

**Advance Questions for Deborah Lee James**  
**Nominee for the Position of Secretary of the U. S. Air Force**

**Defense Reforms**

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

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

I agree with the goals of these defense reforms; indeed they have yielded a demonstrated improvement in the joint warfighting capabilities of the United States military. I do not currently see the need for any modifications.

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

None at this time.

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

Yes.

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

No.

**Relationships**

**Section 8013 of title 10, United States Code, discusses the responsibilities and authority of the Secretary of the Air Force. Other sections of law and traditional practice, also establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Secretary of the Air Force to the following officials:**

**A. The Secretary of Defense**

The Secretary of Defense is responsible for all matters within the Department of Defense. The Secretary of the Air Force is subject to the

authority, direction, and control of the Secretary of Defense. If confirmed, I look forward to working closely with the Secretary of Defense.

**B. The Deputy Secretary of Defense**

The Deputy Secretary of Defense assists the Secretary of Defense in carrying out his duties and responsibilities and performs those duties assigned by the Secretary of Defense or by law. If confirmed, I will work closely with the Deputy Secretary of Defense on all matters.

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

The Under Secretary of Defense for Acquisition, Technology, and Logistics USD (AT&L) is DoD's most senior acquisition official. If confirmed, I look forward to working with this official on all matters related to acquisition, technology, and logistics programs impacting the Department of the Air Force.

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

The Chief of Staff of the Air Force is subject to the authority, direction, and control of the Secretary of the Air Force, presides over the Air Staff, and is a principal advisor to the Secretary. In addition, as a member of the Joint Chiefs of Staff he is a military adviser to the President, the National Security Council, and the Secretary of Defense. The relationship between the Secretary and the Chief of Staff is extremely important. If confirmed, I would foster a close working relationship with the Chief of Staff to ensure that policies and resources are appropriate to meet the needs of the Air Force and respect his additional responsibilities as a member of the Joint Chiefs of Staff.

**E. The Under Secretary of the Air Force**

The Under Secretary of the Air Force is authorized, subject to the Secretary of the Air Force's direction and control, to act for and with the authority of the Secretary of the Air Force on all matters for which the Secretary is responsible; that is, to conduct the affairs of the Department of the Air Force.

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

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

**G. The Combatant Commanders**

I will work with the Chief of Staff to ensure that the Air Force is properly organized, trained, and equipped to provide the capabilities the combatant

commanders need to execute their missions. This goal can be achieved through forthright dialogue which I will encourage.

**H. The Chief of the National Guard Bureau**

The Chief of the National Guard Bureau is a member of the Joint Chiefs of Staff and in this capacity serves as a military advisor to the President, Secretary of Defense, National Security Council, and is the Department of Defense's official channel of communication to the governors and state adjutants general on all matters pertaining to the National Guard. He is responsible for ensuring that Army and Air National Guard personnel are accessible, capable, and ready to protect the homeland and to provide combat resources to the Army and Air Force. If confirmed, I will work with the Chief of the National Guard Bureau to find ways for the Air Force to capitalize on the talent available in the reserve components in order to strengthen the Total Force.

**I. The Director the Air National Guard**

The Director of the Air National Guard serves as the principal advisor on guard matters to the Secretary of the Air Force and the Air Force Chief of Staff and is responsible for formulating, developing, and coordinating all policies, plans, and programs affecting more than 108,000 Guard members and civilians in more than 88 flying wings and 175 geographically separated units across 213 locations throughout the 50 states, the District of Columbia, Puerto Rico, Guam, and the Virgin Islands. If confirmed, I will work with the Director of the Air National Guard to find ways for the Air Force to capitalize on the talent available in the reserve components in order to strengthen the Total Force.

**J. The Director of the Air Force Reserve**

The Chief of the Air Force Reserve serves as the principal advisor on reserve matters to the Secretary of the Air Force and the Air Force Chief of Staff. As commander of Air Force Reserve Command, he has responsibility for the supervision of all U.S. Air Force Reserve units around the world. If confirmed, I look forward to working with the Chief of the Air Force Reserve in a continued effort to maximize the effectiveness and efficiency of the Total Force.

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

The Assistant Secretary of the Air Force for Acquisition is the Service Acquisition Executive (SAE) for the Air Force. However, the position is currently vacant and the former Secretary of the Air Force, Michael Donley, delegated SAE authority to the Principal Deputy, Assistant Secretary of the Air Force (Acquisition). If confirmed, I will work closely with the Principal Deputy on acquisition matters until the Assistant Secretary position is filled.

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

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

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

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

**N. The Superintendent of the U. S. Air Force Academy**

The Academy functions as a separate field operating agency, reporting through the Chief of Staff to the Secretary of the Air Force. If confirmed, I will work closely with the Superintendent to address issues faced by the Academy and to promote the Academy's sustained commitment to excellence and fulfillment of its mission to train and educate future Air Force leaders.

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

Under current organizational relationships, the Under Secretary of the Air Force is no longer dual-hatted as the Director, NRO. However, a strong collaborative relationship between the Air Force and the NRO remains essential to facilitate continuing Air Force technical and personnel support for the NRO's mission. If confirmed, I would be dual hatted as the Executive Agent for Space and I would chair the Defense Space Council where I would have the responsibility of achieving unity of effort across the DoD space enterprise. I would use these and other forums to maintain a close relationship with the Director, NRO to increase cooperation on space matters.

