, these enhancements have resulted in accountability across the leadership team and significant improvement in civilian hiring timelines, administrative case processing timeliness and pay action completion.

12) What additional resources and authorities do you perceive would better enable the Under Secretary of the Air Force/CMO to organize successfully the business operations of the Department of the Air Force?

Answer: It is not obvious at this time that additional resources and authorities are needed. The opportunities provided to the Military Department CMOs, in statute, have enabled all CMOs to make significant and enduring changes. If confirmed, I will support the Secretary of the Air Force, advising her on any additional resources and authorities necessary to gain efficiencies across the business operations of the Department of the Air Force. If confirmed, my goal will be to work with the Department of Defense Office of the Chief Management Officer and the Chief Management Officers of the Military Departments to ensure resources

are used efficiently and to maximize the use of existing authorities.

13) If confirmed, on which specific business operations would you focus your improvement efforts and why? What performance goals and measures would you establish for evaluating increases in the overall efficiency and effectiveness of each business operation you cite?

Answer: The Department of the Air Force has multiple business operations reform initiatives in support of the three lines of effort in the 2018 National Defense Strategy (NDS), with a particular focus on line of effort three: reform the Department for greater performance and affordability. To support the NDS, the Department is executing several key reform initiatives within the Department of the Air Force and across the Department of Defense. If confirmed, my goal will be to identify innovative ways to capture fiscal resources and reform objectives through the use of clean sheet budget reviews to find bulk savings, reduce programs that are a lower priority, not delivering a high return on investment, or inconsistent with the NDS and seek cost-effective and efficient ways of doing business while working to improve how the Department measures key elements of reform through performance measures and goals. One specific area I will focus on is leveraging technology and automation to unburden our Airmen and Space Professionals to focus their time on what is important and to unleash their innovative capacity. The measure of our success will be our ability to realign manpower to emerging NDS requirements.

14) To the extent the Air Force performs functions—operational or institutional—that overlap with those of other DOD Components, what would be your approach, if confirmed, to consolidating and reducing those redundancies?

Answer: The Department of Defense Office of the Chief Management Officer (OCMO) and the Under Secretary of the Air Force/Chief Management Officer have a shared mission to deliver optimized business operations to ensure the success of the National Defense Strategy (NDS). OCMO is charged with overseeing the NDS 3rd line of effort “...reforming the Departments business practices for greater performance and affordability,” by establishing policies for, and directing, all enterprise business operations, including planning and processes, business transformation, performance management, and business IT management across the Department of Defense. If confirmed, I will fully support the OCMO’s efforts and I look forward to continuing the momentous achievements and enduring enhancements to the business of the Department. I will also work closely with the Chief Management Officers of the other Military Departments in order to capitalize on our individual strengths, complement our capabilities, reduce redundancies and enhance mutually beneficial relationships as we carry out our CMO responsibilities.

15) What role did the Air Force play in the development and implementation of the business reform initiatives developed by the DOD Reform Management Group (RMG)? Specifically how will RMG initiatives improve the business operations of the Department of the Air Force, in your view? If confirmed, what role would you play in the work of the RMG, going forward?

Answer: The Department of the Air Force maintains a positive and constructive relationship

with the Office of the Chief Management Officer (OCMO) and utilizes the Reform Management Group (RMG) as a key governing body to identify and sustain Department-wide business changes needed to make the Department more effective and efficient. If confirmed, I will continue to partner with the OCMO, through the RMG, to help enable greater efficiencies, promote Department –wide enterprise capabilities to reduce redundancies, streamline processes and instill agile business disciplines to achieve lasting reform at all levels of the Department. I support the vision and purpose of the OCMO and the RMG and I will participate in this forum to ensure the equities of the DAF, as well as the Department are represented and fulfilled.

16) What role did the Air Force play in the Secretary of Defense’s “Defense-Wide Review”? What changes to Air Force plans, programs, budgets, and structures were or will be effectuated as a result of this review? If confirmed, what role would you envision for yourself in future “Defense-Wide Reviews” or like processes?

Answer: The Department of the Air Force was an active participant in the Secretary of Defense’s Defense-Wide Review. As a result of the comprehensive review, the Department of Defense was able to identify over \$5 billion in FY 2021 savings and more than \$2 billion in activities and functions to transfer to the military departments. The Department intends to reallocate these savings to further align resources and investments to achieve the National Defense Strategy objectives. If confirmed, I will work to make these reviews an established part of our own budget development process and ensure the Department of the Air Force does its part to obtain maximum value from our limited fiscal resources.

17) If confirmed as the Under Secretary of the Air Force, and given your role as the Air Force CMO, how would you interpret your relationship with the Deputy Secretary of Defense in his role as Chief Operating Officer of the Department of Defense under provisions of title 31, U.S. Code, section 1123?

Answer: If confirmed, I expect that I would work closely with the CMOs for the other military departments and the Department of Defense Deputy Chief Management Officer to identify and exchange information necessary to facilitate the Deputy Secretary of Defense’s execution of his responsibility for improving the management and performance of the Department of Defense in support of national security objectives.

18) How will you make use of advanced technologies, such as data analytics and artificial intelligence, and leverage the capabilities of Air Force laboratories and research universities and business and public administration schools to improve Air Force management capabilities?

Answer: If confirmed, I will support further exploration of how science, technology, and innovation activities, in areas such as data analytics and artificial intelligence, could improve the acquisition outcomes of Department of the Air Force information systems and management capabilities. Our research and testing enterprises are collaborating on several technical areas for business systems including cyber security, network ontology, data fusion/exploitation, human/machine interface, complex data visualization, and autonomy. The Department of the Air Force will look to improve these management systems by

lowering the costs of customization and maintenance of commercial software, using open architectures to the maximum extent practicable, and converting legacy software to modern systems.

Major Challenges and Priorities

19) If confirmed, what would be your vision for the Air Force and Space Force of today? For the Air Force and Space Force of the future?

Answer: I share the Secretary's vision for the Department of the Air Force that achieves the goals of the 2018 National Defense Strategy (NDS). This strategy provides a clear roadmap to address the re-emergence of long-term strategic competition from near-peer competitors, particularly China and Russia. The NDS guides our decisions and actions as the Department of the Air Force adapts the force to simultaneously contend with the threats of today, while preparing for the challenges of tomorrow. We do this by increasing the readiness and lethality of our warfighters, strengthening our alliances and partnerships, and reforming the DoD's way of doing business. Additionally, we have placed renewed emphasis on taking care of our Service members and their families.

20) Will you continue to support the efforts of the Air Force Warfighting Integration Capability initiative currently underway?

Answer: Yes. The AFWIC initiative has helped us achieve a greater depth of understanding of the future warfighting environment and how the Department of the Air Force can take a more holistic approach in preparing for the challenges in that environment. We are expanding AFWIC to become a major element of the Air Staff, and General Raymond is considering options for replicating this approach within the Space Force.

21) What do you consider to be the most significant challenges you would face if confirmed as Under Secretary of the Air Force?

Answer: As the COVID-19 crisis unfolds, we see an emerging challenge where our strategic aspirations and our resources available may be on divergent paths driving future tough choices. As we review strategic objectives and priorities and continue the journey to build the Air and Space Forces we need to align with the NDS, many constraints could hamper our ability to achieve our objectives as originally envisioned. The worst outcome would be to "choose not to choose" . . . i.e., to cut DoD funding without adjusting the strategy or priorities. This would amount to sequestration by another name, and the impact would be devastating.

22) What plans do you have for addressing each of these challenges, if confirmed?

Answer: The biggest challenge I see for the Department is this: if we are not able to divest legacy platforms, we will be unsuccessful in competing against near peers. If confirmed, I will double my efforts to ensure our critical stakeholders understand the implications of not being able to invest in innovation options in the future. Fortunately, we have Airmen and Space Professionals who see the challenges ahead and are developing options to compete, deter, and win. If confirmed, I would like to bring them over and begin discussions with you and your staffs on the challenges ahead and bold options for dealing with those challenges.

2018 National Defense Strategy

23) In your view, does the 2018 National Defense Strategy (NDS) accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.

Answer: Yes. However, it is important that OSD continue its annual NDS assessment to evaluate the strategic environment, particularly in light of the potential for change because of the COVID-19 crisis. China and Russia continue to challenge free and open international order, imposing their authoritarian models beyond their borders and employing misinformation campaigns to change perceptions favorable to their objectives. While nations grapple with mitigating COVID-19's economic impact, China's predatory economic attempts highlight the threat this regime poses to U.S. prosperity and security. North Korea and Iran continue to seek weapons of mass destruction, seeking long-range delivery systems through development or purchase. Violent extremist organizations continue to threaten our security with increasingly sophisticated capabilities.

24) In your view, does the 2018 NDS correctly specify the priority missions and capabilities by which DOD can achieve its security objectives in the context of the current strategic environment?

Answer: Yes, the NDS sets real priorities and properly identifies the most important strategic ends. It provides the clear direction to focus on establishing a competitive stance against our adversaries. It also reinforces the imperative to maintain credible deterrence and ensure homeland defense. In addition, the NDS correctly identifies several key capabilities for modernization—such as integrated command and control across the Joint Force—to solidify our competitive advantage. Air Force analysis of operational plans and wargaming scenarios show a need to modernize, develop new operational concepts, and field advanced capabilities to build the Air Force We Need and support that intent.

25) Is the Air Force adequately sized, structured, and resourced to implement the NDS and the associated operational plans? Please explain your answer.

Answer: No, not in light of the constraints, restraints, and demands placed upon it. Three Congressionally-mandated reports—one internal to the Air Force (The Air Force We Need 1.0) and two conducted independently (Center for Strategic Budgetary Assessments and MITRE)—all arrive at the same conclusion: the Air Force is too small to meet all the demands of the NDS. That said, this is not just a question of numbers. As we recognize the need to get bigger, we must also get better. The NDS calls for hard choices and adherence to priorities, yet in practice, it has proven difficult, and in some cases impossible, to implement these choices. Specifically, the Air Force has not been able to adjust its resource commitment to the Middle East, which means that we are forced to prioritize the mitigation of short-term risk at the expense of modernization and longer-term risk. If confirmed, I will work with our stakeholders to reframe the challenges in light of the strategy.

26) If confirmed, how will you address any gaps or shortfalls in the Air Force's ability to meet the demands placed on it by the NDS and the operational plans that implement the strategy?

Answer: The 2018 NDS is clear; we must change to accomplish our strategic ends – adopting a competitive approach to prevail over peer adversaries. Fortunately, the Air Force has leaned forward to identify the changes we need. As the Secretary testified during her posture hearings, the Air Force identified four key areas where the Department of the Air Force must improve to be ready for a potential conflict with a peer competitor:

- Connect the Joint Force
- Superiority in Space
- Generate Combat Power
- Conduct Logistics Under Attack

27) In your view, how should the Space Force factor into NDS implementation?

Answer: The focus of the National Defense Strategy is the return to great power competition and the threat Russia and China pose to our national security and the global order. Both nations have made challenging U.S. leadership and freedom of action in space central to an aggressive military policy and strategy. As such, the Space Force is already playing a large role in addressing this threat – organizing, training, equipping and presenting space forces to deter, fight and win in the warfighting domain of space; developing doctrine, strategy and tactics based on these threats; and leading the work to integrate and synchronize the national security space architecture inside the DoD and with Allies, partners and the Intelligence Community.

28) If confirmed, what changes or adjustments would you recommend in the Department of the Air Force's implementation of the NDS?

Answer: I believe the objectives of the NDS are correct. I am concerned, however, that we will not be able to achieve these objectives in light of resource constraints that are likely to become more pressing due to the effects of COVID. Essentially, COVID has accelerated this crunch point: We can no longer maintain large amounts of legacy forces deployed in places like the Middle East while simultaneously modernizing to field forces that can counter China and Russia. We will have to choose to field new forces used in new ways, or we will not realize the strategy. If confirmed, I will work with our stakeholders to reframe the challenges in light of the strategy.

29) How would you characterize your familiarity with the civilian leaders of the air and space forces of other nations, and multi-national and international air power- and space-focused consultative forums? If confirmed, on which leaders and forums would you focus your engagement with a view to advancing Department of the Air Force interests?

Answer: I am familiar with the civilian leadership of many of our closest partners' air and space forces, which more often than not reside within the Ministries of Defense, as only a few nations share our more expansive structures whereby Services have a primary responsibility for organizing, training and equipping our air and space forces.

The Department of the Air Force embraces several established international forums to provide crucial opportunities to meet face-to-face with counterparts to address complex regional security issues, and to discuss and pursue solutions for the benefit of all participants. These forums (such as the Air Chiefs conference hosted by CSAF) enable more effective relationships and seamless operations. In the early days of the Pandemic, the relationships formed through these forums provided the mechanism to share information and lessons-learned to effectively operate in a COVID-19 environment.

If confirmed, I will continue to leverage these existing relationships and those at the Ministry of Defense level to work in concert to advance our strategic and collective goals. I would focus our engagements on leaders, forums, and opportunities that deepen existing partnerships and cultivate new ones to advance the objectives of the NDS.

Budget

30) Do you believe that the Air Force requires 3-5% real budgetary growth through the FYDP to implement effectively the NDS? Please explain your answer.

Answer: Yes, but perhaps equally important, the Department needs steady and predictable funding to invest in future capabilities and technologies and begin new programs. The National Defense Strategy Commission was correct in predicting that the Department of the Air Force needs 3-5% real growth through the FYDP to implement the National Defense Strategy fully, however, Continuing Resolutions disrupt technology and impede management of workforce, operations and maintenance. With adequate funding, the Department of the Air Force stands ready to execute the five priority missions of the National Defense Strategy: Defend the homeland; Provide a safe, secure and effective nuclear deterrent; Defeat a powerful conventional enemy; Deter opportunistic aggression; and Disrupt violent extremists in a cost effective manner.

31) How does the President's FY 2021 budget request for the Air Force support the NDS and its emphasis on preparing for a conflict with a peer or near-peer adversary, in your view? Please provide specific examples.

Answer: The Fiscal Year '21 President's Budget Request was developed to fund the Department of the Air Force's responsibilities to fight one major power while maintaining deterrence and stability in other regions. It invests in a future force that allows us to connect the joint force, dominate space, generate combat power, and conduct logistics under attack. It continues to present ready forces to combatant commanders as we defend the homeland, ensure strategic deterrence, and counter violent extremism. Our continued investments in force-multiplying capabilities such as the F-35A, KC-46A, and ABMS are just some examples of our efforts to meet NDS requirements.

32) What is your opinion on the use of pass through accounts and any impact they may have on the Air Force budget? What, if anything, should change and how would you recommend implementing any such changes?

Answer: The Department of the Air Force supports the most equitable, efficient, and transparent use of limited fiscal resources within the Department of Defense writ large. If confirmed, I will work with the Office of the Secretary of Defense, the Joint Staff, the other Military Services, as well as Congress to ensure we develop and execute the most effective, transparent, and value-added resource plan.

33) In your view, is the President’s budget sufficient to meet the needs of the Air Force in terms of readiness and modernization?

Answer: I’m confident that the Department of the Air Force is making the most out of the resources available to us today in order to address readiness shortfalls and seize modernization opportunities. However, in order for us to successfully compete against a peer adversary, we will need Congress’s help to build the readiness to support the NDS and change force structure. In the FY21 President’s Budget, we continue to strengthen the foundation of our force—our Airmen and Space Professionals—as we develop and care for our people and their families. Additionally, the FY21 President’s budget invests in a future force that allows us to connect the joint force, maintain space superiority, generate combat power, and conduct logistics under attack. The Air Force needs the flexibility to divest legacy force structure so that we can modernize our force within our existing resources. Without this flexibility, we will continue to fall short of a force that can dominate and win against a peer adversary. This budget submission works to create irreversible momentum in achieving the NDS while growing strong and resilient leaders and families. It represents a balance between accepting near-term risk and developing the force needed to defeat peer adversaries. Significant changes to the balance presented could result in a hollow force or a force of the future that cannot win in the contested environment.

34) Do you believe the frequency and length of continuing resolutions has an impact on the readiness of the Air Force? Please explain your answer.

Answer: Yes, Continuing Resolutions impact readiness. CRs slow modernization programs that are critical to meeting Defense Strategic Guidance, most notably, by delaying new start programs and production increases. CRs also adversely impact recruitment and contract negotiations. CRs extending beyond six months significantly impact operations, disrupting exercises and training, affecting readiness, delaying weapons system/facility maintenance, curtailing hiring and recruitment actions, and complicating contracting negotiations. A year-long FY21 CR could decrease buying power across the Department of the Air Force by \$2.5B and restrict funding for new start programs and production increases such as six F-15EXs (\$635 million), three KC-46s (\$570 million), and seven HH-60Ws (\$423 million). A year-long CR would also exacerbate issues with meeting aircraft availability standards and mission capable 80% rates.

Acquisition

35) As Under Secretary of the Air Force, what would be your role in the Air Force acquisition process—including defining requirements, acquisition, and budgeting?

Answer: If confirmed, I expect to continue the role of the position given by 10 U.S.C. §

9015, to perform such duties as the Secretary of the Air Force may prescribe. Therefore, I will take on any acquisition and budgeting roles assigned to me by Secretary Barrett. Since 10 U.S.C. §2547 assigns the Chiefs as the sole authorities for requirements, I will work with them to ensure acquisition, requirements, and budget align. I will also serve as the Department of the Air Force Chief Information Officer (CIO) and Chief Management Officer (CMO), which were restructured at the end of 2018. The Department of the Air Force wants to unify information technology, network modernization, and business transformation to take advantage of commercial technologies. Additionally, I would also continue to serve on the Space Force Acquisition Council as required by statute.

36) If confirmed, what specific actions would you take to improve each of the three aspects of the Air Force acquisition process—requirements, acquisition, and budgeting?

Answer: If confirmed, I will work with the Chiefs of the services to tightly link with the warfighter via early and constant dialogue. I will team with the Assistant Secretaries for Financial Management and Acquisition, Technology, and Logistics to ensure the budget is allocated to deliver the right materiel solution to the Department of the Air Force requirements. The Department of the Air Force needs to continue to partner with industry, academia, and our warfighters to solve problems first and foremost. This means problem definition comes first; then, requirements can be derived and validated through a robust, data-driven process. I will work with the Service chiefs to ensure the requirements are achievable on a reasonable timeline. I will advocate for and use improved modeling and simulation capabilities, digital tools, and prototyping to “fail fast” to determine what is possible before scaling into large acquisition programs. As a department comprised of two services, we must strive to maintain readiness and lethality, while investing in future capabilities, within an environment of constrained resources.

37) What actions would you propose to take, if any, to ensure that Air Force requirements are realistic, technically achievable, and prioritized?

Answer: If confirmed, I plan to be actively involved in trade-off decisions between cost, schedule, and performance requirements for our major defense acquisition programs. Our programs must align with the Department of the Air Force of the future and meet challenges and threats imposed by our adversaries today. We will work with our Defense Industrial Base partners to ensure our warfighters have the best available technical capabilities in their hands for the fight sooner than later through prototyping and spiral development. Finally, I will work closely with the Secretary of the Air Force to prioritize our budgetary and system requirements under the authorities granted by Congress.

38) What specific measures would you recommend to take to control “requirements creep” in the Air Force acquisition system?

Answer: If confirmed, I would consult with the Secretary, Air Force Chief of Staff, and Chief of Space Operations on proposed program requirements changes or operational risk acceptance decisions to execute programs within cost and schedule baselines to the maximum extent possible. There are valid cases where requirements must change to address an emerging threat, but I will work to minimize such changes to only those that fall into that

category.

- 39) If confirmed, how would you utilize your authority as Under Secretary of the Air Force, to arrest the exponential escalation in cost that, in recent history, has marked the acquisition life-cycle of Service platforms and weapons systems?**

Answer: If confirmed, I will continue the processes implemented by the Secretary and use the authorities granted by Congress to maintain oversight throughout the acquisition lifecycle. I expect to continue the critical role as the authority responsible for ensuring the Department of the Air Force requirements are stable. I will work with the Defense Industrial Base to effectively plan requirements upfront and mitigate program costs throughout the acquisition process.

- 40) In your view, in whom should accountability for large-scale acquisition failures and/or extraordinary cost overruns rest?**

Answer: If confirmed, I would work as a team with the Secretary, Chief Brown, Chief Raymond, as well as Dr. Roper and others on the staff to ensure we have full accountability. If confirmed, I intend to continue the acquisition environment where our program leaders are encouraged to move with deliberate speed to drive successful outcomes that deliver capability directly into the warfighter's hands.

- 41) Are there other roles or responsibilities in the acquisition process that should be assigned to the Military Services rather than to OSD, in your view?**

Answer: I consider the existing authorities and those recently provided to be appropriate. If confirmed, I would work closely with the other service Under Secretaries to drive benefits for all Services. I would also partner with the Under Secretary of Defense for Acquisition and Sustainment and the Under Secretary of Defense for Research and Engineering to achieve Department savings and deliver critical capabilities to our Department.

- 42) A natural tension exists between the need for acquisition programs to reduce cost and accelerate schedule, and the need to ensure performance meets requirements and specifications—the objective of the test and evaluation function. How would you propose to balance those needs?**

Answer: If confirmed, I will work to involve the test and evaluation community in our acquisition process early on. In response to the push for accelerated acquisitions, the test and evaluation community has already adapted policy and implemented innovative solutions to support faster acquisition programs. I am committed to continuing to work together to further refine our process so we can test effectively and efficiently.

- 43) A natural tension exists between the desire to achieve cutting edge capabilities and the need to pay for the life cycle cost of maintaining such capabilities. In your view, what is the appropriate focus the Air Force should have on life cycle costs when executing acquisition programs?**

Answer: I agree there is a healthy tension between cutting edge solutions and our ability to affordably sustain them. If confirmed, I am committed to striking a balance between these

two needs. As the Department of the Air Force Senior Sustainability Official and Department of Defense Sustainability Council Representative, I will periodically reexamine our requirements to ensure they lead to systems that can affordably generate desirable options and effects. The Department of the Air Force must focus on developing and delivering new capabilities with an eye toward affordability of all elements: development, production, and sustainment.

44) Has the Secretary of the Air Force assigned to the Chief of Staff of the Air Force responsibility for those aspects of the function of research and development relating to test and evaluation for Air Force acquisition programs? If so, how would you exercise oversight of the Chief's execution of this responsibility, if confirmed as Under Secretary?

Answer: Yes, the Secretary has assigned those responsibilities to the Director of Air Force Test and Evaluation (AF/TE) through the Chief of Staff. If confirmed, I will engage with the research, development, and test communities, to include the Director of Air Force Test and Evaluation, in order to affordably achieve successful outcomes.

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

Answer: I can think of no situation where it is appropriate to procure a weapon system that has not been demonstrated in some minimum sensible level of test and evaluation. Even the solution to an urgent operational need must be tested to some level commensurate with its urgency and scope. The level of test and evaluation must be scaled to the urgency of the need, the quantities and cost of the units being procured, the expected service life of the units, and finally and most importantly the operational and human consequences of procuring an ineffective or unsuitable system.

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

Answer: The test and evaluation enterprise is the critical link between rapid acquisition and the joint warfighter, as it enables the expeditious transfer of war-winning weapons to the warfighter in a manner that ensures rigor, credibility, and relevance. If confirmed, I look forward to continuing the great partnership that exists between the Air Force Test Center, AFOTEC, and the Department of the Air Force Program Executive Officers (PEOs) in developing new test approaches designed to support rapid acquisition of these war-winning weapon systems.

47) To what extent should the Air Force exploit non-developmental or commercial off-the-shelf solutions to meet Air Force requirements? Would this put capabilities into the hands of airmen more quickly, in your view?

Answer: The military is no longer the leader in many technical areas due to the pace of technology development driven by commercial needs. The Air Force must be able to access

and integrate leading edge technologies to maintain a competitive advantage. While we continue long-standing relationships with traditional commercial industry, we need to also continue to reach out and work with non-traditional small business partners. If confirmed, I will support our acquisition community in leveraging innovative business practices to reach these sectors.

48) Are you satisfied with the Air Force's test and evaluation capabilities, including the test and evaluation workforce and infrastructure?

Answer: The Air Force Test and Evaluation Enterprise has an outstanding capability, but it needs to continuously adapt to address emergent technologies and threats.

49) In which areas, if any, do you feel the Air Force should be developing new test and evaluation capabilities?

Answer: The Department of the Air Force must continue additional development of Space, Hypersonic, and Cyber-Security test, and must create new test capabilities in Directed Energy, Autonomous Systems, and Artificial Intelligence/Machine Learning.

50) If confirmed, how would you accelerate the development of these new capabilities?

Answer: We would again look to continue the great partnership that exists between the Air Force Test Center, AFOTEC, and PEO Digital in developing new test approaches designed to support rapid acquisition of new capabilities.

51) What are your views on the appropriate roles of OSD developmental and operational testing organizations with respect to testing of Air Force systems?

Answer: OSD developmental and operational testing organizations fulfill a critical role in the testing of Department of the Air Force systems. They enable emerging technologies through their support of test infrastructure, and provide independent oversight to ensure our Airmen are being delivered the capabilities they need to meet NDS priorities.

Training/Readiness

52) How would you assess the current readiness of the Air Force—across the domains of materiel and equipment, personnel, and training—to execute the NDS and Combatant Commanders' associated operational plans?

Answer: The Department of the Air Force is focused on being manned, equipped, and trained to execute the NDS and Combatant Commanders' operational plans. We are focused on, and set conditions for, continued readiness recovery through manpower and technology investments. Our front line units required in the first 30 days of Combatant Command war plans are ready and postured to respond in crisis. However, we have to continue to balance near term readiness with long term combat capability. Increased mission requirements and operational tempo burns readiness and global capacity while exceeding our force generation rate. The full impacts of COVID-19 are unknown and while we are currently able to meet Combatant Command tasking, we are seeing a reduction in readiness through lost exercises and local training events due to COVID-19 mitigation efforts.

53) How would you assess Air Force and Space Force readiness to execute the broad range of potential missions—from low-intensity, gray-zone conflicts to protracted high intensity fights—envisioned by the NDS and associated operational plans? Please explain your answer?

Answer: The Air and Space Forces are challenged to meet the continuing and increasing demand for both air and space assets and therefore are not sized to do all the nation demands. The Department of the Air Force must continue to balance near-term readiness with long-term combat capability and the commensurate investments in modernization required to deter and defeat great power adversaries in the high-intensity fight. While there is no strategic reserve the Department of the Air Force does everything we can to make sure that are ready to fight when the nation calls and respond to threats from aggressors and adversaries across the range of priorities and missions assigned by the NDS.

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

Answer: To meet the challenges of a complex global environment due to the re-emergence of long-term, strategic competition, the NDS focuses on five priorities for the Nation: 1) Defend the homeland; 2) Provide a safe, secure, and effective nuclear deterrent; and 3) Prepare to defeat a powerful conventional enemy, all while 4) Deterring opportunistic aggression and 5) Disrupting violent extremists cost-effectively. The Department of the Air Force needs systems and training to ensure air and space superiority, nuclear deterrence, cyber dominance, rapid global mobility, and precision strike for the Joint Force in order to meet NDS requirements.

55) Are the current roles and missions of the Air Force currently aligned with the Joint Force (Air Component) mission sets? Are there specific areas that you believe should be considered for realignment?

Answer: Yes, the roles and mission of the Department of the Air Force, to fly, fight, and win in air, space and cyberspace, aligns with Joint Force (Air and Space Component) Mission sets. In addition, Air Force will ensure the success of missions destined for the Space Force, providing coordination and support where needed. With the increased threat and potential for joint operations from more distributed locations, the roles and missions for base defense—from the fence line to defense from adversary hypersonic weapons—is worthy of discussion and review.

56) If confirmed, what would you do to restore full spectrum Air Force readiness, and under what timelines?

Answer: If confirmed, I will ensure the Air Force continues efforts regarding readiness recovery with a focus on recruiting, training, and retaining high-quality Airmen, driving down the average age of our aircraft fleets through modernization, and working with our Combatant Commanders on balancing current operations tempo with time for our Airmen to

train for full-spectrum combat operations.

57) How has the national emergency associated with the COVID-19 pandemic affected overall Air Force readiness, in your view? What specific steps are required to restore readiness to necessary levels in the shortest period of time?

Answer: The full impacts of COVID-19 are unknown and while we are currently able to meet Combatant Command tasking, we are seeing a reduction in readiness through lost exercises and local training events due to COVID-19 mitigation efforts. We are aggressively assessing impacts to readiness in order to gauge recovery efforts and timelines and posture resources to minimize both the impacts and the recovery time. Through phased resets the Department of the Air Force is postured to meet current sustainment and operations readiness targets.

58) What is your view of the proposal that Congress direct the Air Force to re-establish standing operational readiness inspection teams—unaffiliated with the unit to be assessed and specially trained—to evaluate the ability of wing combat units to rapidly mobilize, generate, and fly combat sorties?

Answer: Over the last year, many Inspector General measures have been implemented to further enhance the rigor and accuracy of our readiness assessments and reporting, and these measures are starting to produce the intended results. I am fully committed to ensuring our readiness assessments and reporting are accurate and sufficiently rigorous, and I support all ongoing efforts for further enhancement. If confirmed, I commit to continued emphasis on this critical issue. As desired, the Department of the Air Force Inspector General can provide specific details on ongoing readiness assessment initiatives.

59) The readiness of Air Force combat crews is highly dependent on the training they receive. The quality of that training is directly affected by funding for the flying hour program, the availability of aircrews for training, and resource levels. To what extent is the Air Force's flying hour program properly sized to support completion of training requirements, in your view?

Answer: The Air Force has worked aggressively to size its flying hour program to what it can execute with a small margin to grow readiness. We have done so using an executability study which continues to refine each year as our database grows in addition to application of historical executability levels. We have done so with the full visibility and interaction of the Congress and believe we have the program properly sized to support completion of training requirements. We continue to assess the loss of flying hours at home station and canceled exercises activity due to COVID-19 mitigation efforts and have reported every three weeks to the Congress on this subject. The Air Force is currently rescheduling the flying hour program in-line with phased recovery guidance toward full readiness capacity.

End strength

The Air Force has estimated that 350,000 airmen are required to perform today's missions. Yet, the President's FY 2021 budget seeks to grow the force only to 333,700.

60) Is the Air Force's total force end strength sufficient to implement the NDS and execute the associated operational plans? If not, what end strength do you believe is necessary to meet the demands placed on the Air Force by the NDS and associated operational plans?

Answer: If confirmed, I would work with the Secretary of Defense and Department of the Air Force leadership to assess whether there are any changes in the strategy and/or likely resource levels that would require a change in current plans. The strategy drives the requirements and the two must be linked.

61) Ultimately, what do you envision as the appropriate total force end strength of the United States Space Force? In your view, how long will it take the Space Force to achieve this end strength? Are there any additional resources or authorities the Department of the Air Force needs, in your view, to expedite this process? Please explain your answer.

Answer: In FY21, the USSF has active component end strength of 6,434 and over the next five years, the USSF will grow to approximately 8,143 end strength in FY25. Longer term, we expect the USSF to reach approximately 16,000 total force military and civilian members. The manpower will resource warfighting capabilities like a warfare and doctrine center, operational and tactical space intelligence enterprise, education and training center, and support to personnel management and headquarters functions, as well as billets that come with the transfer of existing military capabilities from other organizations. In addition, the Space Force is working with the National Guard Bureau, Air Force Reserve and Department of Defense to assess the active/Guard/Reserve approach and provide a recommendation to Congress.

We have asked for temporary relief from the E8/9 mandatory caps in a FY21 NDAA legislative proposal and will continue to assess if we need additional military personnel authorities to establish the new Service.

62) What are the biggest limitations on end strength growth, in your view?

Answer: End strength must be tied to strategy and requirements. While the Department of the Air Force remains too small for what the nation requires, our approach to end strength growth must recognize fiscal realities and the need to balance manpower with readiness and modernization. Given fiscal realities, we continue to look for opportunities to repurpose manpower either through efficiencies or divestiture of legacy force structure to field new capacities and sustain operational tempo. If confirmed, I'll work to balance these areas to help ensure we have the most capable and cost effective forces we can build within acceptable levels of risk.

63) What are the Air Force's most critical manning shortfalls and what actions would you take to fill them, if confirmed?

Answer: Overall, enlisted retention is at 90.4% and officer retention is at 93.2%. Even though we continue to have some of our highest retention rates, we have manning challenges caused by increasing requirements, experience shortages, or in skill sets that have

traditionally been difficult to sustain such as Special Warfare (Battlefield Airmen), Intel, Remotely Piloted Aircraft, some Maintenance career fields, and Pilots. If confirmed, I will ensure we optimize both monetary tools such as the Selective Retention and Aviation Bonus and non-monetary efforts focused on quality of life and quality of service.

Space

64) In your view, does the 2018 NDS accurately assess the strategic environment as it pertains to the domain of space?

Answer: Yes. The focus of the National Defense Strategy is a return to great power competition and the threat Russia and China pose to our national security and the global order. Both nations have made challenging U.S. leadership and freedom of action in space central to an aggressive military policy and strategy.

65) In your view, what will “great power competition” look like in space and to what extent do you view China's and Russia’s activities related to the space domain as a threat or challenge to U.S. national security interests?

Answer: In addition to challenging U.S. leadership and freedom of action in space, China and Russia are fielding weapons to deny our use of space systems in conflict and taking actions in orbit today that threaten the safety and stability of the space domain. Russia, for example, has recently engaged dangerous and irresponsible maneuvers on orbit in close proximity to a U.S. government satellite. All of this poses a threat not only to our national security interests, but to a free and transparent order.

66) Are there other nation-states or other actors operating in space that you perceive as a risk to the United States or as cause for concern? If so, why?

Answer: Many nations and non-state actors routinely interfere with the use of space systems today for military, civil and commercial purposes. The most common and prevalent are ground-based systems that jam satellite communications, GPS signals, and Intelligence, Surveillance and Reconnaissance platforms, among others. In addition, an increasing number of nations are operating in space, to include developing and fielding counterspace weapons. As a result, the U.S. through the Space Force and other national security space agencies must continue to play a leading role in promoting security, stability and peaceful use of the space domain; deterring aggression; and protecting U.S. interests and freedom of action in space.

67) How would you assess the current readiness of the Air Force—across the domains of materiel and equipment, personnel, and training—to implement the NDS and U.S. strategic objectives as they relate to the space warfighting domain?

Answer: Over the last several years, first the Air Force and since December 2019 the Space Force have been following a deliberate strategy to train space operators as warfighters, shift to resilient and survivable space architectures that ensure space capabilities are provided to the Joint Force, and protect and defend space systems across the spectrum of conflict. There is more work to do in that regard – we have identified key investments for the 2021 and 2022 budgets – but we have firmly established the course to achieve NDS and U.S. strategic

objectives, and now need to be diligent in following it.

68) Is there anything you would do, if confirmed, to change the framework of the United States Space Force, as presently envisioned? Please explain your answer.

Answer: The Administration and the Congress working together have established the framework we need to address the threats and pursue future national security imperatives of the space domain – a lean, mission-focused military service organized inside the Department of the Air Force. I will continue to work with Secretary of the Air Force, Chief of Space Operations and others in the Department to build this Service, and to ensure the Air Force provides the infrastructure, logistics and other support that allows the Space Force to maintain its mission focus.

69) If confirmed, what would be your relationship with:

▪ **The Commander, U.S. Space Command (USSPACECOM)**

Answer: The Space Force, and to a lesser extent the Air Force, must organize, train, equip and present forces to U.S. Space Command to ensure it is effective in executing its assigned missions. If confirmed, I will work with the Secretary of the Air Force and Chief of Space Operations to ensure our forces support the Commander of U.S. Space Command in executing those missions.

▪ **The Commander, U.S. Space Force**

Answer: If confirmed, I will work closely with the Chief of Space Operations in organizing, training, equipping and presenting space forces to U.S. Space Command and other Combatant Commands.

▪ **The Assistant to the Secretary of the Air Force for Space Acquisition and Integration (SAF/SP)**

Answer: Among other duties, the 2020 National Defense Authorization Act assigns the Assistant Secretary of the Air Force for Space Acquisition and Integration the responsibility for architecture and integration of the Air Force for space systems and programs, and serving as the chair of the Space Force Acquisition Council. Both as a statutory member of the Space Acquisition Council and in my broader role as Under Secretary, if confirmed, I will work with the Assistant Secretary to integrate space architectures within the Department and with external national security space partners, and advocate for changes in current DoD processes to make acquisition of our space systems more agile to rapidly adapt to threats, leverage new technology, and be more responsive to warfighter needs.