**P. The Director of National Intelligence**

It is also vital that a strong collaborative working relationship exist between the Air Force and the Director of National Intelligence. If confirmed, I will work with the Director of National Intelligence to foster that relationship, particularly in coordination of national security space matters.

## Duties

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

Pursuant to 10 U.S.C. § 8013 and subject to the authority, direction, and control of the Secretary of Defense, the Secretary of the Air Force is responsible for and has the authority necessary to conduct all affairs of the Department of the Air Force. These functions include organizing, supplying, equipping, training, maintaining, and administering the Air Force.

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

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

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

Title 10 provides for two staffs in the same headquarters, a predominantly military Air Staff and a predominantly civilian Secretariat. My intention is that these two staffs will function effectively together as a single headquarters team supporting the needs of both the Chief of Staff and the Secretary, while protecting the Chief of Staff's independent advisory role as a member of the Joint Chiefs of Staff. I will foster close working relationships between the civilian and military staffs and work with them on matters within their areas of responsibility in order to more effectively lead and manage the Department of the Air Force.

## Qualifications

### **What background and experience do you have that you believe qualifies you for this position?**

I have worked for more than three decades as a civilian in support of our military – from the executive branch, to Capitol Hill, to the world of think tanks, to the defense industry, and as a volunteer in some of the wonderful non-profits which help our military, veterans and their families in ways that government cannot.

Specifically, I served 17 years in the government, first for the Department of the Army, followed by service on the House Armed Services Committee Staff, and then in the Pentagon as the Assistant Secretary of Defense for Reserve Affairs. Subsequently, I worked for 15 years in the private sector with United Technologies Corporation, the Business Executives for National Security and, Science Applications International Corporation (SAIC). Throughout this time, I served on boards as a volunteer with the USO, the Tragedy Assistance Program for Survivors, the Pentagon Federal Credit Union Foundation, and other military charities, as well as serving on the Defense Advisory Committee on Women in the Services (DACOWITS), an advisory body to the Secretary of Defense on matters affecting our women in uniform.

I am absolutely committed to keeping the U.S. Air Force the very best Air Force in the world.

### **Major Challenges and Problems**

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

The top challenges for the next Secretary of the Air Force are near-term readiness and building the most capable, affordable Air Force for 2023. The Air Force must always be prepared to answer the Nation's call, and that means we need Airmen with the right training and the right equipment that can complete the difficult tasks and missions they are asked to do when they are asked to do them. If confirmed, I will do everything in my power to ensure our Air Force is ready to take on near term missions as well as build toward the challenges of the future.

The next Secretary of the Air Force will also face challenges with regard to strategy and execution in today's difficult fiscal reality. If confirmed, I will work to ensure Air Force strategy is focused on supporting the President's National Security Strategy, the Defense Strategic Guidance, and within budgets provided, I will work to ensure the ability to execute the strategy. At this time in our country's history – when Airmen have been in the fight for more than two decades, as aging aircraft and other critical equipment have reached or will soon reach the point of needing modernization or replacement, and as federal budget resources decline – program and budget decisions and tradeoffs cannot be avoided.

No matter what challenges confront us, our force must be confident that leaders are focused on taking care of our Airmen and their families. If confirmed, my approach to decision making will always keep an eye toward taking care of our Airmen.

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

If confirmed, I will work with the Chief of Staff of the Air Force, the commanders of the Service's major commands, and the Headquarters Air Force staff to identify the most urgent readiness concerns in the short-, medium-, and long-term. We must address these concerns in tandem with a realistic assessment of the Service's ability to execute the defense strategy, coupled with a realistic assessment of the current fiscal environment. We must take these issues into account during future program and budget planning.

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

I am impressed with the professionalism and expertise of the men and women who serve in the United States Air Force. If confirmed, I will gather data to

understand priorities and work with leaders to determine solutions. Additionally, I will strive to foster an environment that encourages communication within the Air Force and the Department of Defense, across the interagency, and with the legislative branch. Good communication is an important part of any effort to addressing issues that affect our Airmen and our Nation.

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

If confirmed, I will begin an extensive internal Air Force communication effort on my first day. From that point on, I will seek to establish a stronger communications foundation that builds on existing relationships with external stakeholders, including Congress, national security experts, and airpower advocates.

**Priorities**

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

If confirmed, I will focus on three broad priorities. First, I will be committed to taking care of people. This priority includes: recruiting and training a quality force; focusing on ending the blight of sexual assault in the Air Force; finding the right balance between the active duty, reserve component, and civilian Airmen who make up the Total Force; and taking care of Airmen and military families.

Second, if confirmed, I will make it a priority to balance today's readiness with tomorrow's modernization needs, while supporting the requirements of combatant commanders. The nuclear enterprise will receive special attention as will increasing confidence in the acquisition process.

Third, if confirmed, I will work to ensure that the world's best Air Force is the most capable and at the lowest possible cost to the taxpayer.

**Readiness Levels**

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

It is my understanding that readiness has suffered, particularly under sequester. Reductions to the FY14 PB would further harm readiness.

**How do you believe sequestration may have affected readiness?**

I am aware the Air Force stood down 13 active duty combat squadron equivalents and 18 institutional squadrons in FY13. I have been briefed that recovering the readiness levels of these units will take well into FY14. The Air Force cancelled 1 of 2 Weapon Instructor Courses and curtailed or cancelled 3 of 6 Red Flag exercises. This advanced training is critical to gain and maintain readiness at the high-end of training requirements.

Curtailing and or cancelling this advanced training results in a readiness deficit “bathtub” - the Air Force cannot make up these events.

**Can the Air Force meet all combatant command requirements with its current readiness status?**

Air Force leadership has said no, the Air Force cannot currently meet all combatant command requirements. Air Force leadership has also stated the Air Force can meet current combatant commander requirements only with the use of rotational forces. In doing so, the Air Force has few if any ready forces for emergent combatant command requirements.

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

In addition to working toward a restoration of full spectrum training levels, the next five years will be critical for building the readiness and capabilities of tomorrow. Capability includes the requisite technology and weapons necessary to prevail in a highly-contested, anti-access/area-denial environment. If confirmed, I will focus on the critical and unique capabilities the Air Force provides to our nation and the joint warfighters.

**Annual Increase in Rates of Basic Pay below the Employment Cost Index**

**The Department has requested an across-the-board pay raise for 2014 for military personnel of 1 percent, versus a 1.8 percent rise in the Employment Cost Index (ECI) benchmark, and has indicated that in order to restrain the growth of personnel costs, similar below-ECI pay raises may be necessary over the next several years.**

**What is your assessment of the impact a 1 percent pay raise would have on recruiting and retention in the Air Force for 2014? What would be the impact of a 1 percent pay raise in 2015 through 2017?**

I believe military compensation is, and must remain, competitive to sustain the recruitment and retention of high caliber men and women to meet readiness requirements and accomplish the national security mission; however, in light of the current economic crisis and overall reductions in defense spending, the Air Force must look at balancing personnel costs to avoid reductions to force structure and modernization efforts critical to support the warfighter and national defense.

In the short term, I am hopeful that a 1% pay raise will have a negligible impact upon overall recruiting and retention. I believe that sustained pay raises below Employment Cost Index (ECI) warrant close monitoring of the force, given the expected improvements in the economy.



## **Force Structure Changes**

**For fiscal year 2013, the Air Force proposed major changes in the force structure, with the cuts falling more heavily in the Air National Guard. These proposals were soundly rejected by Congress, based on both the content of the decisions and the way the decisions were made.**

**If you are confirmed as Secretary of the Air Force, what steps would you propose to take to restore confidence within Congress about the quality of the Air Force's decisions and decision-making process?**

If confirmed, I will work closely with Congress on all issues relating to the Total Force. I believe the Air Force is committed to the Total Force (Active, Guard, Reserve) and, through efforts like the Total Force Task Force and a detailed, analytically rigorous Force Composition Analysis process, the service will strengthen its decision-making in this area.

If confirmed, I plan to ensure that the decision-making process is highly collaborative and involves all key stakeholders from the active component, the Air National Guard, and the Air Force Reserve. The components are key participants throughout the development, integration, and defense of the Air Force Program Objective Memorandum and implementation of the congressionally approved budget. Additionally, a newly established consultative process involving the Department of Defense, Council of Governors, and individual states promises an even more enhanced, interactive relationship. Taken collectively, I believe these efforts will help the Air Force continue to improve the quality and transparency in its' decision-making process and will help restore Congress's confidence in the Air Force's firm commitment to the Total Force. Finally, I look forward to working with the National Commission on the Structure of the Air Force to provide a Total Force solution.

**If sequestration continues through 2018, what would be the impact, in your view, on the active duty and reserve end strengths of the Air Force and how would the mix between the active and reserve forces be affected?**

I cannot make an assessment at this time on the future mix between active and reserve forces, but if confirmed, I will work closely with Congress, State Governors, and the Reserve Components to determine the right balance between active and reserve forces to most efficiently satisfy force structure requirements. If sequestration continues, I would expect the end strength of both the active duty and the reserve to decrease.

## **Reserve Deployment and Mobilization**

**We understand that the Air Force may be implementing a policy of filling deployments assigned to Air Guard and Air Reserve units by ordering those units to active duty while specifically excluding the use of volunteers from outside those units.**

**What effect do you believe this policy will have on the ability of the Air Force Reserve and Air Guard to meet deployment commitments and fulfill combat missions?**

I have been briefed that this new construct does not impact the ability of the Reserve Component to meet their deployment commitments. If confirmed, I will dig more deeply in to this approach.

**Do you support assigning any support missions exclusively to the Reserve?**

At this time I cannot definitively answer this question.

### **Sexual Assault Prevention and Response**

**In 2012, for the fourth year in a row, there were more than 3000 reported cases of sexual assault in the military, including 2558 unrestricted reports, and an additional 816 restricted reports. Moreover, a recent survey conducted by the DOD indicates that the actual number of sexual offenses could be considerably higher, as 6.1 percent of active duty women and 1.2 percent of active duty men surveyed reported having experienced an incident of unwanted sexual contact in the previous 12 months. This survey has been criticized by some because its conclusions are extrapolated from an unscientific sample set and the questions asked in the survey were too imprecise. The Air Force recently addressed numerous allegations of sexual misconduct by Military Training Instructors at Basic Military Training at Joint Base San Antonio-Lackland. The Air Force addressed similar allegations of sexual misconduct at the Air Force Academy nearly a decade ago.**

**What is your assessment of the Air Force response to the allegations of sexual assault at Basic Military Training at Joint Base San Antonio-Lackland?**

Sexual assault is an egregious and horrific crime wherever and whenever it occurs. The instances and allegations of sexual assault, unprofessional relationships, and other misconduct at Basic Military Training have been particularly troubling to me.