▪ **The Director, National Reconnaissance Office**

Answer: If confirmed, both in my role as Under Secretary and as a statutory member of the Space Acquisition Council, I will work with the Director of the National Reconnaissance to further strengthen the long-standing partnership

between the Department of the Air Force and the NRO. This includes integrating DoD and NRO elements of national security space architecture, partnering in the development and fielding of forces and capabilities to protect and defend that architecture, and ensuring Space Force military members and Department of the Air Force civilians assigned to the NRO are trained and educated to effectively support NRO roles, functions and missions.

70) If confirmed, specifically what would you do to cultivate a warfighting ethos in the U.S. Space Force?

Answer: While much of what must be done to cultivate a warfighting ethos rests with military members of the Service, civilian leadership can play a significant role as well. As Under Secretary I will need to ensure suitable policy and guidance, as well as a threat-representative training infrastructure, are in place to allow our space warfighters to attain a high level of proficiency in the new tactics, techniques and procedures required to fight and win in the contested domain of space.

Robust interaction with the rest of the Joint Force -- participation in operational planning, advanced training and joint exercises; understanding the nature of the interaction among warfighters; observing their cultures, practices and traditions -- can also contribute to the development of a warfighting ethos. If confirmed as Under Secretary I will take action to facilitate and enhance interactions of that nature.

71) If confirmed, how would you and the Air Force, writ large, support the Chief of Space Operations in recruiting and retaining space warfighters who will form the new Space Force?

Answer: The Department of the Air Force and the Air Force will support recruiting and retention of space warfighters in a number of ways, with multiple Air Force organizations already working a number of initiatives. The Air Force Recruiting Service has begun a multi-faceted public advertising campaign and is engaged with Space Force leadership in developing a Space Force specific recruiting campaign. Air Education and Training Command and the U.S. Air Force Academy are working with the Space Force to adapt officer and enlisted training and education programs for Space Force needs, to include implementation of a selective process for assessing and inducting Space Force military members. Finally, the US Space Force Chief of Human Capital is working with the Assistant Secretary of the Air Force for Manpower and Reserve Affairs and the Deputy Chief of Staff of the Air Force for Manpower, Personnel and Services to develop a 21st century talent management approach to develop and retain high quality military and civilian personnel.

72) What is your vision for the inclusion of the Reserve Components as a part of the U.S. Space Force and as contributors to Joint Force space operations and activities?

Answer: The Space Force cannot execute its missions today without the Guard and Reserve. At the same time we have the opportunity to assess whether the current Active/Guard/Reserve approach is the best model for a 21st century military service. The Department of the Air Force is currently working with the National Guard Bureau, Air Force

Reserve and Department of Defense to complete this assessment, and develop a recommendation for an optimal approach to the Total Force.

73) Were there to be a conflict in a space or related domain, what are your views on the importance of unity of command as compared to unity of effort between DOD and Intelligence Community assets, both in space and on the ground?

Answer: My early military training, education and experience demonstrated the importance of unity of command in military operations. At the same time experience with Army Special Forces showed me that units and personnel operating under different authorities and chains of command can operate effectively when they share a common purpose and vision, underpinned with clearly defined authorities, operating principles and rules governing decision-making in crisis and conflict. The Space Force and Intelligence Community are developing this approach with respect to joint training, architectures and acquisition programs. U.S. Space Command and the Intelligence Community are engaged in a similar process via the Joint Space Warfighter Forum and operating procedures of the National Space Defense Center.

74) If confirmed, what would be your role, and that of the Air Force, in ensuring the direction and management of Space acquisition? How would you ensure the full integration of acquisition programs across the national security space enterprise—to include the members of the Intelligence Community?

Answer: As a member of the Space Acquisition Council, if confirmed, I will have statutory responsibility to integrate Department of the Air Force, DoD and Intelligence Community elements of national security space architecture and am committed to ensuring the Council is effective in that role. In my broader role as Under Secretary I will work to further strengthen the close partnership we have today with the IC in executing joint programs, and developing and fielding forces and capabilities to command, control and defend that architecture.

75) What specific actions would you take, if confirmed, to enhance existing Air Force acquisition policies and process to move space operations projects to orbit faster and cheaper?

Answer: The Department of the Air Force has completed a report proposing an Alternative Acquisition Process for Space Systems. The report identifies a number of changes to current policies and processes to make acquisition of our space systems more agile better able to rapidly adapt to threats, leverage new technology, and be more responsive to warfighter needs. That report is in the final stages of coordination; once delivered we look forward to working with Congress on its implementation.

76) Do you support the National Security Space Launch competition—known as The USAF Phase 2 Launch Service Procurement? If confirmed, would you change the present competition—or would you “stay the course?”

Answer: I fully support our Phase 2 Launch Service Procurement strategy and it is critical to stay the course. Phase 2 is the culmination of the Air Force’s five-year, \$2B development strategy, and it ensures for the first time in 20 years the Air Force will be able to meet all of

our National Security launch requirements through competition among domestic launch service providers. We are on track to award Phase 2 contracts this summer, which will provide affordable, reliable access to space for our nation's most critical space based capabilities.

77) Given the findings of the recent RAND report, do you believe four launch providers constitute the appropriate industrial base to sustain and compete in the National Security Space Launch area?

Answer: Our Phase 2 strategy addresses RAND's recommendations. RAND's primary recommendation advised the Air Force to make preparations for a future with only two U.S. National Security Space-certified heavy launch providers, one of which might have little commercial support, while also ensuring we can make the transition off Russian rocket engines to more affordable domestic launch systems without a gap driven by new launch vehicle development delays. The Phase 2 strategy mitigates the potential gap in assured-access to space. Thinking even further into the future than Phase 2, the Department of the Air Force Phase 3 strategy will be informed by the RAND study results, the Phase 2 contract awards, other market research and industry engagements, and the results of the ongoing National Security Launch Architecture study.

Recruiting and Retention

78) If confirmed, how would you ensure that the Air Force maintains sufficiently high standards for recruitment and retention, even if such standards result in the Air Force failing to achieve authorized end strength levels?

Answer: The Department of the Air Force does not believe standards need to be compromised and has continued to maintain high accession standards while achieving authorized end strength, even during the current pandemic. While the competition for talent is extensive, through our total force recruiting efforts we believe we will continue to maintain high standards while also meeting end strength. If confirmed, I will work to ensure our recruiting, retention, and training remain strong to maintain our readiness for the nation's security.

79) What impact, if any, do current medical and other qualifications for enlistment in the Air Force have on restricting the number of individuals eligible for military service? If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for Air Force service without degrading the quality of recruits?

Answer: Given the nature of our business, it is essential we recruit Americans who are fully qualified from day one of entry. While I do not currently foresee any required changes to medical standards, I will carefully weigh the needs of the Air Force and Space Force with the unique and specific talent when considering waivers or adjustments. I believe we win or lose based on our overall success in recruiting. If confirmed, I will work to ensure our standards remain high and our recruiting processes remain strong.

80) In your view, do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—accurately predict recruit attrition and/or future success in the Air Force? What changes, if any, would you recommend to these standards and why?

Answer: I currently have no reason or data to doubt the current standards and criteria do not adequately predict attrition or future success but it is something we constantly need to review.

81) What factors do you consider to be key to the Air Force’s future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Air Force?

Answer: To retain talented Airmen and Space professionals, the Department of the Air Force must maximize the quality of service and the quality of life for them and their families as well as ensure they work in an environment that is inclusive and represents the nation we serve. There are inherent sacrifices associated with military service. If confirmed, my job will be to ensure the rewards and the quality of the experience for military members and their families balances with the sacrifices required.

82) What is your assessment of the effect of the Post-9/11 GI Bill on Air Force recruiting?

Answer: The Post 9/11 GI Bill has had a positive effect on recruiting. This bill and its tie to education is one of our most sought after benefits for new recruits and is a critical part of the education benefits that attract young men and women to serve in the Air and Space Forces. In a 2017 JAMRS study on new recruits, 51% said that paying for future education was the main reason they enlisted.

83) As reflected in data, what effect does the transferability provisions of the Post-9/11 GI Bill have on the recruitment and retention of service members?

Answer: In the 2019 Air Force Retention Survey, the Post-9/11 GI Bill was among the top 10 reasons enlisted Airmen choose to stay. While it is a key retention factor, we do not find transferability influencing recruiting as much as the recruit is typically focused on their education and not frequently that of family members.

84) How important do you believe tuition assistance benefits are to young airmen, and what trends do you see in the Air Force’s ability to pay for such programs at current levels over the FYDP?

Answer: Department of the Air Force military members truly value our Military Tuition Assistance (MILTA) Program. It supports recruitment, retention, and readiness. 70% of new recruits cite educational benefits as an influential reason for entering the Services. MILTA strongly supports the 2018 NDS enhancing readiness by developing critical thinking skills and enabling members to work in complex, ambiguous environments. Even with this year’s 10% growth and the DAF forecast of cost saving measures, the Department expects to continue funding MILTA throughout the FYDP.

National Commission on Military, National, and Public Service

85) Particularly given that all military positions are now open to women, what are your views as to whether women should be required to register for the Selective Service?

Answer: The National Commission on Military, National, and Public Service has recommended in its final report to include women in the Selective Service System. As women make up nearly half of the Selective Service age bracket, and earn more degrees at all education levels than men, it would seem consistent to capitalize on their skills and ability to serve in times of national emergency. If confirmed, I will review this report and solicit the advice and views of relevant individuals before making any decision that may come before me on this matter.

86) What are your ideas for increasing participation by all citizens in military, national, and public service as a means to strengthen our nation?

Answer: The strength of our nation undoubtedly linked to our most incredible asset - its remarkably diverse citizenry. The U.S. demographic landscape is rapidly shifting, and our public service institutions must be postured to deliberately attract and inspire participation across the spectrum of backgrounds and cultures. A national campaign for voluntary public, national or military service would benefit our whole society as it serves the greater good and helps a new generation better understand the workings of government while engaging in the forward progress of our nation.

Pilot Retention

The Air Force has reported a shortage of approximately 2,000 pilots last year, including a shortage of ~950 fighter pilots.

87) What has been the impact of the COVID-19 pandemic on Air Force pilot retention?

Answer: The Air Force has experienced an increase of interest regarding retention since the onset of COVID-19. A small number of individuals have decided to extend or withdraw their dates of separation in response to the associated COVID economic downturn. The true impact to retention, however, is not yet known as the long term impact to the airlines is yet to be seen. Currently, Air Force pilot retention patterns are stable but we would expect our retention numbers to increase over recent historical trends.

88) What are the Air Force's current efforts to address this critical problem? How would you assess their effectiveness?

Answer: The Air Force has several ongoing efforts to address pilot retention. These include monetary incentives, such as the Aviator Bonus, Aviator Incentive Pay, and Critical Skills Pay as well as non-monetary incentives that address Quality of Life and Quality of Service. These efforts include spouse licensure initiatives, increased administrative support at the squadron level to reduce non-flying duties, and a more tailored approach to assignments through the Airmen Centric Delivery Model. A combination of both Quality of Life/Service and monetary incentives has proven to be the most effective. I greatly appreciate the attention and support Congress has provided to pilot retention efforts.

89) What monetary and non-monetary incentives and initiatives implemented by the Air Force have yielded the most positive impacts on pilot retention?

Answer: The combination of improved Quality of Life and Quality of Service initiatives (nonmonetary) with the increased monetary programs has proven to be the most effective approach to pilot retention. Monetarily, the Air Force has made adjustments to all three bonus programs (Aviator Bonus, Aviator Incentive Pay, and Critical Skills Pay). We have also supported broad spectrum spouse licensure initiatives to ensure spouses can maintain professional credentials and employment. Non-monetary incentives include: increased administrative support at the squadron levels to alleviate non-flying duties; initiatives to optimize our human weapons systems through sustainable fitness, nutrition, psychological, and physical therapy needs; and a more tailored approach to assignments through the Airmen Centric Delivery model to provide flexibility to adapt to needs of individual Airmen.

90) What additional authorities does the Air Force need from Congress to address this shortfall definitively?

Answer: At this time the Air Force is not asking for authorities from Congress to address the shortfall, but stable, predictable funding remains critical to ensuring investment sustainment in pilot training and retention efforts. If confirmed, I look forward to working with Congress on this critical issue.

91) In your view, was it prudent to disestablish the Air Mobility Command (AMC) “flying-only” career track? Please explain your answer.

Answer: Yes, the Department of the Air Force has made other changes to address the core issues the flying-only career track was intended to solve. Allowing the declination of professional military education, the introduction of competitive developmental categories, and our most recent removal of below-the-zone promotions, enables Airmen to focus on what they value in their own career. Additionally, we continue to encourage Airmen to affiliate with Air National Guard and Air Force Reserve units when they separate from Active Duty to retain their talents in the Total Force. Reserve affiliation meets many of the “flying only” career track goals for our aviators and retains the investment made by the Department training these professionals.

92) In your view, how will AMC’s Resource Driven Allocation Project contribute to pilot readiness?

Answer: The Resource Driven Allocation Project (RDAP) uses readiness metrics to measure the health of the units, and predictive analytics to forecast future requirements. The Resource Drive Allocation Project is flexible enough to respond to the constantly evolving operational demands, while intentionally providing reconstitution periods for units to accomplish required readiness training. This is a good step towards using advanced technology to track pilot readiness.

93) How has the Air Force increased pilot production capacity commensurate with the demands of the NDS?

Answer: The Department of the Air Force has been focused on maximizing pilot

production. Since 2016, there has been a steady increase in Undergraduate Pilot Training (UPT) production from 1,112 in FY16 to 1,279 in FY19. In addition, we are pursuing innovations to modernize pilot training in light of changing student learning methods, changing capabilities of aircraft, and adopting innovative training and simulation technology to ensure our training program is as efficient possible while maintaining our high standards.

94) As the Air Force prepares for competition with a peer-adversary, what steps is it taking to increase quality standards within and screening rates for flight school, and the pipeline beyond?

Answer: We have the best pilots in the world. The Air Force demands excellence from all its Airmen. Our quality standards are high for flight school and the training pipeline and we continually reassess standards based on threat requirements. In addition, we are improving our flight training through innovation and modernization in order to make pilots better prepared to meet future combat demands.

95) If confirmed, how would you implement the Air Force's Remotely Piloted Aircraft (RPA) "Get Well" plan?

Answer: The "RPA Get-Well Plan" was created in 2015 with the objective of increasing pipeline training capacity and operational unit manpower. Those objectives were met in 2016 by increasing MQ-9 instructor manning 49%, growing RPA pilot inventory 42%, and achieving 10:1 crew-to-combat ratio. If confirmed, I will ensure instructor manning and necessary contractor support will be in place to continue sustainable student throughput.

Military Compensation

96) What is your assessment of the adequacy of military compensation?

Answer: In an all-volunteer force, the overall compensation package must be competitive enough to attract and retain talent. The current combination of monetary, education, retirement, and other quality of life benefits appears to be competitive and in most cases allows us to compete for talent. In some specific areas like cyber, pilots, and contracting we are able to use bonuses and other non-monetary incentives to offset some gaps. But, our ability to remain competitive is essential, and if confirmed, I will continue to monitor, assess, and advocate for any necessary changes to allow us to remain competitive for America's best talent.

97) If confirmed, what steps would you take to control the rising cost of military personnel?

Answer: We fully recognize the personnel costs associated with an all-volunteer force can be extensive and if not balanced and controlled, can crowd out our ability to both modernize and keep the force ready. At the same time, we must ensure our compensation remains competitive to attract and retain the best talent. As a result and if confirmed, I will work to control costs by ensuring we have the right and most cost effective mix of manpower (officer, enlisted, civilian, contractor) and the most cost efficient use of the manpower we can afford. We must take advantage of technology and process efficiencies to find ways to maintain or increase our levels of lethality and capacity without always looking to increase end strength.

Reserve Components

98) In your view, what is the appropriate relationship between the Active Air Force and the Air Force Reserve and Air Force National Guard?

Answer: The Active and Reserve Components have a synergistic relationship. As one force, they train, operate, and fight side-by-side in air, space, and cyberspace, providing Combatant Commanders competitive advantages over our adversaries.

99) What do you believe to be the appropriate roles and missions of the Air Force Reserve Components? If confirmed, what new objectives would you seek to achieve with respect to Air Force Reserve Component organization, force structure, and end strength?

Answer: The Air Reserve Component is a force multiplier, providing strategic depth and operational capacity across all mission sets, domains, and capabilities of the Air Force. Readiness remains the Air Force's top priority. If confirmed, my objectives would continue to align accordingly, ensuring an integrated, Total Force approach to organizing, training, and equipping airmen.

100) Are you concerned that continued reliance on Air Force Reserve Components to execute operational missions—both at home and around the globe—is adversely affecting their ability to meet their recruiting and retention missions? Why or why not?

Answer: Increased operational tempo over the past 20+ years is wearing on the force, which is especially evident for certain high demand/low density career fields. The reserve components have been used as an operational reserve more than ever. Because of this, we will need to ensure our recruiting, retention, and training remain strong to maintain our high standards of readiness for the nation's security.

Military Health Care Reforms

101) Do you support the purpose and implementation of section 702 of the FY 2017 NDAA, as clarified by sections 711 and 712 of the FY 2019 NDAA?

Answer: I fully support the Congress's and the Department of the Air Force's drive to increase efficiency within the Military Health System to provide the very best care to our Airmen, Space Professionals, their families, and our retiree populations. However, as we pursue these reforms we should review the assumptions that led to these decisions, and let that analysis lead to either changes to the process or affirmation of our current trajectory.

102) If confirmed, specifically what would you do to ensure the rapid and efficient transfer of the administration and management of Air Force military treatment facilities to the Defense Health Agency?

Answer: As the Assistant Secretary for Manpower and Readiness, I can attest our teams worked collaboratively and transparently to ensure a timely transfer of Air Force military treatment facilities to the Defense Health Agency.

103) If confirmed, how would you ensure that the Air Force reduces its medical headquarters staffs and infrastructure to reflect the more limited roles and responsibilities of the Surgeon General of the Air Force?

Answer: If confirmed, I will ensure the plan developed and being executed appropriately transfers the functions and staff identified in Office of the Secretary Defense's zero based review conducted in 2018.

104) If confirmed, how would you improve processing timeliness for both active duty and reserve component members of the Air Force at each phase of the multi-step disability evaluation process?

Answer: If confirmed, I will maintain the Department of the Air Force's dedication to improve Integrated Disability Evaluation System (IDES) performance in an effort to enhance force readiness and ensure timely, transparent evaluations for ill and/or injured Airmen and Space Professionals. In July 2018, the DoD reduced the IDES timeliness goal from 295 days to 230 days to VA benefits. The DoD recently set a 180 day goal (to separation or retirement) that will soon take effect. If confirmed, I will work with the Air Force Reserve to review options such as increasing the number of medical providers at reserve units that will support expeditious disability evaluation and processing.