My assessment is that the Air Force acted aggressively to investigate, prosecute, punish perpetrators; and hold leaders accountable for the incidents at Lackland. Although we were able to take decisive action once senior leaders became aware of the crimes, I am concerned about that many victims did not feel comfortable reporting and there was a substantial delay in reporting many of the incidents at Lackland.

Over the past year, there appears to have been steady and positive progress. To the best of my knowledge, there has not been an allegation of recent Military Training Instructor sexual misconduct for more than 13 months. If confirmed, I look forward to working with Air Force leadership to ensure that Basic Military Training is a safe, secure environment and the most professionally executed training program in the world for Air Force trainees. I am committed to ensuring

that the Air Force training environments foster a culture of respect where this behavior is not tolerated and victims are empowered to report any crime.

**What is your assessment of the Air Force's implementation of the Secretary's new policies?**

It is my understanding of the Secretary's 6 May initiatives, the Air Force has implemented a legal advocacy program for victims, required that judge advocate general officers conduct pre-trial investigations and provide commanders the option to temporarily remove members accused of sexual assault from the unit. The Air Force is on track to complete the remaining three additional reforms in the next year. These include standardizing processes by which sexual assault allegations are elevated to a general or flag officer, ensure consistent standards prohibiting inappropriate conduct by trainers and recruiters, and submit to regular audits to ensure military investigations of sexual assault cases meet DOD-wide standards. I will work with the other services and the Secretary of Defense to ensure we implement these coordinated efforts as soon as possible. One of these key reforms, the Special Victims Counsel program, was an Air Force program and illustrates the innovative and progressive efforts to enhance victim advocacy and protection. The Air Force established this as a pilot program in January 2013 and the 14 August Executive Action memo directed its adoption across the Department of Defense.

**What is your view about the role of the chain of command in changing the military culture in which these sexual assaults have occurred?**

In my view, the chain of command has, and should retain, ultimate responsibility for the morale, welfare, good order, discipline, and effectiveness of military units. In the past the chain of command has been effective in dealing with issues such as racial integration, drug use during the Vietnam War, and "Don't Ask-Don't Tell" policy. We need to ensure they place the same focus and emphasis on sexual assault. The chain of command must be held directly responsible for the climate and behavior of their airmen and women. They must be given both the incentives and the tools to ensure a climate of respect permeates their command.

**In your view, what would be the impact of requiring a judge advocate outside the chain of command to determine whether allegations of sexual assault should be prosecuted?**

I have not found sufficient evidence to support the proposal that removing commanders from the UCMJ process and replacing them with judge advocates outside the chain of command will improve the sexual assault response or accountability processes.

Judge advocates are already a huge part of the process. I have been briefed that in nearly every case in the last three years Air Force commanders agreed with their SJAs' recommendations to send allegations of sexual assault to court-martial. Therefore, it does not appear that removing commanders from their UCMJ disposition role will result in a large increase in prosecutions.

Additionally, I do not believe we can solve the sexual assault problem by reducing commanders' authority to hold Airmen accountable. The challenge we face regarding sexual assault in the military is complex and requires commanders be fully involved in its solution. Rather than remove commanders' authority to send Airmen to a court-martial for committing sexual assault, I believe commanders must be held more accountable for failing to adequately respond to sexual assaults in their units or for failing to maintain a healthy unit climate necessary to safeguard against the rise of sexual assault. Commanders must be fostering an environment in which victims are encouraged to report any crimes and feel safeguarded from any risk of reprisal or career consequences.

**What is your view of the protections afforded to victims who are required to testify at Article 32, Uniform Code of Military Justice, investigations that are required before charges can be referred to a General Court-Martial?**

I am not satisfied. I have been disturbed by recent press reports from the Article 32 process in the Naval Academy sexual assault case and I feel the Article 32 process needs to be improved to ensure better protection of victims' rights.

I would note that one improvement to the Article 32 hearing process is already being undertaken. Secretary Hagel has directed that all Article 32 Investigating Officers for sexual assault charges must be judge advocates. This has long been the practice in the Air Force. I believe we could enhance the effectiveness of judge advocates by ensuring they receive better training specifically tailored to the host of challenging issues in sexual assault cases.

**What is your understanding of the resources and programs the Air Force has in place to provide victims of sexual assaults the medical, psychological, and legal help that they need?**

As I learned about the programs the Air Force provides for victims of sexual assault, I was impressed with the whole-person concept employed for healing. The Air Force recognizes resiliency is built through having a strong physical, mental, spiritual and social core. In response to both restricted and unrestricted reports, the Air Force provides physical, psychological, spiritual, legal, and social support to victims. This support continues until the victim feels stronger in the healing process and decides they no longer require those services. The Air Force recognizes healing is unique to every person and provides victims the necessary time and resources to recover. Air Force medical personnel, lawyers, sexual assault response coordinators (SARC) and victim advocates (VA) are dedicated to victim well-being and returning the victim to a healthy state. This care is provided both in garrison and deployed.