Non-Deployability

105) Do you agree that airmen who are non-deployable for more than 12 consecutive months should be subject either to separation from the Air Force or Space Force or referral into the Disability Evaluation System?

Answer: Members of the Air Force and Space Force need to be ready to deploy in defense of our nation at all times. If confirmed, I will ensure the Department works within the Secretary of Defense's guidance to properly assess if military members are fit or unfit for continued service. The Department will assess members who are nondeployable for 12 consecutive months on a case-by-case basis according to what is best for the Department and the member. The review will determine if the member is capable of returning to duty, in their current or other capacity with low deployment requirements, or referred into the Disability Evaluation System.

106) In your view, under what circumstances might the retention of a service member who has been non-deployable for more than 12 months be "in the best interest of the Air Force or Space Force"?

Answer: Every case is reviewed individually to account for the member's rank, specialty, and medical condition. The combination of these factors may result in the best interest of the DoD to retain the member. As an example, ICBM, Remotely Piloted Aircraft, or many Space Operators are deployed "in place" and do not travel outside CONUS to conduct their wartime mission. If confirmed, I will ensure the Department considers on a case-by-case basis the skills and occupational specialty of each military member, and the Department's needs to determine retention.

107) Are there any specialties in the Air Force personnel system where airmen would never be expected to deploy? If so, should airmen in the specialties be separated if they can still perform their duties?

Answer: The defense of our nation requires Airmen and Space Professionals to be ready to deploy at all times. Situations in which individuals are in specific positions where they may not be expected to deploy outside of CONUS are determined on a case by case basis. Otherwise, all our service members in all specialties must remain ready and should be able to deploy if required.

Transgender Policy

108) In your view, would the service of a transgender airman or member of the space force in his or her preferred gender negatively impact unit or overall readiness in the Air Force or Space Force?

Answer: If confirmed, my priority will be to ensure Airmen and Space Professionals at all levels treat one another with dignity, respect, and empathy while complying with DoD policy directives to focus our efforts on lethality and readiness.

109) If confirmed, what would be your role in Air Force and Space Force implementation of the DOD policy on the service of transgender persons?

Answer: If confirmed, my role will be to support all Airmen and Space Professionals, and to ensure all commanders and leaders in the field have the necessary guidance to understand and lead their personnel.

110) What factors would you consider, if confirmed, in determining whether a transgender applicant for enlistment or accession in the Air Force or Space Force should be granted an exception to policy to serve in his or her preferred gender?

Answer: If confirmed, I would consult with our experts in this area and provide my best advice to the Secretary of the Air Force who is the decision authority for this matter.

Suicide Prevention

The number of suicides in each of the Services continues to concern the Committee. It is believed that, over the course of a single week at the end of March 2020, two U.S. Air Force Academy First-Class cadets committed suicide?

111) What is your assessment of the efficacy of suicide prevention programs at the U.S. Air Force Academy?

Answer: Suicide is a tragedy, and efforts to prevent this tragedy have my full attention. Any loss to suicide is devastating and is a critical reminder we must remain relentless in our suicide prevention efforts while continuing to partner with academia, industry and our sister services to look at the latest research and inform our efforts.

There are unique stressors associated with life at the Air Force Academy, and the Air Force has built a robust suicide prevention program that provides resources and caregivers that are

vitaly accessible to the cadets and staff. The Academy is also devoting significant efforts to explore research based initiatives to improve social connectedness and attachment security, both of which are recognized to improve mental health and increase resilience. All of these efforts are aimed at reducing risk factors, minimizing any potential stigmas associated with seeking help and building protective factors around interpersonal and self-directed violence. I believe these programs will be effective, but the key is having an engaged leadership and I am encouraged by the Academy's efforts to enhance leadership engagement and connectedness with cadets.

112) Has the Air Force conducted a comprehensive review of the two recent suspected Academy suicides to determine whether there are any common causal factors? If so, what did the Air Force find and how will those findings be applied to suicide prevention efforts going forward?

Answer: I take every suicide very seriously, and if confirmed results from any analysis will be used to inform and improve our suicide prevention programs. The Air Force Office of Special Investigations conducts a comprehensive review and investigation of suicides. The Academy will convene a Suicide Analysis Review Board to help identify contributing factors at the conclusion of the OSI investigations.

113) If confirmed, specifically what would you do to maintain a strong focus on preventing suicides in the Active Air Force and Space Force, in the Reserve Components, and in Air Force and Space Force families across all Components?

Answer: We lose more military members to suicide than any other cause of death, and 2019 was a particularly challenging year. As a result, the Department of the Air Force updated the suicide prevention strategy to align with that of the Centers for Disease Control. Five priorities for suicide prevention were established and are actively being worked:

1. Updating suicide prevention training,
2. Strengthening implementation of the Suicide Prevention Program,
3. Implementing lethal means safety (what we call "time-based prevention"),
4. Developing products to empower and equip family members in suicide prevention, and
5. Strengthening response after a suicide occurs.

If confirmed, I will ensure these priorities continue to evolve and embody the latest research on suicide prevention and mental health, including addressing stressors unique to serving in the COVID environment. I am committed to making suicide prevention a priority.

114) If confirmed, specifically what would you do to enhance the reporting and tracking of suicide among family members and dependents of airmen and members of the Space Force across all Components?

Answer: The tracking of dependent suicides is required by DoD policy. To ensure accurate and timely reporting of family member and dependent suicide, synchronicity of all available data from the DAF, DoD, and the CDC is required. If confirmed, I will work to coordinate with our DoD suicide prevention partners as they continue to improve the speed and accuracy of suicide death reporting among DAF family members and dependents, which could include

assessing the process of investigating dependent deaths and increasing the robustness of available data.

Sexual Harassment and Assault Prevention and Response Programs

115) In your view, are the policies, programs, and training that the Department of the Air Force has put in place to prevent sexual assault and to respond to sexual assault when it does occur, adequate and effective?

Answer: The Department of the Air Force strives to provide a fair and equitable system of accountability, but I believe that continuous assessment and improvement is necessary. Ongoing work in that pursuit is the implementation of the Sexual Assault Accountability and Investigation Task Force (SAAITF) findings. In August, 2019, we implemented the Catch a Serial Offender Program. The CATCH program gives people making a Restricted Report an opportunity to anonymously disclose suspect information to help the Department of Defense identify serial offenders. Since its inception, over 65 restricted reporters across the Air Force and the Air Force Academy have participated in the program. We continue to work with our Sister Services, the DoD, and Congress to identify areas for additional improvement.

116) If confirmed, what specific role would you establish for yourself in the prevention of sexual assault and sexual harassment?

Answer: The Department of the Air Force is taking an evidence-based approach to the prevention of sexual assault and sexual harassment. My role is to create and foster an environment where members of the Department of the Air Force can reach their full potential. The key to defeating sexual assault and sexual harassment is to effectively prevent it, and I will ensure we continue to properly resource prevention and response efforts including the implementation of the Department of Defense Prevention Plan of Action and Sexual Assault Accountability and Investigation Task Force recommendations.

117) During your service as Assistant Secretary of the Air Force for Manpower and Reserve Affairs, the U.S. Air Force Academy implemented a *Safe to Report* policy. What were the effects of this policy on sexual assault reporting at the Academy? What were the effects of this policy on instances of retaliation—including social ostracism and reputation damage—against the victims of or witnesses to sexual assault at the Academy? What were the effects of this policy on good order and discipline at the Academy?

Answer: The *Safe to Report* policy was created to target the unique academic environment at the United States Air Force Academy (USAFA). Given that *Safe to Report* was only implemented on May 8, 2018, there is still too small a sample size to determine impacts—good or bad—on reporting at USAFA. Sexual assault reporting did increase at USAFA in the first full academic year following *Safe to Report's* inception. However, USAFA made other significant changes contemporaneous to *Safe to Report*, making it difficult to isolate *Safe to Report's* impact on reporting. For instance, at roughly the same time it implemented the *Safe to Report* policy, USAFA sought to increase reporting by rebranding and increasing their Sexual Assault Prevention and Response Program (SAPR) outreach to be more visible and accessible to cadets. Likewise, USAFA launched a mobile application “LiveSafe” which

confidentially directs victims to SAPR personnel who provide victims with reporting options. As of March 27, 2020, in Academic Program Year 2019-2020, USAFA cadets made 28 sexual assault reports (17 restricted and 11 unrestricted) through the USAFA SAPR office. Of these reports, five cadets making unrestricted reports and two cadets making restricted reports cited *Safe to Report* as a consideration in their decision to report.

118) What is your understanding of the adequacy of Air Force resources and programs to provide victims of sexual assault the medical, psychological, and legal help they need?

Answer: I believe the Department of the Air Force provides excellent services and programs, but will continue to look for ways to improve and expand these services to meet the needs of our Airmen and Space Professionals. The Air Force continues to implement a collaborative approach where key stakeholders in the Sexual Assault Prevention and Response (SAPR) Program, medical and mental health communities, and legal community engage regularly to ensure there is a robust victim response capability. This includes ensuring that victims are aware of available services, receive warm handoffs with requested support programs and are engaged with frequently, with their consent, on any updates. I believe, while not perfect, our victim care response systems have improved over time and are becoming widely known. We believe this may be a contributing factor to increased reporting and increased trust in the military systems to treat victims with dignity and respect.

In any sexual assault investigation, our investigators, legal team, and Victim/Witness Assistance Personnel (VWAP) implement Special Victims' Investigation and Prosecution (SVIP) protocols, which include reaching out to the victim at the earliest possible point to ensure they are receiving available support. As part of the implementation of the SAAITF, the Air Force is conducting a thorough assessment of both SVIP and VWAP to identify potential enhancements, as well as of the continuing training our attorneys receive in this area. We also provide Special Victims' Counsel (SVC) to all active duty victims of sexual assault, whatever the status of the offender. These are trained and experienced judge advocates who advocate for and advise their clients both in the military justice system and in other areas where they may be in need of legal advice.

While the Department of the Air Force continues to make strides in supporting victims, we also recognize sexual assault is a persistent challenge that will not easily be overcome. We will continue to collaborate with the DoD and our Sister Services along with external stakeholders on policies, research-informed programs, and resources that enhance victim support. If confirmed, I will continue to assess the Air Force resources and programs available to support victims of sexual assault.

119) What is your assessment of the effectiveness of Air Force's policies for addressing retaliation or reprisal for reporting sexual assault?

Answer: I believe the current tools to address ostracism, retaliation, and reprisal are adequate. Regular climate surveys provide accurate, responsive data to better identify and address problematic behaviors. All current disciplinary systems, whether administrative, non-

judicial, or judicial action are available to address the issue of retaliation or ostracism, as appropriate. When the Air Force or Space Force receives any allegation of ostracism or retaliation, it is tracked, thoroughly evaluated, and the conduct addressed at the appropriate level. I also strongly believe that the focus should be on educating and modeling behaviors to prevent the full spectrum of unprofessional behavior and negative outcomes associated with reporting sexual misconduct, and to ensure that survivors experience maximum support. In short, we have the processes in place to properly investigate an allegation, as well as the avenues to educate our Airmen and Space Professionals, address their concerns, and discipline those who would engage in any retaliatory activity.

120) Data shows that alcohol is a significant contributing factor in many sexual assaults and in other destructive behavior. What is your assessment of the Air Force's policies on alcohol use?

Answer: The Department of the Air Force recognizes that alcohol abuse and alcoholism among its personnel and their dependents constitutes a significant threat to good order and discipline within the command, as well as to mission accomplishment itself. As a result, the Department of the Air Force is committed to assisting personnel to resolve alcohol-related problems through treatment programs such as the Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program. Department of the Air Force policy enforces State and foreign country drinking laws, which must be obeyed both on and off duty. While it is the member's responsibility to exercise good judgment in consuming alcohol, commanders reinforce responsible alcohol consumption as well. When alcohol-related misconduct occurs, commanders leverage a full spectrum of disciplinary tools to enforce good order and discipline, such as administrative action, non-judicial punishment and courts-martial, when necessary. Moreover, all air and space professionals receive annual scenario-based training on sexual assault prevention, which specifically focuses on detecting situations where alcohol renders a person vulnerable to abuse and encourages bystander intervention. Overall, the Air Force's focus is on prevention, with discipline as a last resort.

121) What is your assessment of the potential impact, if any, of proposals to remove Air Force commanders from case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

Answer: Removing commanders as the central figure of the military justice system presents too great a legal risk to a system that has continually survived the crucible of judicial review. For more than 240 years, the commander-centric military justice system has functioned not only to promote justice, but also to enforce obedience to commanders' lawful orders. Removing commanders from this time-tested system undermines the foundation for the justification for the broad powers courts-martial possess as Article I tribunals.

A bright line requirement that commanders be removed from all disposition authority for felony-level offenses ignores the facts and circumstances of the severity of the offense, disregards the positive impact of timely disposition, and removes the ability for commanders to discipline, thereby undercutting their ability to effectively command.

The foundation of military discipline is the commander's authority to set standards and require military members to meet them all over the world. Stripping commanders of disciplinary authority places unit cohesion, combat effectiveness, and readiness at risk. Discipline and command authority are a competitive edge we must maintain to keep America safe. Our military justice system operates within a careful balance between the interests of the government, the rights of the accused, and respect for the dignity of victims. Commanders serve a critical role in maintaining this balance by bringing all resources and support programs to the case, to include access to counsel, sexual assault response coordinators (SARC), medical services, mental health providers, and investigators.

Moreover, it is important to understand that command decisions in the military justice realm are not made in a vacuum. Those decisions are made after careful deliberation with a Staff Judge Advocate, and are often subject to superior commander review. Commanders are responsible for the full range of discipline for those within their command, and they take the decision very seriously. Removing commanders from the military justice process would undermine the authority and influence of command, and would have a significant negative effect on accountability, discipline, and readiness overall.

Equal Employment Opportunity and Harassment

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

122) In your view, to what extent is civilian workforce harassment prevention and response training across the Air Force actually executed, as required? Is the training adequate and helpful to employees?

Answer: Department of the Air Force civilian employees receive our Wingman and Leader Intervention training, a research-informed bystander intervention program similar to our military personnel.

This training focuses on skill-acquisition so our Air and Space Professionals learn both "what" to do and "how" to engage in healthy, proactive, and supportive behaviors. This training is not a "one size fits all" approach and focuses on improving positive behaviors and eliminating negative behaviors to foster positive outcomes and a cultural change. This training is not only adequate, but that it provides flexibility to installations to select the tools that will best address their unique and local needs and issues.

Additionally, all employees who supervise civilian employees are required to complete No FEAR (Federal Employee Anti-Discrimination and Retaliation) Act training every two years, which includes information on harassment prevention. Finally, the Labor and Employment Law Field Support Center (the Air Force legal agency responsible for defending the Department of the Air Force in civilian labor and employment law litigation) provides

additional harassment prevention and response training when requested by installation-level commanders.

123) In your view, does the Air Force’s method for tracking the submission and resolution of informal complaints of harassment or discrimination provide Department leaders, supervisors, and managers with an accurate picture of the systemic prevalence of these adverse behaviors in the civilian workforce?

Answer: Currently, the method of tracking informal and formal complaints of harassment is through the Equal Employment Opportunity (EEO) program. The EEO program completes an EEOC 462 Report, Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints, which is sent to leadership for review. It is a system that relies primarily on complainant reporting, but once reported through the EEO program, the Department of the Air Force is presented with information that can be used with other tools, such as climate surveys, to obtain an accurate picture as to whether there is a systematic prevalence of harassment in the workplace.

124) Does the Air Force’s method for responding to complaints of harassment or discrimination in the civilian workforce provide appropriate care and services for victims? Do these methods hold offenders appropriately accountable?

Answer: The Department of the Air Force follows Federal Law and Equal Employment Opportunity Commission regulations that prohibit harassment, sexual harassment, and unlawful discrimination. The civilian process is designed to provide for the prompt, fair and impartial processing and resolution of complaints, consistent with legal obligations, and with the objective of seeking opportunities to resolve issues at the lowest organizational level at the earliest possible time. Negotiated Settlement Agreements or results from Substantiated Allegations arising from civilian complaints can include protective measures offered to victims. The Department of the Air Force accords great weight to the complainant’s desires, including his/her concerns about privacy, retaliation, and re-victimization, while balancing that with the need to ensure safety, good order and discipline, and the welfare of all personnel in the workplace. The civilian process has all the tools necessary to hold offenders appropriately accountable while providing care for those who experience harassment or discrimination.

125) In the context of your service as the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, did you administer a “command climate” survey to the workforce under your leadership and management? If so, what were the results of that survey and what actions did you take or direct to address the survey results? How might you employ command climate surveys in the broader Air Force and Space Force workforce in the context of your duties as the Under Secretary, if confirmed?

Answer: The climate survey of Air Force Manpower & Reserve Affairs began June 8, 2020 and will conclude June 26, 2020. As with all feedback I receive, formal or informal, I will use these results to guide my interaction with team members and set priorities and goals to continually improve the organization.

General Officer (GO) Reductions

The FY 2017 NDAA reduced the number of Air Force GO authorizations by about 12 percent.

126) What progress has the Air Force made in reducing the number of GOs and restructuring the GO grade pyramid?

Answer: The Air Force has 194 general officers of the 198 currently authorized and will reduce to 187 to meet the FY17 NDAA-mandated reduction by December 31, 2020. The Air Force restructured the GO grade pyramid at all ranks to meet the FY17 NDAA-mandated reduction.

127) What is the impact of the establishment of the Space Force on the authorized number of Air Force GO positions?

Answer: The Department of the Air Force has determined it requires 21 positions to provide effective general officer leadership for the US Space Force. The Secretary of Defense has specified that all of the positions will be sourced within existing service caps. The Air Force has identified sources for 13 of these positions already, and is working with the Office of the Secretary of Defense to identify sources for the remainder.

128) How have Air Force GOs been affected by the layering of post-government employment constraints, including the enactment of section 1045 of the NDAA for FY 2017—applicable only to DOD?

Answer: I understand that at the time Section 1045 of the NDAA for FY 2018 was enacted in 2017, there was already a longstanding framework of post-government employment restrictions that applied to all federal personnel, and that Section 1045 created additional restrictions that only apply to former Department of Defense senior military and civilian personnel. I understand that the complexity of Section 1045 has caused some concern that former senior officials could inadvertently violate post-government employment laws. For instance, it is my understanding that the inconsistencies with other post-government employment restrictions, such as the one-year cooling off period under criminal statute Section 207(c) of Title 18, United States Code, make it more difficult for former senior officials to understand when the rules allow them to communicate with current government officials. If confirmed, I will support an assessment of whether Section 1045 has affected retention and post-government employment of Air Force senior officials.