**What is your view of the steps the Air Force has taken to prevent additional sexual assaults? In your view, are these steps adequate?**

I believe the Air Force is absolutely committed to fighting sexual assault in its ranks. It has a new directorate-level SAPR office led by a two-star general with a team of cross-functional dedicated experts and is dedicating other resources to attack this crime. If confirmed, a top priority for me will be to focus on institutionalizing the changes passed by Congress and ordered by Secretary Hagel as well as any new tools Congress gives along the way. I will:

- Make sure victims know it's not their fault --- report if it happens
- Take care of victims with compassion and without retaliation
- Aggressively weed out, investigate and prosecute offenders
- Hold commanders more accountable for what goes on in their units
- Make clear there are consequences for individuals who engage in violence and disrespect of other Airmen. We don't want them in the Air Force
- Work with DoD and AF leaders, Congress, and the Panel on Military Justice to review other ideas

The Air Force implemented the Special Victims Counsel program which has proven to be a benchmark for all of the Department of Defense. The Air Force implemented new administrative discharge provisions in July 2013, under which commanders must initiate involuntary administrative discharge processing for any Airman, officer or enlisted, who commits sexual assault, sexual assault of a child, or attempts to commit these crimes. Additionally, an Air Force member who engages in an unprofessional relationship while serving in a special position of trust (i.e., recruiter, faculty member, or staff member) is specifically subject to administrative discharge for misconduct. The Air Force is currently developing a Basic Military Training Transition Program which will reinforce Air Force core values and emphasizes appropriate behavior. The Air Force developed the Bill of Rights for all Airmen, ensuring they understand how they should be treated and how to treat others. The National Organization of Victim Assistance (NOVA) provides credentialing for Air Force counselors. Its continuing education requirements ensure ongoing support from diverse civilian as well as military institutions which will give our sexual assault response coordinators (SARC) and victim advocates (VA) expanded resources to stay abreast of best practices emerging in prevention and care.

**What is your view of the adequacy of the training and resources the Air Force has in place to investigate and respond to allegations of sexual assault?**

It is my understanding every Air Force Office of Special Investigation special agent is trained and credentialed at the Federal Law Enforcement Training Center to handle myriad felony investigations, including sexual assaults. In addition, the Air Force added 24 civilian AFOSI sexual assault trained special agents at high threat installations and designated 9 senior trial counsels with advanced training to prosecute these cases. The Air Force developed training in FY13 that JAGs now attend jointly with AFOSI. These training courses are the Sex Crimes Investigation Training Program at the Federal Law Enforcement Training Center and the Advanced Sexual Assault Litigation Course at the Air Force JAG School.

AFOSI and JAGs attend both courses, focusing on the investigation and prosecution stages.

**Do you consider the Air Force’s current sexual assault policies and procedures, particularly those on confidential reporting, to be effective?**

The policies are broad and appear comprehensive yet not enough victim’s report – so more needs to be done to ensure victims understand that if a crime occurs, the Air Force will hold those responsible accountable for their crime. The Air Force also needs to make clear that it is never the victim’s fault and that in addition to prosecution, the Air Force is committed to providing compassionate care for victims and protecting them against any risk of retaliation.

**What is your view of the adequacy of resources in the Air Force to investigate allegations of sexual misconduct and to hold perpetrators accountable for their actions?**

I am aware the Air Force has dedicated additional resources over the last few years; if confirmed, I will make a more complete assessment of adequacy.

**What problems, if any, are you aware of in the manner in which the confidential reporting procedures have been put into effect?**

Not enough victims report – this is obviously a problem. I will need to dig more deeply into “why”, if I am confirmed. My experience says that victims fear they will not be believed, they feel ashamed and they may be worried that they will be ostracized or retaliated against by leadership and peers.

**What is your view of the appropriate role for senior military and civilian leaders in the Secretariat and the Air staff in overseeing the effectiveness of implementation of new policies relating to sexual assault?**

Senior military and civilian leaders, beginning with the Secretariat and Air Staff, must focus on promoting an environment that does not tolerate sexual assault. Eliminating the stigma of reporting this crime is essential. Senior leaders must instill the belief that if an assault occurs, reporting is necessary and expected, whether unrestricted or restricted. Airmen need to believe their chain will support them through the legal and healing processes, while holding perpetrators appropriately accountable.

Currently, the Air Force’s SAPR Council joins the most senior members from across the Service for monthly discussion of program initiatives, issues, and best practices. If confirmed, I will expect all leaders to be personally engaged in Sexual Assault Prevention and Response.

**Do you believe that sexual assault continues to be an underreported crime within the Department for the Air Force?**

Sexual assault is likely a highly underreported violent crime in American society, and yes I believe it continues to be an underreported crime within the Air Force as well. The sexual assault prevalence survey performed by Gallup in 2010 also

confirmed this view. The Air Force remains committed to improved reporting and will administer a follow-up prevalence survey this spring.