129) In your view, does the Air Force have in place sufficient training and resources to provide Air Force and Space Force GOs and equivalents with the training, advice, and assistance they need to avoid and address conflicts of interest, comply with travel regulations, and ensure that government resources—including employee time—are used only for official purposes? Please explain your answer.

Answer: If confirmed, I will continue to emphasize leadership, decision making, culture, and ethics in its general officer and senior executive service training. The training conducted at each respective rank includes instruction from experts from across the Department of Defense, industry, and academia being all sharing best practices. Additionally, a 360-degree

feedback for the entire general officer corps annually to gain feedback from subordinates, peers, and other senior leaders.

Department of the Air Force Civilian Workforce

130) In your judgment, what is the biggest challenge facing the Air Force and Space Force in effectively and efficiently managing the civilian workforce?

Answer: We have a professional and dedicated workforce. Our current personnel system lacks agility and flexibility and cannot compete with the private sector in certain key areas. We appreciate Congress allowing for niche solutions, and look forward to working with you to implement efficient hiring and workforce management practices more broadly.

131) How will the Air Force and Space Force sustain requisite capacity and capability during the impending workforce “bath tub”—a descriptor used to illustrate graphically the impending loss of senior civilian workforce expertise due to the retirement of large numbers of baby boomers and the lack of experienced personnel to fill the resulting vacancies?

Answer: Over the past 10 years, the Department of the Air Force retained a large number of retiree-eligible employees, and these retention rates and retirement rates have remained stable. Though we know we will continue to lose some of our most seasoned civilian leaders, we have confidence that our middle management will step up to meet the challenges, while we target new populations to grow a diverse and capable force for the future. For example, we recently stood up the Premier College Intern Program. This program recruits 500 juniors from universities across the Nation into a summer internship. The successful interns are placed into permanent positions upon graduation. We also have succession planning and training systems that support our ability to maintain requisite levels of expertise over time and flexibilities such as phased retirement are available to help us mitigate the loss of experience.

132) If confirmed, would you advocate for the creation of a new “title 10” DOD civilian workforce and a concomitant body of title 10 personnel authorities applicable only to the DOD civilian workforce? If so, what should be the key components of this new body of personnel law, and how should it improve on title 5 authorities, in your view?

Answer: The DOD has some great Title 10 systems such as the Defense Civilian Intelligence Personnel System (DCIPS) and the Cyber Excepted Service (CES). We also have effective Title 5 personnel systems such as the Acquisition Demonstration Project (AcqDemo) and the Lab Demo project. The DoD has currently proposed a streamlined Direct Hiring Authority, compensation and classification reform for competitive service positions within the DoD, and expansion of AcqDemo for Department of the Air Force employees assigned to the Space Force. If enacted in law, these authorities will assist the DAF in meeting its human capital needs into the future.

133) In your view, how can DOD and its Components better utilize telework, while maintaining supervisory and employee accountability for high quality performance and the appropriate use of official time?

Answer: Through the course of COVID we've dramatically improved our ability to leverage telework. And while not all jobs can be done via telework, I would anticipate we will maximize that capability in the future.

134) Has the Air Force's experience with the new Defense Performance Management and Appraisal Program (DPMAP) to date evidenced the increased supervisor-employee engagement and meaningful "face-to-face" counseling sessions at the core of the program's objectives?

Answer: DPMAP provides meaningful opportunities for supervisors and employees to discuss standards and performance in a structured way. Requirements for face-to-face counseling is tracked and we know that communication is occurring. We believe our supervisors are using it to great advantage and our employees appreciate the interaction. It provides meaningful opportunities for supervisors and employees to discuss standards and performance in a structured way. We also began to transition our performance awards system to align with the concept of a more continuous process rather than a "once a year," rating and awards cycle.

135) Has the Air Force's experience to date with DPMAP's 3-tiered rating structure resulted in the rationalization of employee ratings, such that a "3" rating of "fully successful" is now the mode? Please explain your answer.

Answer: The Department of the Air Force's civilian workforce is comprised of dedicated civil servants, most of whom are serving well and are rated fully successful. Additional differentiation would help in better recognizing and retaining our higher performers. For instance, we believe the 3-tiered rating does not sufficiently allow for differentiation between our very best performers, those slightly less than the best, and those who are fully successful but not in the very top of their peer group.

An individual's rating under DPMAP is a result of the average of their scores across all of their performance objectives. The last two rating cycles resulted in averages of 4.1 for 2018 and 4.2 in 2019. This results in an overall rating on the high end of the "fully successful" band with an overall rating of "outstanding" commencing with a score of 4.3 and above.

Air Force Senior Executives

136) Given that competent and caring leadership is one of the most significant and relevant levers available to shape a high-performing Air Force civilian workforce, what factors and characteristics would be most important to you in selecting a candidate for appointment to the Senior Executive Service (SES) in the Department of the Air Force?

Answer: The Department of the Air Force's senior executive service cadre is a small, yet elite group of senior executives and leaders charged with leading large teams and organizations across our enterprise. Our senior executives must be able to effectively lead

people and teams to achieve our Secretary's vision, mission and goals. Senior Executives must be innovative and forward thinking, and demonstrate an ability to create followership within the workforce and drive enterprise performance.

137) If confirmed, how would you go about ensuring that SES personnel under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

Answer: Over the past two years, we have revitalized our civilian senior executive performance management program. We recognize the key success factor is communication between our civilian executives and their raters. We re-implemented the use of performance pay pools, increasing transparency and consistency in how we assess and evaluate our civilian senior executives. We continue to champion our performance goals through rigorous education and training of all stakeholders on the process, specifically helping our executives to develop the right mix of organizational and individual performance requirements consistent with DoD and Air Force strategic planning initiatives. This in turn results in meaningful distinctions in performance, strengthening the accountability of our executives, and valuing the tremendous results they achieve for the Department of the Air Force.

138) What role should mobility requirements play in the Air Force SES program, in your view?

Answer: Mobility within the civilian senior executive service is an important component of our executive talent management program. The role and success of mobility requirements is contingent on providing the developmental, career enhancing job assignments, necessary to cultivate a talented and agile civilian senior executive service corps that is responsive to the mission needs of the Air Force.

Domestic Violence and Child Abuse in Military Families

139) What is your understanding of the extent of domestic violence and child abuse among Air Force families?

Answer: Crimes of domestic violence and child abuse run counter to our Department of the Air Force culture and core values and cannot be tolerated. I believe we must begin to collect more data on this front to ensure that victims are given the resources and support they need and that abusers are held accountable. The Air Force is in the process of setting up a program to provide legal counsel to domestic violence victims who otherwise do not qualify for legal assistance services, and will also provide those victims with a Special Victims' Counsel for cases with a military justice nexus, such as a court-martial or administrative discipline proceeding.

140) In your view, what more can the Department do to prevent child abuse and domestic and intimate partner violence?

Answer: The Department must continue efforts to engage directly with those who are at the highest risk for committing domestic and intimate partner violence. We do this in a variety of ways, to include ensuring front-line supervisors are adequately trained and equipped to

recognize signs that may indicate the potential for domestic and intimate partner violence. I genuinely believe, in addition to these training programs, we have to reinforce the importance of front-line supervisor and member relationships being a priority. Commanders must create a climate such that people feel comfortable in bringing forward crucial, personal issues so the chain of command and programs we have access to can be employed to assist them. Commanders must also access the Family Advocacy Program (FAP) as a critical prevention resource that can be utilized in partnership with Commanders' efforts to stop violence before it starts.

Additionally, we must continue to ensure those at risk of engaging in such behavior are provided with the positive coping tools and assistance they need to seek help rather than resort to violence. Finally, we must continue to ensure that those who may become victims of domestic or intimate partner abuse are provided with the resources, information, and support necessary to reach out and seek help from professionals who can intervene before the abuse occurs.

141) Please describe current Air Force programs that address domestic violence. How effective are these programs, in your view? If confirmed, what would you do to improve these programs?

Answer: Air Force and Space Force dependents are already entitled to legal assistance, but as noted, the Air Force is currently developing a program to provide more robust legal services and legal counsel to domestic violence victims by December 2020. It is important that the Air Force continue to offer additional training for commanders on handling domestic violence issues and on military protective orders; and, as noted, we are making positive enhancements to our Victim and Witness Assistance Program (VWAP) function.

Moreover, as of January 1, 2019, we now have the first ever standalone offense for domestic violence under the Uniform Code of Military Justice. This will assist the Services in better assessing the prevalence and rates of domestic violence, and to implement services and programs accordingly. We recognize domestic violence is a problem and we are actively working to implement programs to assist victims and encourage increased reporting.

Finally, the Family Advocacy Program (FAP) is the equivalent of our social service response to domestic violence focused on identification, reporting, response, intervention, advocacy, prevention, case management and rehabilitation. FAP is a core component of the coordinated community response that addresses domestic violence directly with Airmen and their families to prevent violence, reduce risk for violence, and intervene when violence occurs.

142) Please describe current Air Force programs that address child abuse. How effective are these programs, in your view? If confirmed, what would you do to improve these programs?

Answer: Child sexual abuse victims are entitled to Special Victims' Counsel, and child victims of domestic violence will also be entitled to legal services under the program that the Air Force is currently developing to provide more robust legal services and legal counsel to domestic violence victims by December 2020. The Defense Advisory Committee on the Investigation and Prosecution of Sexual Assault in the Armed Forces (DAC-IPAD) recently completed its report to the House Armed Services Committee on the advisability and feasibility of implementing a *guardian ad litem* program in the military; the Department of Defense is currently studying this issue as well and I believe we need to continue to collect more data on this problem. If confirmed, I will review these recommendations with a view toward enhancing the services available to child abuse victims. Additionally, the Family Advocacy Program (FAP) serves families who are impacted by child abuse and neglect by providing a full range of prevention programming that supports non-abusive parents or caretakers and children. Alleged abusers are offered supports through rehabilitative therapeutic interventions and group counseling as appropriate or directed by Command. FAP also collaborates directly with local Child Welfare agencies to ensure mandatory reporting requirements are fulfilled and to secure additional supports for the family.

143) Do you believe that the Air Force's Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse? Please explain your answer.

Answer: Accountability is handled through the military justice system, which allows the Family Advocacy Program (FAP) to focus on prevention and treatment. The Department of the Air Force is dedicated to striking the right balance between healing victims and holding abusers accountable. For FAP to be fully successful it must be understood as a social service response that is completely separate but which runs parallel to the military justice system response and consequent command actions. Together, I believe we are heading in the right direction.

Service Member and Family Quality of Life

144) If confirmed, would you advocate for the consolidation of commissaries and the service exchanges into a single defense resale system? Please explain your answer.

Answer: Commissaries and service exchanges are core elements of the benefit and support package supporting the quality of life for Air and Space professionals and their families. If confirmed, I will be an advocate for consolidation and ensure the projected savings benefit our service members.

145) If confirmed, what specific suggestions would you make to increase employment opportunities in the Air Force and Space Force civilian workforce for military spouses and other family members?

Answer: Often, spouses of Airmen and Space Professionals bring significant skills and abilities that are highly valued in the Department of the Air Force (DAF). We must continue to maximize the flexibilities Congress has provided for non-competitive hiring authorities and Military Spouse Preference in the application process. As we learned under COVID, we

must also maximize opportunities for spouses to telework from almost any location which can ease the burdens of relocation. If confirmed, I will continue to increase awareness and utilization of these flexibilities across the DAF to strengthen our civilian workforces and lessen the career interruption spouses endure as they rotate with their sponsors during military assignment-driven relocations.

146) If confirmed, what specific actions would you direct to ensure that eligible Air Force and Space Force spouses and family members are aware of the expansion of the MyCAA program?

Answer: If confirmed, I will ensure we continue to provide enduring solutions for both our military members and their families in order to make it easier for them to serve while balancing spouse career goals and family financial well-being. Our Airman & Family Readiness Centers have thoroughly incorporated information from the MyCAA program into their workshops and messaging. Satisfaction with spouse employment opportunities remains a primary influence on whether a service member decides to stay or leave.

147) If confirmed, specifically what would you do to provide Air Force and Space Force families with accessible, high-quality childcare, at an appropriate cost?

Answer: If confirmed, I would address underlying issues that drive unmet, on-base childcare availability and strengthen initiatives to get after challenges. For instance, I would evaluate the availability of care providers as well as the competition for providers in the surrounding community. I will also identify installations with the most critical unmet childcare demand and determine the best course of action to satisfy this demand.

148) What has the Air Force done to address airman and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

Answer: I know there have been numerous challenges with privatized housing, and Department of the Air Force leadership has worked closely with the Office of the Secretary of Defense and the other Services to share ideas, develop policies, and implement strategies to improve housing for our Service Members. Airmen and Space Professionals and their families are the heart of the Department of the Air Force and deserve safe, healthy homes. If confirmed, I would be fully committed to resolving housing issues with a focus on Project Owner oversight and accountability, provision of safe and healthy homes where families choose to live, and the long-term success of the privatized housing portfolio.

149) If confirmed, specifically what more would you do to establish accountability in the Air Force civilian and military leadership for sustaining the high quality housing that airmen and their families deserve?

Answer: If confirmed, I would ensure Department of the Air Force leadership is engaged and at all levels taking necessary actions to hold Project Owners accountable. I would review Department of the Air Force actions to date, consider additional steps to ensure accountability, and take immediate action to implement all necessary tools to provide Airmen, Space Professionals, and their families with safe, quality housing. Ensuring

Airmen, Space Professionals, and their families have safe and healthy privatized housing is a commander's responsibility that I take very seriously.

150) If confirmed, specifically what actions would you take to vest accountability in Military Housing Privatization Initiative “contractors”, particularly given that, in most cases, they have public-private partnership agreements with the Air Force that extend for as long as 50 years?

Answer: If confirmed, I would be fully committed to implementing corrective actions to address the underlying causes of these challenges. Specifically, I would focus on Project Owner oversight and accountability, provision of safe and healthy homes, and the long-term success of the privatized housing portfolio. I know there have been numerous challenges with privatized housing, and Department of the Air Force leadership has worked closely with the Office of the Secretary of Defense and the other Services to share ideas, develop policies, and implement strategies to improve housing for our Service Members.

151) What steps has the Air Force taken to improve the household goods move processes associated with most Permanent Changes of Station? What further improvements would you make, if confirmed?

Answer: The Department of the Air Force (DAF) has taken significant steps to address Household Goods (HHG) challenges by investing in training, resources, and staffing. The Personal Property Activity (PPA), under AF/A4, was created as the Air Force's Center of Excellence for centralized oversight, standardization and quality assurance for HHG movements across the DAF.

The DAF has developed manpower standards to ensure the PPA HQ, Air Force-managed Joint Personal Property Shipping Offices, and Air Force-managed Personal Property Processing Offices are manned to ensure the highest quality for customers in our regions.

To ensure Transportation Service Providers provide “Quality” services for our members, the Air Force has elevated quality assurance inspections of movers above and beyond the 50% Department of Defense (DoD) standard to an 80% DAF standard. Additionally, the PPA's Customer Service section serves as a one-stop shop for entitlement guidance and the DAF has mandated in-person briefings as the norm.

Under COVID-19, DoD has developed safety protocols to protect military members, civilian employees, spouses and families during the move process to include wearing face covering(s) and mover and military member minimal personnel in residence during the move.

This also includes the Customer Bill of Rights, Industry Verification of Personnel Pre-Screening, and Compliance Checks by DoD Personnel. We have partnered with US Transportation Command (USTRANSCOM) to initiate 10 new improvements to the Tender program, such as simplified inconvenience claims, better mover communication, and improved claims timeline requirements, etc. These changes enable better protections and

simplified processes for service members.

Finally, in partnership with USTRANSCOM, a Global Household Goods contract was recently awarded to provide relocation services which includes door-to-door moving services during service members' permanent change of station moves. If confirmed, I will take great interest in ensuring the contract meets the high standards we should have to ensure safe, quality moves for our members. I will also continue to partner with the other Services to ensure members are more fairly compensated if they choose to conduct a personally procured or "do-it-yourself" move.

152) If confirmed, how would you ensure that an airman with a special needs family member is relocated only to a new duty station at which the medical and educational services required by that family member are available?

Answer: If confirmed, I will push to screen members and their dependents registered in the Exceptional Family Member Program (EFMP) to ensure they are relocated to communities that can support their specific medical and educational needs. We will continue to improve both our outreach and listening to help bridge challenges and seek to standardize program delivery across the Department. We recently transitioned to online records review to increase transparency for reassignment actions. We are also building a centralized cell combining medical, relocation, education, and legal experts to support families in a one-stop shop. If confirmed, I am committed to ensuring this process is timely, accountable and user-friendly, and one our families can trust. Relocation is a stressful time for any family, and we owe them our best to ensure members are available to give the mission their best.

153) If confirmed, how would you incentivize airmen to enroll in the exceptional family member program (EFMP)?

Answer: My sister is a military spouse with three children who were involved in the Exceptional Family Member Program (EFMP) program. I will be an EFMP program advocate with continuous engagement and messaging to our Airmen and Space Professionals on actions taken to improve the program and build trust. One significant action that is on the way is establishment of a centralized cell that will provide a composite "one-stop" approach to the Exceptional Family Member Program, rather than expecting members to navigate the complexities of each capability (medical, assignments, family support, legal, schools, etc.) separately. If confirmed, I will continue to make the 35K+ Airmen and 52K+ Exceptional Family Members a priority.

154) If confirmed, what role would you establish for yourself in ensuring that Military Housing Privatization Initiative partners and military commanders consider the needs of service members with an exceptional family member in making assignments to privatized military housing?

Answer: If confirmed, I will take a direct and active role in taking care of Airmen, Space Professionals, and their families. I will work closely with my staff to ensure our policies, programs, and oversight support the Exceptional Family Member Program (EFMP). Specifically, I would ensure the new Resident Advocates are trained and empowered to help

EFMP families navigate military housing options providing a safe, secure environment for them to live and work. If confirmed, I would continue to emphasize that this is a commander's responsibility but ensure they have the tools to succeed.

Nuclear Enterprise

155) Do you agree that modernizing each leg of the nuclear triad and the National Nuclear Security Administration weapons complex is a critical national security priority?

Answer: A modernized nuclear triad underpins our ability to deter threats against the U.S. homeland, is the linchpin to every military operation around the world and a top national priority. Any delay in funding will adversely affect military operations and undermine our deterrence capability. The Department of the Air Force operates two-thirds of the nuclear triad and seventy-five percent of the Nuclear Command, Control, and Communications (NC3). I agree that we must recapitalize our legacy systems that have far outlived their original, expected operational lifetimes. Our modernization efforts must ensure we sustain our nations' deterrent capabilities and prevent gaps as our legacy systems age out.

156) Do you believe the current Air Force program of record is sufficient to support the full modernization of the Air Force legs of the nuclear triad?

Answer: Yes. The Department of the Air Force is committed to the modernization of the air and ground components of the nuclear triad and addressing critical manpower requirements in our workforce.

In the FY 2021 President's Budget request, the Department of the Air Force is investing \$12.8 billion dollars in sustainment, modernization and recapitalization of the nuclear enterprise. Our focus will include the Nuclear Command, Control, and Communications (NC3) system, the B-21 bomber, the development of the Long Range Stand Off (LRSO) weapon to replace the AGM-86B Air Launched Cruise Missile, and the Ground Based Strategic Deterrent (GBSD) as the replacement for the Minuteman III ICBM.

Those resources also fully fund sustainment efforts for MMIII, ALCM, UH-1 helicopter, and nuclear-capable bombers. The Air Force continues to monitor and update the nuclear modernization portfolio, including B-21, GBSD, LRSO, and the MH-139 helicopter, to ensure they are fully funded in line with the Secretary of Defense's guidance.

The Air Force is also addressing critical manpower requirements, funding 1,444 civilian positions in our nuclear recapitalization and sustainment workforce within this Fiscal Year Defense Plan (FYDP) to keep our current programs on time and within budget.

Additionally, the Department of the Air Force's efforts are synchronized with the National Nuclear Security Administration (NNSA), and our Navy counterparts, to ensure on-time delivery of warheads and platforms and, if needed, we are prepared to adjust programs of record to achieve required capability.

157) What are your ideas for working across the Military Departments to mitigate the risk that all three legs of the nuclear triad will be “aging out” simultaneously at the end of the 2020s?

Answer: The best way to reduce the risk of age out is for all the services to fully sustain our current systems until they can be replaced or modernized and to keep modernization efforts on track by maintaining stable funding and requirements for all three legs of the triad. If confirmed, I will ensure the Air Force continues to work with Navy and other DoD Components to identify the necessary options to ensure the nuclear triad remains fully viable and credible as we modernize, recapitalize, and sustain each leg.

The Department of the Air Force’s efforts are currently synchronized with the National Nuclear Security Administration (NNSA), and our Navy counterparts, to ensure our programs of record are able achieve required capability. If confirmed, I would work in collaboration with the Nuclear Weapons Council and the Defense Acquisition Board to identify opportunities to partner with the Navy and when appropriate, jointly develop technologies critical to the success of both of our missions. I will also ensure our respective research and development teams are leveraging each other’s technological accomplishments to minimize duplication of effort.

158) In your view, is the Air Force continuing to maintain appropriate focus on implementing the corrective actions recommended by then-Secretary of Defense Hagel’s Nuclear Enterprise Review?

Answer: Yes. The Air Force remains committed to the resolution of the Nuclear Enterprise Review items and works with stakeholders across the Air Force’s nuclear enterprise to develop policies, action items, and budget documents for successful resolution of the issues. We are focused on taking care of our people, improving the mission and enhancing our resources.

The nuclear mission remains the Department of Defense’s number one priority and the Department of the Air Force is committed to providing the leadership it needs and deserves. The Air Force has bi-weekly conversations with Office of the Secretary of Defense, Joint Staff, and Service partners to keep them informed of actions to implement the remaining Nuclear Enterprise Review’s recommendations.

The Air Force has added over 1,100 positions in eight core nuclear career fields across Air Force Global Strike Command, including various specialties in aircraft and nuclear weapons maintenance, command and control operations, and security forces. Additionally, across the FYDP we will address shortfalls in our nuclear acquisition and nuclear certification program offices by securing funds for an additional 1,444 positions.

Since 2016, the Air Force invested over \$13.5B to modernize the nuclear enterprise. These investments will allow the B-21, Long Range Stand Off, and Ground Based Strategic Deterrent to replace our existing, aging nuclear platforms. This includes Military

Construction (MILCON) specifically supporting infrastructure improvements for Missile Alert Facilities repairs and ballistic protection improvements for our defenders. We are committed to a strong nuclear enterprise because our nuclear deterrent underwrites American freedom and prosperity.

159) Do you believe “Arming/Use of Force” protocols for Security Forces adequately meets the spirit and intent of the Personnel Reliability Program?

Answer: Yes. The Arming and Use of Force protocols, while functionally the same are administratively different. Despite the differences, both programs require personnel to meet the same essential elements that address an individual’s reliability in both personal and professional capacities.

160) If confirmed, how would you ensure that the Air Force continues its efforts to improve the training, readiness, morale, welfare, and quality of life of the airmen charged to execute and support the Air Force’s nuclear mission?

Answer: If confirmed, I will continue to address these issues by bringing to closure the remaining 2014 Nuclear Enterprise Review (NER) recommendations so that our Airmen benefit from these improvements today and into the future. I will specifically focus on optimizing and leveraging the special skills and talent of nuclear mission professionals by means of ongoing training, education, and experiential professional development throughout their careers, while offering wellness and quality of life programs that build and sustain resilient Airmen and families.

Unmanned Systems

161) What is your opinion on the manned and unmanned teaming envisioned by Skyborg and the Low-Cost Attritable Aircraft Technology (LCAAT) program?

Answer: Our mixture of exquisite manned aircraft and attritable unmanned aircraft is key to achieving a decisive advantage in the contested domains of today and in the future. I am very supportive of these concepts and, if confirmed, I look forward to learning more in an effort to propel the programs. Changing how we design, develop, and manufacture aircraft is imperative to keeping pace in the ever-changing threat environments. Manned and unmanned teaming concepts will enable force projection in mass, providing the ability to increase battle space awareness and lethality while minimizing the risk to our Airmen and the joint force.

162) Given the amount of intelligence, surveillance, and reconnaissance (ISR) required to meet combatant commander demands, do you believe it is appropriate to shut down the production lines for the current unmanned fleet of MQ-9s and divest almost 75 percent of the RQ-4s?

Answer: Yes. The Air Force must be willing to make tough choices as we engage in great power competition and execute the NDS. Divesting legacy systems, low priority tasks, and activities which deliver little value in denied and contested environments will enable future combat systems that will provide a military advantage to the United States. The Department

of the Air Force's decisions for the MQ-9 and RQ-4 adjustments are some of many difficult choices we made to meet the SecDef's guidance. We are rebalancing our manned and unmanned ISR and growing space capabilities to focus on non-permissive and contested environments.

Closing the MQ-9 production line will not impact the ISR capacity we intend to deliver to combatant commanders through FY30. There are sufficient numbers of MQ-9As in inventory or on order. Closing the production line allows us to shift resources toward NDS priorities, which may include a follow-on platform or capability for the MQ-9A.

We seek to divest RQ-4 Block 20/Block 30 variants since other assets, such as the E-11 and U-2, provide similar capabilities but with increased operational flexibility, developmental agility, and defensive capabilities (for the U-2) more suited to NDS execution. Further, we continue to develop and offer multi-domain ISR capabilities to meet NDS objectives in a contested environment.

163) Do you see utility in encouraging the Military Services to conduct more joint development in the area of aircraft and unmanned systems?

Answer: Yes, we should absolutely leverage the efforts of the other Services and our coalition partners in this era of budget austerity. For example, persistent, multi-role capabilities are provided through the Air Force MQ-9A program, Army MQ-1C program, and partner nations. The Navy, NATO, and foreign partners have procured variants similar to the USAF RQ-4. This collectively allows the Air Force to accept prudent risk with a leaner, more ready force, while investing in long-term capability.

Cyber

164) In your view, how well postured is the Air Force to meet the goals outlined in the 2018 DOD Cyber Strategy? What actions would you take, if confirmed, to remediate any gaps between Air Force capacity and capability and Cyber Strategy goals?

Answer: The Department of the Air Force continually assesses our capacity and capability to project power in and through cyberspace; to defend Air Force capacity to generate combat power from cyberspace attack; to generate intelligence from cyberspace; and to connect the Joint Force with resilient and survivable battle networks. We see the goals in the DoD Cyber Strategy not as a static "end state," but a dynamic condition where we must compete to achieve.

165) In your view, should the composition of the Cyber Mission Force be adjusted across the National Mission Teams, Combat Mission Teams, Cyber Protection Teams, and Cyber Support Teams, to address in a better way the requirements identified in the NDS and the goals set forth in the 2018 Cyber Strategy?

Answer: The Air Forces provides 30% of the Cyber Mission Force capability, and any adjustments to its composition would be a collaborative effort between the Services, USCYBERCOM, and DoD.

The Cyber Mission Force, created in late 2012, reached full operational capability in 2018 and is proving itself worthy in defending our critical infrastructure, supporting combatant commanders, and defending DoD networks from cyber-attack and exploitation. To meet the FY20 NDAA requirement the Air Force is working with DoD to conduct a zero-based review of all cyber and information technology personnel. As part of the requirement, USCYBERCOM will conduct a series of exercises to gauge the right size for the CMF, given evolving DoD missions and requirements.

166) Are the size and capabilities of the Air Force Component of the Cyber Mission Force and Air Force cybersecurity service providers sufficient to meet current and future cyber and information warfare requirements?

Answer: As we face increasingly aggressive cyber adversaries, we are modernizing our enterprise information technology architecture and transitioning Airmen to cyber security and cyber defense roles to better defend our weapon systems and missions. The on-going competition in cyberspace requires that we continually assess our overall readiness in, through, and from cyberspace. The number of trained Cyber Security personnel will likely need to grow to meet the evolving threat.

167) In your view, should the Air Force expand acceptable professional qualifications for its cyber workforce to include non-traditional professional credentialing and schooling from so-called technology boot camps and massive online open courses (MOOCs) as an alternative to traditional education, provided candidates meet the necessary technical standards?

Answer: Air Education and Training Command is taking a comprehensive look across the full spectrum of cyber education to reset the foundation and develop warfighters who are proficient in joint all-domain command and control. We currently utilize some training and certifications provided by industry and commercial vendors to supplement service provided foundational and refresher training. However, we do not foresee industry or commercially-provided education replacing foundational and key refresher and baselining training, but instead to complement our service efforts. *Finally, through our Digital Task Force championed by the Vice Chief of Staff of the Air Force, we are actively pursuing non-traditional Cyber workforce credentialing as a complimentary vice alternative means of schooling for all Airmen, based on cyber aptitude towards increased digital acumen across the Total Force.*

168) If confirmed, what would you do to enhance Air Force information dominance capabilities?

Answer: If confirmed, I will ensure a connected and protected Joint Force with resilient and survivable networks and weapon systems that are both hardened and protected against malicious activity. I will work with other services to enhance combat power with integrated

cyberspace fires for joint operations that ensure the Joint Force Commander has options to overwhelm adversaries with multi-domain dilemmas at speed and scale. Defending power projection platforms and systems in, through, and from cyberspace will be a priority. I will support expeditionary logistics under attack, providing agile and survivable forward communications defended against cyberspace attack. Finally, I will work to enhance information warfare capabilities, leverage our interagency partners and foreign allies with authorities to create disruptive effects, impose costs on adversaries through military denial and deception operations, and accelerate decisive advantage.

169) If confirmed, what would you do to improve military cybersecurity career pathways to meet the present and future needs of the Air Force and U.S. Cyber Command?

Answer: Cyber training is foundational across all stages of development for officer and enlisted cyber operators. I will continue the Air Force focus on an enterprise-wide effort underway to rewrite our cyber curriculum that will incorporate self-paced, student-centered learning, allow us to keep pace with technological advances, and provide students with an operational context while in the training environment.

170) The Air Force merged the 24th and 25th Air Forces to better integrate cyber effects, ISR, electronic warfare operations, and information operations. In your view, has the merger yielded the expected benefits? What challenges has the Air Force experienced in the context of this merger and how would you address those challenges, if confirmed?

Answer: Yes. In line with the NDS, the merger of 24th and 25th Air Forces creating the 16th Air Force is leading the Air Force's approach to Operations in the Information Environment as we increase Combatant Command options to compete now against our adversaries in the information environment.

Throughout the standup and IOC process, 16th Air Force examined how best to leverage the authorities across each assigned NAF mission by the Secretary of the Air Force. The 16th Air Force took a deliberate approach in partnership with the National Security Agency (NSA), U.S. Cyber Command, and Department of the Air Force General Council to optimize an approach that yields mission outcomes while remaining compliant with all applicable law and policy. 16th Air Force provides our Service with a global vantage point to compete now. Several challenges, natural to any new organization, include growing capability and capacity to meet the increased Combatant Command demand for information warfare capabilities and solidifying a new organizational structure. I will continue the implementation of Air Combat Command's approved Full Operational Capability (FOC) design for 16th Air Force as it builds capability towards the integration and synchronization of daily operations of cyber, ISR, electromagnetic warfare, information operations, and global weather. Upon reaching FOC, our initial outcomes will be focused on exposing the malign activities of our adversaries, denying them the plausible deniability they are able to take advantage of today.

Electronic Warfare (EW)

171) What is your vision for the future of Air Force EW capabilities?

Answer: The Air Force will need to refocus traditional EW capabilities with renewed emphasis on the broader Electromagnetic Spectrum (EMS) in order to align with the National Defense Strategy. Our vision includes an Air Force with distributed software-defined systems and capabilities that are rapidly updatable that operate in coordination to maintain an advantage over any adversary employing complex systems. To achieve this vision, the Air Force will need to explore, develop, and produce new and innovative concepts and doctrine that expand on historic electronic warfare principles in favor of Electromagnetic Spectrum Operations (EMSO), the merger of traditional Electronic Warfare with Spectrum Management.

172) What is your assessment of the adequacy and efficacy of EW training that Air Force personnel receive in an Air Force environment in specific airframes? In a joint environment with other Military Services?

Answer: The future is very different from the less complex EW environment we encountered over the last few decades during combat operations in the Middle East. Alignment with the National Defense Strategy requires we address advanced capabilities and recent Air Force findings call for increased emphasis on EW training with attention on a wider range of the Electromagnetic Spectrum (EMS) that advanced technology makes usable for both the Air Force and its adversaries. We train alongside the other Services and our Coalition Partners whom face similar training challenges. The Joint force will need to face this challenge together through tighter integration in day-to-day training and exercises in improved live and virtual environments.

Spectrum

173) Electromagnetic spectrum plays a critical role in many DOD missions. In what ways does the Air Force rely on spectrum to support warfighter requirements? In your view, which warfighter spectrum requirements will be essential to competing with Russia and China on a future battlefield?

Answer: Military forces require access to the electromagnetic spectrum (EMS) to gain tactical, operational, and strategic advantages. In my view, in order to compete with Russia and China, warfighters require spectrum-dependent systems (SDS) that enable capabilities including, but not limited to, movement and maneuver, weapons engagement (fires), command and control, intelligence, protection, sustainment, and information. These systems will operate on frequency bands across all spectrum ranges and will be critical when competing with Russia and China in the future. We expect our adversaries to exploit any spectrum available and to hold the effectiveness of our defensive and offensive capabilities at risk if we are unable to exploit, maneuver, and fire in the spectrum.

174) In testimony before the House Armed Services Committee in February 2020, Secretary of Defense Esper stated that DOD is willing to share spectrum with 5G

networks in the “Mid-Band” (3 to 4.2 gigahertz). What Air Force systems might be affected by this “sharing” and how could “sharing” affect homeland defense, in your view?

Answer: The Air Force affected systems in sharing the Mid-band spectrum includes early warning and ground-based radars, Station Keeping Equipment, and various systems used for testing against adversary threats, training, and ready preparedness. Interference with these systems could result in negative homeland defense mission impact and overall Air Force readiness. It is critical that an effective sharing plan is in place to ensure that Air Force and homeland defense systems are able to operate in a way to enable readiness and mission accomplishment without interference.

175) Were DOD required to “vacate” or leave the “Mid-Band” spectrum instead of sharing, what are the potential operational and dollar costs to the Air Force, in your view? How long would a move to a different area of the spectrum take, in your view?

Answer: DoD is not required to vacate the “mid-band” spectrum. Per the National Telecommunications and Information Administration (NTIA) report to Congress, NTIA is working with DoD to design frameworks to share spectrum in this range. In testimony before the House Armed Services Committee in February 2020, Secretary of Defense Esper stated that DoD is willing to share spectrum with 5G networks in the “Mid-Band.” *The Air Force supports Secretary Esper’s position to share spectrum and has been working with the American Mid-Band Initiative Team (AMBIT) to identify solutions for sharing while still maintaining needed capabilities.*

Science, Technology, and Innovation

176) How has the Air Force prioritized limited research and development funding across its technology focus areas? Specifically, where is the Air Force either increasing or decreasing focus and funding?

Answer: We continue to invest in a broad science and technology (S&T) portfolio. Today, the Department of the Air Force is accelerating efforts associated with collaborative weapons; manned-unmanned teaming; and positioning, navigation, and timing. Additionally, in alignment with our S&T Strategy, we are restructuring the portfolio to develop transformational capabilities competed from the best ideas throughout the national S&T enterprise. I support this restructure as it integrates multidisciplinary technology solutions earlier in the development cycle to pave the way for prototyping and experimentation, enabling a faster transition to an operational capability.

177) If confirmed, how would you ensure that a greater percentage of the technologies being developed by Air Force labs transition into programs of record for deployment to the warfighter? How would you ensure that appropriate technologies are transitioning more quickly into programs of record?

Answer: If confirmed, I will emphasize approaches to accelerate technologies from the laboratory and into the hands of the warfighter. The most effective ways to do this is by ensuring upfront and early operator involvement in the process, understanding the art of the

possible from a technology standpoint, and providing an understanding of how these technologies can be exploited to provide war-winning capabilities. Frequent and rigorous validation of capabilities early in the development path helps provide us confidence as to when they are ready for production and fielding. We will continue to leverage the Department of the Air Force Capability Development Council to get enterprise-wide commitment to transition the most transformational technologies, as we are doing with our new Vanguard programs, into programs of record. At the same time, we must push the envelope to maintain our technological superiority over our adversaries. This means we will not transition everything we develop. Still, we will advance our technological edge on the path to maintaining an effective balance of warfighter “pull” and technology “push” in our S&T investment portfolio.

178) What efforts is the Air Force making to identify new technologies developed commercially by the private sector and apply them to military and national security purposes?