**If so, what are the barriers that discourage or prevent victims from coming forward?**

Based on my experience from Defense Advisory Committee on Women in the Service (DACOWITS) working groups and briefings, victims not wanting fellow Airmen to know and victims not wanting their families to know are significant barriers to reporting. Victims may also fear for impact on their career if they report at about a fellow service member.

**If confirmed, what additional steps would you take to remove these barriers to reporting sexual assaults?**

If confirmed, I will build on the core values of the Air Force by demanding an environment that identifies perpetrators and holds them appropriately accountable, a climate where victims feel empowered to come forward to report this crime.

Additionally, I believe commanders should be “graded” on their performance reports for the sexual assault reporting climate in their unit.

I think we can affect change; we have to stay on it each and every day. One of the greatest challenges will be helping Airmen of all ranks assess personal roles in preventing this crime and understand how to improve decision-making. This will take time, but I will work closely with the Air Force team to focus on this complex issue.

**Air Force Policies Regarding Drug and Alcohol Abuse**

**What is your understanding of the Air Force’s policy with respect to disciplinary action and administrative separation of soldiers who have been determined to have used illegal drugs? Do you agree with this policy?**

Air Force policy states that drug abuse is incompatible with military service and Airmen who abuse drugs one or more times are subject to administrative separation for misconduct. In fact, administrative separation processing is mandatory for drug abuse unless a waiver is granted. This seems to be the appropriate policy to me. The Air Force recently adopted the same discharge policy for sexual assault, which I also believe will help deter and combat sexual assault in the Air Force.

**What is your understanding of the Air Force’s policy with respect to rehabilitation and retention on active duty of soldiers who have been determined to have used illegal drugs or abused alcohol or prescription drugs? Do you agree with this policy?**

It is my understanding that only in very limited circumstances does the Air Force retain Airmen who we determine have used illegal drugs, including illegal use of

prescription drugs. In order to be retained, Airmen have the burden of proving that retention is warranted by meeting a number of criteria, to include such drug use was a departure from the Airman's usual behavior and is not likely to recur, does not involve recurring incidents, and does not involve distribution.

I would like to ensure that the Air Force has a robust Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program. If confirmed, I look forward to reviewing this program to determine its adequacy.

**Do you believe that the Air Force has devoted sufficient resources to implementation of its rehabilitation policies and objectives since 2001? If not, in what ways?**

I cannot say at this time, but look forward to reviewing this program, if confirmed.

### **Suicide Prevention**

**The number of suicides in the total Air Force continues to be of concern to the Committee.**

**If confirmed, what role would you play in shaping suicide prevention programs and policies for the Air Force, the Air National Guard, and the Air Force Reserve, to prevent suicides and increase the resiliency of airmen and their families?**

I believe that effective suicide prevention programs start at the top and require engaged leaders and communities to be effective. If confirmed I will champion the Air Force's continuing efforts in building a strong wingman culture where leaders at every level establish a command climate where Airmen know that they should seek help early, before problems become unmanageable.

Of the Airmen lost to suicide over the last year, causes included relationship difficulties, legal and financial problems. These very personal factors highlight the need for continuing vigilance and an effective culture of Airmen looking out for one another. When required, I will ensure that all of our Airmen have access to the counseling and support services they need to help them through any difficult times.

If confirmed, I will work with Air Force and DoD leaders to ensure that we look for and adopt best practices in suicide prevention for all components of the Air Force, always emphasizing that concerned, engaged leaders and communities are the solution.

### **Religious Guidelines**

**In your view, do policies concerning religious accommodation in the military appropriately accommodate the free exercise of religion and other beliefs, including individual expressions of belief, without impinging on those who**



**have different beliefs, including no religious belief?**

I believe so. The policies are intended to protect both the free exercise of religion for all Airmen and avoid the appearance of an official endorsement of any particular religion. Air Force policy presently communicates that all Airmen have the freedom to choose to practice their particular religion or subscribe to no religious belief at all.

**Under current law and policy, are individual expressions of belief accommodated so long as they do not impact good order and discipline?**

This is certainly my understanding. Current law and policies allow for accommodation of individual Airmen's expressions of belief so long as such expressions do not adversely impact good order and discipline.

**In your view, do existing policies and practices regarding public prayers offered by military chaplains in a variety of formal and informal settings strike the proper balance between a chaplain's ability to pray in accordance with his or her religious beliefs and the rights of other service members with different beliefs, including no religious beliefs?**

It is my understanding Air Force Chaplains are well trained to provide prayers offered in pluralistic settings. This requires sensitivity to their audience which includes individuals from various religious traditions as well as those who profess no religious belief at all. The guidance provided by Air Force leaders also makes clear that supervisors respect each chaplains' right to adhere to the tenets of his or her faith and thus not require chaplains to participate in religious activities, including public prayer, which are inconsistent with their faith tradition.

**Family Readiness and Support**

**Military members and their families in both the active and reserve components have made, and continue to make, tremendous sacrifices in support of operational deployments. Senior military leaders have warned of concerns among military families as a result of the stress of deployments and the separations that go with them.**

**What do you consider to be the most important family readiness issues for Air Force personnel and their families, and, if confirmed, how would you ensure that family readiness needs are addressed and adequately resourced?**

I understand that a primary concern for Airmen and their family members is their ability to do the mission and simultaneously support their families. Specific areas of concern include access to quality specialized child care and education. Also, for those transitioning to the civilian sector, military members are concerned about being prepared for employment and/or continuing their education. Families are concerned about the civilian spouse finding employment as they relocate from installation to installation. Finally, I believe the work/life balance is a major issue. If confirmed, I will ensure a thorough review of all available resources to support valuable Family Programs.