Answer: We not only desire to invent new technologies ourselves, but we are also judiciously seeking innovative technological advances from the private sector to partner with inventors and innovators. Technology is ever changing, and as such, the Air Force continuously scans the private sector for new technology. To overcome a reputation of long, bureaucratic processes, the Department of the Air Force has committed to developing innovative ways to engage the private sector through collaborations with AFWERX, the establishment of Air Force Ventures, and hosting Pitch Day events to capture commercial innovation quickly. If confirmed, I will continue to support these types of innovative efforts.

179) In your view, what steps must the Air Force take to protect and strengthen its segment of the National Security Innovation Base to ensure that critical information is protected?

Answer: Protecting our National Security Innovation Base and safeguarding critical information is of the utmost importance to the Department of the Air Force and the DoD. It requires sustained, close collaboration between government and industry to ensure our critical technology is safeguarded. The Department of the Air Force is working closely with OSD’s Protecting Critical Technology Task Force, formed to address the roughly \$600 million annual loss in U.S. intellectual property to foreign theft and expropriation. Through this partnership, we are enabling enterprise-wide, short- and long-term solution sets to protect our critical technologies and information.

180) How will you work to increase investments in research infrastructure through Air Force MILCON investments to match growing investments in China in research infrastructure in areas such as quantum science, hypersonics, and advanced materials?

Answer: The Department of the Air Force reviewed its research and laboratory facilities infrastructure for alignment to the National Defense Strategy. While our laboratory facilities are capable of meeting current requirements, they will require updates to conduct the cutting edge research necessary to compete with a near-peer adversary and meet the long-term requirements in the NDS. If confirmed, I will ensure we are using all available authorities to invest in state-of-the-art research facility improvements in line with strategic research and

development. I will also work to ensure our research infrastructure needs, especially in areas such as quantum science, hypersonics, and advanced materials, are prioritized appropriately in our MILCON process.

181) The GAO in a recent report (Actions Needed to Enhance Use of Laboratory Initiated Research Authority - GAO-19-64) has noted that the Air Force Research Laboratory is not fully using authorities provided to it by Congress to support research innovation? What steps will you take to respond to the GAO's open recommendation in this report?

Answer: It is my understanding the Department of the Air Force has actively engaged OMB, OSD, and the other Services to identify several courses of action to use the referenced authorities cited by the GAO fully. The proposed implementation methods are complex and pose accounting system and Financial Improvement and Audit Readiness (FIAR) challenges that are being worked through. If confirmed, I will ensure we continue work to resolve these issues.

182) How will you ensure that the limited Air Force science and technology budget is used for genuine science and technology technical challenges, and not used to support more mature prototyping and development activities more appropriately addressed with other Air Force RDTE resources?

Answer: The Department of the Air Force continues to invest in a broad science and technology portfolio that balances basic research, applied research, and advanced technology development. Once mature, the most promising technologies are accelerated into prototyping and experimentation. If confirmed, I will ensure the Air Force Research Laboratory continues to use competitive processes, and independent review bodies to evaluate internal and external technologies to ensure the technical maturity, merit, and relevance of the projects included in the portfolio.

183) Would the Air Force benefit from authorities that enable it to make use of expert foreign national talent in appropriate capacities and in appropriate settings to support modernization priorities and better compete with peer adversaries?

Answer: To stay ahead of our competitors, the Department of the Air Force must continue attracting world-class talent, including domestic and foreign national talent and expertise in appropriate capacities. The Department of the Air Force is committed to continuing its science and technology reach, to leverage and build upon international relationships to access technical expertise occurring globally in academia and industry.

184) What incentives should the Air Force provide to universities and researchers to developed domestic technical talent and to counter opportunities for researchers in critical fields being offered by peer adversaries, including China?

Answer: The Department of the Air Force incentivizes universities and researchers with science and technology (S&T) and innovation investments, through grants and other funding instruments, which advance research and challenging opportunities for universities and researchers in critical technology fields. Additionally, our grant and fellowship programs

provide targeted opportunities to grow domestic talent, including the Science Mathematics and Research for Transformation (SMART) and National Defense Science and Engineering Graduate (NDSEG) programs. The Department of the Air Force also offers university professors the opportunity to perform summer research and sabbaticals at its laboratories. If confirmed, I look forward to continuing and improving these vital efforts.

Air Force Programs

185) What is your understanding and assessment of the following research, development, and acquisition programs? Is each program currently within projected cost, schedule, and performance criteria? If not, what would you do, if confirmed as Under Secretary of the Air Force, to bring each program into compliance?

▪ **F-35**

Answer: Thank you for your support and increase to our FY20 request for F-35As by 14 aircraft above the President's request. The Air Force is extremely pleased with the warfighting capabilities the F-35 brings to the fight and understands the program continues to execute within its Acquisition Program Baseline, as reported in SAR 19. With that said, while F-35 Production costs have been trending in the right direction with the award of the Lot 12-14 contract, we continue to watch Development and Sustainment costs closely. The current focus for the F-35A is the Block 4 upgrade, with a primary focus on meeting the estimated threat in the 2025 timeframe. We are tracking challenges with the TR-3 hardware that is at the heart of Block 4 and will continue to work with the Joint Program Office and our Industry partners to refine the path forward. While we've seen significant forward progress on the Readiness front, significant work lies ahead to reduce F-35 Sustainment costs. Some of these costs are in the control of the JPO and our Industry Partners; others lie within Service channels. We will work all aggressively moving forward. If confirmed, I look forward to continuing to work with OSD/A&S, the F-35 SAE, as well as the PEO to aggressively drive cost out of the F-35 program across Development, Production, and Sustainment, delivering the capabilities our warfighters need at a cost our taxpayers can afford.

▪ **F-15EX**

Answer: Thank you for your support in last year's NDAA, which enabled us to move forward with refreshing our F-15C/D fleet. Since this program is an FY20 new start, it is too early to give you a holistic assessment; however, I believe that by leveraging the existing FMS production line as well as the insight we are gaining into cost, schedule, and performance data from those efforts, our acquisition team is well postured to deliver this needed capability to our USAF warfighters within cost, schedule, and performance parameters.

▪ **KC-46**

Answer: The KC-46 program is vital to our ability to execute the National Defense Strategy and conduct joint warfighting now and in the future. The KC-46 is currently within the projected cost. However, the program is behind schedule.

Additionally, the program does not currently meet all key performance parameters due to issues with the remote vision system and boom. The Department of the Air Force and Boeing have agreed to paths forward and are executing fixes for these deficiencies. If confirmed, I will work with the Secretary of the Air Force, the Chief of Staff of the Air Force, and the Service Acquisition Executive to hold Boeing accountable to deliver a fully mission capable KC-46.

- **F-22**

Answer: Thank you for your support in allowing the Department of the Air Force to leverage innovative approaches to get capability out to the warfighter at the speed of relevance. The F-22 Capability Pipeline leverages Section 804 authorities to rapidly prototype and iteratively field enhancements to the warfighter. Although our acquisition team ran into several challenges as they shifted efforts towards the implementation of an agile construct, they have worked closely with our industry partner and have established a lowest-risk contract strategy to manage Capability Pipeline Release deliveries and incentivize predictable delivery cadence. I am confident in the approach being taken to keep this program moving forward with the first planned release of capability in early FY22.

- **B-21**

Answer: The B-21 is being managed to firm requirements with existing and mature technology balanced with affordability to allow for future adaptable capabilities. Lessons learned from previous programs were used, and all elements of life cycle costs were considered for affordability. The program acquisition strategy incentivizes industry partners to achieve cost, schedule, and performance objectives. The Department of the Air Force is closely monitoring the build of the initial test aircraft. The program has an unprecedented level of data and insight into the manufacturing process with the Prime and the Tier 1 subcontractors.

- **UH-1 Recap**

Answer: The MH-139A “Grey Wolf” will replace the aging UH-1N with up to 84 helicopters that will support the Department of the Air Force nuclear enterprise reform initiatives and conduct operational airlift within the National Capital Region. This program is within projected cost, schedule, and performance criteria, with the first operational helicopter delivery expected in FY22.

- **EC-37**

Answer: Growing threats require better aircraft performance for the COMPASS CALL mission. The Department of the Air Force is modernizing key electronic attack capabilities, and denying peer competitors the use of tactical networks and information ecosystems. The program started in earnest June 2018 and is on track for 2Q FY23 delivery.

- **Air Force One**
Answer: The Air Force One Replacement (VC-25B) program is within projected cost, schedule, and performance criteria. There has not been an increase or delay to the \$3.90B firm-fixed price contract with Boeing or the \$5.3B total acquisition cost. The program continues to operate through the adversities of COVID-19 and remains on schedule to deliver the first VC-25B aircraft in 2024 and the second aircraft in 2025.
- **B-52 Re-engining**
Answer: Thank you for your support in allowing the Department of the Air Force to move forward with innovative approaches towards delivering capability to the COCOMs. Re-engining is the Department of the Air Force's number one priority for the B-52 and by using Section 804 authorities we are leveraging digital engineering, in lieu of paper concepts, to successfully develop virtual prototypes - allowing for a more informed engine source selection, collaborative development with industry, risk mitigation, and optimization of future testing and fielding. This approach sets the right course towards meeting cost, schedule, and performance requirements.
- **Combat Rescue Helicopter**
Answer: The HH-60W will replace the aging HH-60G with up to 113 Combat Search and Rescue recovery vehicles, training devices, a training program, and necessary support equipment to sustain the DoD's ability to recover isolated personnel across the full spectrum of military operations. The FY21 PB accelerates the procurement (108 aircraft funded), completes 2 years earlier, and supports an accelerated HH-60G divestiture plan. This program is within projected cost, schedule, and performance criteria.
- **Ground Based Strategic Deterrent**
Answer: Thank you for your continued support across the nuclear enterprise. The Ground Based Strategic Deterrent (GBSD) program provides a full recapitalization of the Minuteman III (MM III) weapon system, and includes conversion of 450 existing Launch Facilities (LFs) and up to 45 Launch Centers (LCs) spanning 31,500 square miles in five states. The continued capability provided by 400 Intercontinental Ballistic Missiles standing alert is a critical component of the National Defense Strategy. The program is executing on schedule and within cost, and is meeting performance requirements, however it is worth noting it is a very aggressive schedule. The program is on track preparing for a Milestone B decision and award of the Engineering Manufacturing Development contract on schedule in August 2020. Additionally, the Department program is pursuing a legislative proposal to provide flexibility and reduce the schedule risk associated with converting existing Launch Facilities and Launch Centers from MM III to GBSD over the nine-year deployment of the system.

- **Long Range Standoff Weapon**

Answer: Thank you for your continued support in our funding requests for this critical Nuclear Deterrence enabler. As with all other programs within the nuclear recapitalization portfolio, the Department of the Air Force continues to look at ways to manage costs and performance, and more importantly -- schedule risk. If confirmed, I will continue to work with my SAE and OSD/A&S as the MDA to ensure we meet the timeline necessary to meet NDS objectives. The program is on schedule and within cost and is meeting performance requirements at this time. We continue the TMRR effort with one prime contractor, Raytheon, and have reframed our relationship with Lockheed Martin to have them focus on specific technology maturation, which has future applicability to the final LRSO design. This approach will enable us to focus on the schedule margin challenges and potentially accelerate IOC.

- **Next Gen OPIR**

Answer: Next-Gen OPIR will provide missile warning, missile defense, battlespace awareness, and technical intelligence capabilities that are more survivable against emerging adversary threats. The Department of the Air Force is using Section 804 authorities to prototype solutions rapidly. It is on track to deliver the first resilient Geosynchronous satellite and associated ground system to meet the warfighter's 2025 need.

- **ABMS/JADC2**

Answer: The Advanced Battle Management System family of capabilities is a critical Department of the Air Force modernization priority, a key to Joint All Domain Command and Control (JADC2), and must be fully funded to the President's Budget. This battle network is key for the design of our Air and Space Force to meet the requirements of the National Defense Strategy. The ABMS is within projected cost, schedule, and performance criteria.

- **Unified Platform**

Answer: The Unified Platform program improves our ability to conduct joint cyber missions through the control and manipulation of cyber warfare related data and information. The Unified Platform effort connects disparate cyber systems, merges data, extracts insights with data analytics, and disseminates information to cyber operators and analysts. The initial three increments of UP were delivered, received Authority to Operate, and were operationally accepted by U.S. Cyber Command. Unified Platform was one of the first Section 804 Rapid Prototyping programs, and is now serving as a pioneer for agile software development acquisition constructs.

- **GPS III & OCX**

Answer: The GPS enterprise has three segments: space, ground control, and user equipment. There are currently 31 healthy satellites in the active constellation.

However, 17 of those satellites are operating beyond their design life, and 12 no longer have functional back-up hardware. GPS III includes SV-01 through SV-10. GPS IIF will include 22 satellites, starting with SV-11. The GPS IIF competition saved an estimated \$1.6 billion over the life of the contract. The program completed its Critical Design Review in March 2020. Milestone C is planned for June 2020, and will give the program the authority to procure SV-13 through SV-32.

The OCX program will modernize the GPS control segment, and provide command, control, and mission support for the GPS constellation, including GPS III and all legacy satellites. This program is necessary to continue high-priority national efforts to modernize GPS with new military and civil positioning capabilities, and enhanced cyber security. The Department of the Air Force recently executed a contract modification to resolve server obsolescence issues, mitigating an unacceptable cyber risk to the future GPS Ground system. The award moves the schedule an estimated 10 months but delivers the system within Acquisition Program Baseline threshold dates, saves the Government \$150M in rework, and minimizes impacts to OCX transition to operations.

- **Light Attack Experiment**

Answer: The procurement of a limited number of AT-6s and A-29s is underway. The applicable contracts have been definitized with the vendors, and at this time the efforts are progressing as expected.

- **T-7**

Answer: The T-7A aircraft, embedded training, and modern simulators will enable a pilot training process that produces pilots at a rate the Air Force needs for the next several decades. We estimate Critical Design Review completion and critical action item closure in July 2020. This program is within projected cost, schedule, and performance criteria.

- **Low Cost Attributable Aircraft**

Answer: The Low Cost Attributable Aircraft (LCAAT) science and technology program is being leveraged by our Skyborg “Vanguard” effort. Vanguards are high priority capability development efforts with enterprise commitment to deliver game-changing capabilities and transform Air Force operations for the future force. The Department of the Air Force is in the planning stages of Skyborg prototyping and experimentation to build systems that test the viability of transformational concepts.

- **Contract Adversary Air**

Answer: This program is within projected cost, schedule, and performance criteria.

186) The Air Force is on record as stating a need to purchase a minimum of 72 fighter aircraft per year to maintain requisite force structure. In your opinion, what is the

optimum mix of 4th and 5th generation aircraft required to meet the threat outlined in the NDS?

Answer: Fourth-generation aircraft will be around for the next twenty-plus years to ensure fighter fleet capacity. Given budget realities and the pace at which the Department of the Air Force can purchase F-35s, the Department of the Air Force will have to modernize and extend service lives of several 4th generation fighter fleets, including the F-16, F-15E, and A-10. As the F-15C fleet retires, the Department of the Air Force will also purchase the F-15EX (12 in FY21) to complement the 48 F-35s per year, allowing us to maintain fighter capacity within the topline budget. This will give the Air Force a mix of 4th and 5th generation aircraft for the foreseeable future. The 48 F-35s per year, plus investments in F-35 and F-22 modernization will ensure the Department of the Air Force retains the capability to address peer competition into the future, while 4th generation aircraft help with capacity across all Combatant Command (COCOM) requirements. Although many missions in a peer fight will require 5th generation aircraft, there are many other COCOM mission sets in which 4th generation aircraft are sufficient and will, therefore, be used to fill capacity.

187) Given the importance of extending the range of U.S. aircraft, what do you believe to be the overall tanker requirement for the Air Force and at what rate and on what schedule must the Air Force procure the new KC-46 to meet that requirement?

Answer: The Department of the Air Force continues to assess tanker fleet requirements and will work with Combatant Commanders and ensure operational requirements are met during this transition as well as assist USTRANSCOM with the development of a new and more comprehensive MCRS that addresses the new NDS and detailed risk factors.

The 2018 Mobility Capabilities and Requirements Study (MCRS) established a baseline of 479 tankers for execution of the National Defense Strategy (NDS). The number was later mandated by the FY 2019 National Defense Authorization Act as a minimum floor for the Department of the Air Force's tanker fleet. The air refueling tanker enterprise will have 493 tankers at the end of FY21 with KC-46 deliveries on schedule at three to four aircraft per quarter. The 479 tankers allow the Department of the Air Force to fulfill its obligations within the various Operational Plans and COCOM requirements to an acceptable level of risk. To mitigate the KC-46 deficiencies, the Department of the Air Force will maintain additional KC-135s over the next few years until the KC-46 is operationally ready. The current deliverable of 12- 15 KC-46s per year will allow the Department of the Air Force to gradually transition units and train crews and maintainers.

188) Large-scale exercises such as Red Flag have illustrated that 5th generation fighters such as the F-22 and F-35 need to fly against multiple adversary aircraft to conduct much of their required training. The Air Force has taken a number of steps to address shortages in adversary air, including using contract air and requiring units in training to supply their own adversary air. What are your views as to the appropriate balance of contract and organic adversary air capability? If confirmed, how would you ensure that the Air Force properly addresses the challenges associated with the availability of

adversary air to ensure that its 5th generation fighters are properly trained and ready for combat?

Answer: Training to the high-end fight described in the National Defense Strategy requires a mix of 4th and 5th generation adversary air threats for training. The Department of the Air Force has a strategy that uses both virtual and live training venues to replicate the threats that our Airmen will face in combat. Many of the most advanced threats can only be replicated in a virtual environment so we are focusing on modernizing our simulation environments. Maximizing contract adversary air provides the best fiscal and operational solution to the adversary air requirement. Currently, no contractor is capable of providing 5th generation threats, so the Department of the Air Force has no choice but to continue to provide its own combat-coded aircraft as adversaries which is inefficient, costly, and trades valuable training time. If confirmed, I will continue Department of the Air Force efforts to modernize our virtual training infrastructure and capitalize on current contracts while developing a 20-year adversary air plan that potentially includes a dedicated, specifically equipped adversary air platform.

189) What is your assessment of the readiness of the Air Force heavy bomber fleet? As to each of the airframes listed below, what improvements would you direct, if confirmed, to increase the mission readiness of each airframe?