**How would you address these family readiness needs in light of global rebasing, deployments, and future reductions in end strength?**

I understand the Airman and Family Readiness Centers serve as a resource hub for Air Force families prior-to, during and following deployments. The deployment programs the Airman & Family Readiness Center have in place for the Airmen and family members are crucial in supporting the Mission. If confirmed, I will seek input from a variety of sources including from family members themselves and will work to ensure the Air Force programs adequately support Air Force families.

**If confirmed, how would you ensure support is provided to reserve component families related to mobilization, deployment and family readiness, as well as to active duty families who do not reside near a military installation?**

The Air Force is a Total Force, and provides resources and support to all components through various Airman & Family and Child & Youth programs. Geographically separated service members (and their families) have immediate access to many resources online that enable them to remain connected to their units and support services. I look forward to exploring the adequacy of existing programs in this area.

**If confirmed, what steps will you take to sustain Air Force family support, given current fiscal constraints?**

If confirmed, I will work with the Chief of Staff and Chief Master Sergeant of the Air Force to engage Air Force families on the support they feel is most needed. I will review current manpower and staffing for family programs and support programs that enhance Mission Readiness. I would like to see sufficient staffing and training for family readiness staff as we partner with community organizations to continue building support for Airmen and their families.

**Morale, Welfare, and Recreation**

**Morale, Welfare, and Recreation (MWR) programs are critical to enhancement of military life for members and their families, especially in light of frequent and sometimes lengthy deployments. These programs must be relevant and attractive to all eligible users, including active duty and reserve personnel, retirees, and families.**

**What challenges do you foresee in sustaining Air Force MWR programs, particularly in view of the current fiscal environment, and if confirmed, are there any improvements you would seek to achieve?**

MWR programs help the Air Force to maintain ready, resilient Airmen and families, and sustained reductions to these programs may negatively impact future readiness and unit cohesion. If confirmed, my goal would be to determine how

best to provide the most critical family and MWR programs and base-level support services possible in today's budget-constrained environment.

Regardless of constrained budgets, I am committed to supporting our Airmen and their families and will make adjustments based on available funding in an effort to focus our resources where they are needed most.

### **Management and Development of the Senior Executive Service (SES)**

**The transformation of the Armed Forces has brought with it an increasing realization of the importance of efficient and forward thinking management of senior executives.**

**What is your vision for the management and development of the Air Force's senior executive workforce, especially in the critically important areas of acquisition, financial management, and the scientific and technical fields?**  
I believe that the members of the Senior Executive Service are an integral and critical component to the continued success of these vital career fields.

**Over the last ten years, the Air Force budget has almost doubled, but the number of senior executives in the Department of the Air Force has remained almost unchanged.**

**Do you believe that the Air Force has the number of senior executives it needs, with the proper skills to manage the Department in the future?**  
I have not yet had the opportunity to review the number of Air Force senior executives and their associated proficiency levels in critical competencies. If confirmed, I will look into the issue.

### **Balance Between Civilian Employees and Contractor Employees**

**In recent years, the Air Force and the Department of Defense have become increasingly reliant on services provided by contractors. In many cases, contractor employees work in the same offices, serve on the same projects and task forces, and perform many of the same functions as federal employees.**

**Do you believe that the current balance between civilian employees and contractor employees is in the best interests of the Air Force and the Department of Defense?**

It is difficult to make a macro-level statement about this issue at this time. I do believe we must continue to ensure that inherently governmental functions are not outsourced and scrutinize those areas where the distinction has been blurred. It is also important to step back and look at all work accomplished by military, civilian, and contractor to achieve the correct balance. If confirmed, I will work with leaders across the Air Force to assess this matter to ensure compliance with the law and with the President's policy.

**In your view, has the Air Force become too reliant on contractors to perform its basic functions?**

Once again, I cannot offer a macro-level view at this time. I recognize this is an area of concern and will address it if confirmed.

**Do you believe that the current extensive use of personal services contracts is in the best interest of the Air Force?**

The Federal Acquisition Regulation (FAR) and 10 USC Sec 129 restricts the use of personal services contracts. I believe these regulations best serve the interests of the Air Force. If confirmed, I would continue to work with leaders across the Air Force to ensure compliance with applicable law and policy. I believe my experience in both the private and public sector can help in this area.

**Do you believe that the Air Force and the Department of Defense should undertake a comprehensive reappraisal of “inherently governmental functions” and other critical government functions, and how they are performed?**

The Department's "sourcing" of functions and work between military and civilians, or through contracted services, must be consistent with workload requirements, funding availability, readiness and management needs, as well as applicable laws and statutes. The Air Force should ensure that military or federal civilians are performing all inherently governmental jobs, and that sufficient levels of civilians are available to perform critical oversight, management, and readiness functions of the Air Force. I am not convinced a comprehensive review of “inherently governmental functions” is necessary, but I do believe more rigorous oversight where we apply contracted services is necessary across the Department.