- **B-1**
- **B-52**
- **B-2**

Answer: Our investment in these bombers supports the Defense Department's principal priority to maintain a safe, secure, and effective conventional capability and nuclear deterrent that safeguards the homeland, assures allies, and deters adversaries. Nuclear deterrence is the highest priority mission of the Department of Defense—our deterrent underwrites every U.S. military operation around the world and is the foundation and backstop of our national defense. I know the Department of the Air Force has had to make some difficult choices requiring the divestiture of legacy platforms in exchange for needed future capabilities. Decisions are supported by learning from multiple, complex wargames to assess alternative warfighting approaches against a peer adversary. The future of our bomber force relies on the B-21 and a heavily modified B-52. If confirmed, I will ensure we continue to sustain the B-1 and B-2 fleets until the B-21 fleet is delivered in sufficient quantities.

Munitions

Air Force munitions inventories—particularly for precision guided munitions and air-to-air missiles—have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies.

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

Answer: The Department of the Air Force has aggressively responded to the issue of munitions shortfalls. Working closely with munitions manufacturers, we have increased production capacity, and inventories are increasing. By the end of the FYDP, many munitions reach inventory objectives. However, Air-to-Air and stand-off munitions will not reach inventory objectives by the end of the FYDP and require further attention. Given budget limitations and with the combatant commander's needs in mind, we must balance across the portfolio and advocate for resources to meet these objectives.

191) What changes in budgeting and acquisition processes would you recommend to facilitate faster Air Force munitions replenishment rates?

Answer: If confirmed, I will work with the other services to diversify and maximize our usage of domestic sources for the energetic materials needed to more flexibly ramp munitions production. Additionally, I will focus on applying novel research, development, and procurement initiatives to design modular weapons capabilities, such as air-to-air missiles. This will enable the Department of the Air Force to more rapidly respond to evolving threats and ensure dominance. Doing so will likely require more upfront investment to drive more rapid development and deployment cycles. Finally, congressional support will continue to be necessary to fund essential base and Overseas Contingency Operations, to include munitions replenishment.

192) How should the Air Force adapt to self-imposed DOD restrictions on area attack and denial munitions, consistent with the Ottawa Agreements?

Answer: Earlier this year, the President cancelled Presidential Policy Directive 37, which had aligned U.S. landmine policy with the Ottawa Convention. On January 31, 2020, the Secretary of Defense issued the DOD's updated landmine policy. In line with that policy, the Department of the Air Force (DAF) continues to effectively adapt its area attack and denial munitions. Specifically, the DAF is developing replacement area attack weapons while partnering with the Army on denial munitions. The BLU-136 is a 2,000 pound warhead and the BLU-134 is a 500 pound warhead. These new unitary munitions are not subject to the Oslo Convention on Cluster Munitions but possess the effectiveness necessary to meet our military objectives. The DAF is working closely with the Army to develop a replacement for the anti-personnel landmine. The Army is the lead service for the effort on the denial submunition that the Department of the Air Force will adapt for air delivery.

Equipment Readiness

193) What is your understanding and assessment of the methods currently used for estimating the funding needed for the maintenance of Air Force equipment?

Answer: I am confident that the Department of the Air Force has a very complete and thorough assessment of the requirements that drive the resources needed to ensure readiness. The Department of the Air Force determines spares requirements for weapon systems through an in-depth analysis of historical usage at the individual item level via the Spares Requirements Review Board. The cost for each item is then applied to determine the funding required for the spares.

For the depot repair portion of the maintenance effort, the Department of the Air Force employs a rigorous Logistics Requirements Determination Process to develop, validate, prioritize, and calculate life-cycle sustainment requirements at the task-level (bottom-up build). Every sustainment task is cataloged, captured in a management information system, and costed for working capital-funded labor hours and material.

In this way, I am confident that the Department of the Air Force has a very complete and thorough assessment of the requirements that drive the resources needed to ensure our readiness.

194) Do you believe that increased investment is needed to reduce the backlog in equipment maintenance that has accrued over the last several years?

Answer: Yes. Restoring the Department of the Air Force readiness will require increased investment to balance near-term readiness recovery with investment in long-term combat capability.

195) How important is the reduction of the materiel maintenance backlog to improvements in readiness?

Answer: Reduction of the materiel maintenance backlog as part of a balanced approach to managing near- and long-term risk is essential to improving Department of the Air Force readiness. Increased funding for weapon system sustainment, training, and infrastructure are all necessary to reduce the materiel maintenance backlog and return to readiness.

Indo-Pacific Region

196) What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in a potential conflict with China?

Answer: As the Secretary testified during her posture hearings, the Department of the Air Force identified four key areas where the Department of the Air Force must improve to be ready for a potential conflict with a peer competitor:

- Connect the Joint Force
- Space Superiority
- Generate Combat Power
- Conduct Logistics Under Attack

As you've seen, the FY21 President's Budget request addresses these priorities, but there is much more to be done within each. If confirmed, improving these areas will be a major focus of my tenure.

197) How would you assess the threat to Air Force forces and facilities from Chinese missile forces? Is it fair to say that Air Force forces and facilities in the Indo-Pacific could face sustained missile attack from the beginning of a contingency? What does this mean for how the Air Force would be able to operate? In your assessment, have Air

Force investments, posture shifts and/or new operational concepts sufficiently addressed this threat?

Answer: The People's Republic of China (PRC)'s missile forces may pose a distinct and rapidly increasing threat to not only our Air Forces and facilities in the Indo-Pacific region, but also to those of the Joint Force, plus our allies and partners. The PRC could notionally mount a sustained attack on our combined forces at the beginning of a contingency. The Department of the Air Force is actively addressing this type of contested environment with the Joint Staff through a series of Joint Operating Concepts.

198) In past years, investments in prepositioned equipment and improved infrastructure in the Indo-Pacific have represented only a small fraction of the billions of dollars that have gone towards similar investments in Europe as part of the European Deterrence Initiative (EDI). What do you believe is the reason for this disparity in investment? Are you concerned about this? Please explain your answer.

Answer: Following the 2014 Russian annexation of Crimea, force posture in Europe became a priority. As a result, Congress immediately funded the European Reassurance Initiative (ERI), the predecessor to the European Deterrence Initiative (EDI). I believe it is this immediate focus on Europe which drove the investment disparity. While we have made significant strides in the Indo-Pacific, I know there are additional areas where we need more infrastructure, engagement and access at dispersed locations throughout the Indo-Pacific region.

199) Do you believe the creation of an "EDI-like" fund for the Indo-Pacific region would benefit the Armed Forces? Please explain your answer.

Answer: I believe the improvements forged by EDI in the EUCOM AOR have substantially benefited the US overseas posture. Unlike Europe, the Indo-Pacific AOR does not have easy access to already constructed infrastructure to be available for military operations during a contingency. The Department must continue to significantly enhance the U.S. ability to deter potential adversaries in the region.

200) In your assessment, what are the priority investments the Air Force could make that would help implement the NDS and improve the military balance in the Indo-Pacific?

Answer: Priority investments for the Department of the Air Force includes a mix of immediate/near-term requirements as well as long-term future concept/capability investments to better adapt as the anti-access/area denial (A2/AD) threat environment evolves. I believe, in the short term, it makes sense to invest in infrastructure improvements, pre-positioned logistics, and passive defenses to allow operations from dispersed airfields. In the medium-term, I believe the Department of the Air Force needs to address the missile threat with active defenses and the ability to generate airpower away from fixed infrastructure, including runways. Additionally, the Department of the Air Force needs to rapidly identify, develop, and procure tools needed to win in a peer fight, which includes investing in the backbone and connective tissue that enables Joint All Domain Command and Control in highly contested environments.

From a force posture perspective, this will require pursuing increased access to enable infrastructure investments in order to enhance our deterrence and our Joint warfighting capabilities within U.S. territories and Allied nations, while at the same time, pursuing increased access for peacetime competition investments with Partner nations such as with enhanced security cooperation, exercises, and professional military training.

201) What is your current assessment of the risk of operational failure in a conflict with China as a result of a critical logistics failure?

Answer: Our logistics concepts are fragile due to the increased supply lines and the emerging capabilities of China to disrupt and attack our transportation and storage of wartime supplies. We need to look at new ways to do logistics for combat within the range of their anti-access systems and pre-position capability to shorten logistic lines. We have great partners within the other Services and Joint Staff to help us do this.

Europe

202) What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to prevail in a potential conflict with Russia?

Answer: The Department of the Air Force identified four key areas where it must improve to reorient itself for great power competition:

- Connect the Joint Force
- Space Superiority
- Generate Combat Power
- Conduct Logistics Under Attack

The Secretary discussed these areas during her posture hearings and the FY21 President's Budget request addresses these priorities, but there is much more to be done within each. If confirmed, improving these areas will be a major focus of my tenure.

Operational Energy

203) What are your ideas for future capabilities that would enable an expeditionary Air Force through the assured delivery of energy to the warfighter?

Answer: If confirmed, I will support the continued investigation of technologies to decrease forward-fuel demand, to include novel aircraft designs, advanced turbine engine and electric propulsion systems, drag reduction technologies for legacy aircraft, and increased use of UAVs where they advance our mission effectiveness and lethality. I will also support agile software development for optimized mission planning and execution. Finally, I will support initiatives focused on more agile, resilient and survivable energy logistics - from bulk strategic supplies to deliveries at the tactical edge.

204) What are your ideas for reducing the risk associated with the Air Force's dependence on vulnerable supply lines?

Answer: I believe the Department of the Air Force must continue to leverage analytic methods, such as operational energy-informed wargaming and comprehensive modeling and

simulation tools, to identify critical operational energy nodes and to provide solutions to overcome future energy logistics challenges. Working within the Department of the Air Force and with our DoD partners, we can mitigate risk throughout the operational energy supply network – refinery, transport, storage and delivery – to increase resiliency. Additionally, it is critical to support Air Force, Joint, and Coalition operations through increased access, prepositioning, enhanced interoperability, and new fuels infrastructure.

205) If confirmed, how would you lead the Air Force in harnessing innovations in operational energy and linking them with emerging operational concepts?

Answer: If confirmed, I will support the Air Force’s capability development process, linking the Air Force Operational Energy Office with the Air Force Warfighter Integration Capability, Air Force labs, Major Commands, and industry to ensure innovative energy concepts are considered for both current and future requirements.

206) How can Air Force acquisition processes better address requirements related to the use of energy in military platforms?

Answer: Department of the Air Force acquisition processes can better address energy requirements in military platforms by considering energy as a foundational capability from Day 1. The Air Force’s current capability development construct is conducive to incorporating energy considerations into both initial capability development activities and throughout the acquisition life cycle. Incorporating energy innovations to support warfighter resiliency is key.

Environment

207) If confirmed, how would you ensure that the Air Force complies with environmental protection laws, regulations, and guidance from the Environmental Protection Agency?

Answer: I am aware the Department of the Air Force has robust compliance, conservation and restoration programs that comport with the law and guidance from the Environmental Protection Agency. If confirmed, I commit to ensuring the Department of the Air Force will maintain its extensive review and oversight processes as well as its direct interaction with EPA offices and state regulators as well as working with our sister services through the Office of the Secretary of Defense.

208) If confirmed, how would you further efforts to identify and remediate PFOS/PFOA contamination on Air Force installations, including reserve component locations?

Answer: The health and safety of Airmen, Space Professionals, their families, and the communities in which they live and serve is an Air Force top priority. If confirmed, I will support the Air Force’s ongoing effort to ensure no one is drinking water with PFOS/PFOA concentrations above the U.S. EPA’s lifetime drinking water health advisory level attributable to Air Force actions, and aggressively pursue response actions under the Comprehensive Environmental Response, Compensation, and Liability Act as warranted.

209) If confirmed, what would be your approach to addressing the health concerns of service members and their families regarding alleged exposures to potentially harmful contaminants on Air Force installations and in the context of performing military duties?

Answer: If confirmed, I would address health concerns of service members and their families regarding potentially harmful contaminants on Air Force installations through investigating the matter, informing, remediating, reporting, and remediating.

Encroachment on Air Force Ranges and Bases

Competition for space, noise constraints, and other forms of encroachment continue to challenge the resiliency of Air Force ranges and bases, and amplify the need for larger hazard areas to execute training, testing, and operations to meet NDS requirements.

210) Specifically what would you do, if confirmed, to secure or expand operations, testing, and training capabilities at key aviation ranges and bases?

Answer: The Air Force already has a plan to enhance test and training by improving select ranges based on the Threat Matrix Framework. This plan calls for building the Nevada Test and Training Range (NTTR) and the Joint Pacific-Alaska Range Complex (JPARC) to level 4 peer threat capability while building select back-yard ranges to a level 3. The planned improvements include high-fidelity threat emitters, jammers, improved targets and an integration system to allow ranges to function as a realistic, reactive adversary. Also, the Air Force has recently presented to Congress a proposal that provides NTTR the safety buffers and access to areas needed to train for a near-peer adversary. This is vital for the Air Force to test new capabilities and develop new tactics to compete against a peer threat.

211) If confirmed, would you have a role in engaging with communities surrounding Air Force ranges and bases, to address and resolve concerns, while ensuring the resilience of range and base capabilities? If so, how would you execute this role, if confirmed?

Answer: Yes. If confirmed, I would ensure the Department of the Air Force continues to engage, build relationships, and work collaboratively with communities, states, Native American Tribes, foreign Ministries of Defense, nongovernmental organizations, federal agencies, and individual stakeholders. I would ensure the Department of the Air Force provides timely, accurate, and credible information about Department of the Air Force mission sustainment and would personally engage these entities, where appropriate. I also intend to leverage the DoD's Office of Economic Adjustment as a resource whenever appropriate.

Readiness and Resource Impacts from Extreme Weather

212) How would you assess the readiness and resource impacts on the Air Force from past years' extreme weather events?

Answer: Extreme weather events and effects pose concerns to U.S. national security. These can create instability and lead to conflict and unrest abroad while potentially endangering

installations, stressing equipment and personnel, and negatively impacting readiness. As the Air Force monitors weather and climate events, we will continue to plan, prepare, and equip to meet any challenge. To improve this capability, the Air Force's Operations and Logistics communities jointly published the "Severe Weather/Climate Hazard Screening and Risk Assessment Playbook" in April 2020 to assist commanders in assessing their readiness for extreme weather and climate impacts. To enable decision-making, installation weather threat assessments were published providing the most likely extreme weather and climate threats at specific locations. Local commanders are best situated to make risk assessments regarding severe weather threats to their mission, resources, and personnel. Therefore, we recently decentralized most installation forecasts and weather threat alerts from regional forecasting centers to installation-level weather units to align risk assessments directly with the appropriate command and control functions.

213) Based on these readiness and resource impacts, would you believe it useful to incorporate more resilient designs in Air Force infrastructure?

Answer: Yes, I believe it is critical for the Department of the Air Force to assure installation resilience, which would include addressing resilience in infrastructure. Certainly one aspect of infrastructure resilience is assuring we have the right designs in the right locations for our critical mission.

Audit Readiness

214) If confirmed, what specific actions will you take or direct to achieve better outcomes than past initiatives intended to improve overall Air Force auditability?

Answer: If confirmed, my goal would be to support the ongoing effort to assess enterprise-wide solutions that will leverage modern technology and reduce manual processes. System modernization will improve automated integration, increase compliance, and enable implementation of more effective enterprise cybersecurity. I will prioritize having our functional communities better account for mission critical assets by performing timely inventories to support mission readiness. A clean set of books supports improved reliability and timeliness in providing critical financial information to decision makers and is essential to ensuring that we are doing everything in our power to track and spend financial resources effectively and efficiently.

Air Force-related Defense Industrial Base

215) How would you describe the state of the industrial base that supports Air Force programs? If confirmed, what actions would you take related to the industrial base?

Answer: We continually assess the defense industrial base in relation to existing needs, requirements and programs, and especially during the COVID-19 pandemic. I do have concerns over the long-term effects of the top-tier consolidations of the defense industry over the past quarter century that may now be manifesting in reduced competitive and innovative behaviors. If confirmed, I look forward to continuing to work with Department of the Air Force and DoD acquisition leaders on this important issue.

216) How should Air Force acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions?

Answer: As part of the integrated acquisition lifecycle policy, Air Force acquisition leaders are charged with identifying and managing industrial base constraints. Ultimately, industry must be able to respond to the requirements we articulate, and we therefore must ensure our requirements are achievable. If confirmed, I will ensure Department of the Air Force acquisition leaders continue to consider industrial base capabilities, constraints, and shortfalls when our professionals are making acquisition and contracting strategy decisions in order to maximize competition, which is the road to capable and affordable systems.

217) How should the Air Force use its procurement investments to support the maintenance and growth of the domestic industrial base in sectors critical for Air Force readiness and modernization plans?

Answer: The Department of the Air Force needs to work in conjunction with the Department of Defense's Executive Order 13806 report findings to find opportunities where our acquisition decisions can help bolster areas in the U.S. industrial base that have atrophied over time to foreign competitors. Additionally, as part of the integrated acquisition lifecycle policy, Department of the Air Force acquisition leaders are charged with identifying and managing industrial base constraints. If confirmed, I will ensure Department of the Air Force acquisition leaders continue to consider industrial base impacts in support of a reliable, responsive industrial base that can produce and sustain the capabilities needed to "fly, fight, and win" across the air, space, and cyber domains.

218) How should the Air Force use its research and manufacturing investment activities to support the maintenance and growth of the domestic industrial base in sectors critical for Air Force readiness and modernization activities?

Answer: The Department of the Air Force must continue to be a "partner of choice" for U.S. commercial companies as well as brand new companies lured by venture capital from foreign competitors. Competing across the entire technology ecosystem is a new challenge for the Department—especially with 80 percent of our nation's research and development now being commercial—but it is one in which we have made great progress. For example, we've used our Small Business Innovative Research (SBIR)/Small Business Technology Transfer (STTR) programs and increased both the speed and probability of transition to programs of record. The Department of the Air Force has already demonstrated remarkable success in this area; we have grown the industrial base by bringing 1,000 new small businesses into the SBIR/STTR fold. Additionally, we are hosting and using innovative events--such as Space Pitch Day, Quantum Collider, and the upcoming Advanced Manufacturing Olympics--as tools for smartly and quickly executing our precious research and manufacturing investment dollars in order to support the maintenance and growth of the domestic industrial base in sectors critical to Department of the Air Force readiness and modernization activities.

Congressional Oversight

In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

219) Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer yes or no.

Answer: Yes.

220) Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? Please answer yes or no.

Answer: Yes.

221) Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer yes or no.

Answer: Yes.

222) Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer yes or no.

Answer: Yes.

223) Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer yes or no.

Answer: Yes.

224) Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer yes or no.

Answer: Yes.

225) Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer yes or no.

Answer: Yes.