**If confirmed, will you work with other appropriate officials in the Department of Defense to address these issues?**

If confirmed, I will continue to collaborate with other Air Force leaders to ensure these matters are addressed in the best interest of the Air Force and the Department of Defense.

**Section 808 of the National Defense Authorization Act for Fiscal Year 2012 requires the Department of Defense to implement a freeze on spending for contract services, comparable to the freeze on civilian personnel required by the efficiencies initiatives.**

**What is your understanding of the impact that the freeze on spending for contract services has had on the Air Force?**

Specific to FY12 and FY13, the period covered by the NDAA, my understanding is the limitation is a broad brush that puts an overall ceiling on not only management support contracts, but also other mission critical contracts such as Weapon System Sustainment, Ranges, and Critical Infrastructure. If the

limitation is so broad that it encompasses all contracts, there may be unintended consequences that we will need to monitor. If confirmed, I look forward to working with Air Force leaders to balance acceptable risks and available budgets to ensure future mission capability as freezes to civilian personnel and contract services are carried out.

**What is your understanding of Air Force plans for spending for contract services over the next five years?**

At this time I am unfamiliar with the specifics of Air Force plans for contract services over the next five years. If confirmed, I will work with Air Force leaders to properly balance contract services spending with other Air Force priorities.

**What is your view on the feasibility and advisability of further reductions in spending for contract services over the next five years?**

Without an understanding of specific Air Force plans for contract services over the next five years, I cannot at this time assess the feasibility and advisability of further reductions. Any budget adjustments must be made carefully and with full understanding of the accepted risks and impacts to mission capability.

**Air Force Civilian Personnel Workforce**

**Section 955 of the National Defense Authorization Act for Fiscal Year 2013 required the Secretary of Defense to develop a plan to reduce the size of the civilian personnel workforce by 5 percent over the next five years. The plan developed by the Secretary does not meet this objective. Since the time that Section 955 was enacted, the Department has implemented hiring freezes and furloughs due to sequestration.**

**As a result, the DOD civilian personnel workforce is substantially smaller than it was when Section 955 was enacted or at the time the plan was submitted.**

**Do you agree that the Air Force's civilian employee workforce plays a vital role in the functioning of the Department of the Air Force?**

The United States Air Force would not be the best in the world without the daily contributions of civilian Airmen as vital members of the Air Force family and the joint team. They are integral to nearly every part of the Air Force mission, from processing recruits and running family programs, to managing budgets and developing strategy. They fix airplanes, sustain infrastructure, design and develop future systems, and deploy to support combatant commanders. The Air Force could not get by without its civilians.

**Do you agree that if sequestration continues through Fiscal Year 2014 and beyond, the Air Force will need to further reduce the size of its civilian workforce?**

This seems extremely likely, in my opinion.

**In your view, would it be preferable for the Air Force to make planned, prioritized reductions to its civilian workforce, or to downsize using arbitrary reductions based on hiring freezes and workforce attrition?**

In my view, planned and prioritized reductions always are preferable to arbitrary reductions.

### **Acquisition Issues**

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

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

Yes, instability in funding and requirements contributes to increases in program cost and schedule delays. A major imperative of mine would be to improve the acquisition process.

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

I believe that it is incumbent on the acquisition community to work with the requirements and resource communities to ensure programs have clear, achievable requirements and realistic funding profiles. The acquisition community must bring its technical expertise to the discussion of requirements and funding throughout the acquisition progress to enable requirements and funding profiles that are inherently stable because they are realistic and affordable.

I support USD(AT&L)'s affordability initiative to establish goals and caps to ensure funding limitations are identified early and revalidated at milestone decisions. If confirmed I would work closely with the Air Force and DoD leadership to assess root causes and sources of instability, and work to put in place measures to limit their occurrence.

**The Government Accountability Office has reported that the use of insufficiently mature technologies has resulted in significant cost and schedule growth in the MDAPs of the Air Force and the other military departments. Section 2366a of title 10, U.S. Code, requires the Milestone Decision Authority for an MDAP to certify that critical technologies have reached an appropriate level of maturity before Milestone B approval.**

**Do you believe that the use of insufficiently mature technologies drives up program costs and leads to delays in the fielding of major weapon systems?**

Yes, it is my understanding that premature pursuit of insufficiently mature technologies can result in schedule and cost growth. The growth would likely occur as one works to overcome technology challenges that were not adequately budgeted for at the outset of the development or production activity.

**What steps will you take, if confirmed, to make sure that the Air Force complies with the requirements of section 2366a?**

If confirmed, I will advocate strongly for the nomination of a qualified acquisition executive. I will work to ensure we have the right people in place to oversee and address the maturity of technologies and work closely with USD(AT&L) on other initiatives.

**The Government Accountability Office has reported that the use of unrealistically optimistic cost and schedule estimates by the Air Force and the other military departments is a major contributor to cost growth and program failure.**

**Do you believe that the use of unrealistically optimistic cost and schedule estimates leads to program disruptions that drive up program costs and delay the fielding of major weapon systems?**

Yes I do. Ensuring we have realistic weapon system cost and schedule estimates, to include a comprehensive understanding of total life-cycle costs, better informs decision makers as they manage current acquisition programs. Realistic estimates are critical to prevent pursuit of systems that are later abandoned or reduced in capabilities because of an unacceptably high cost. Cost and schedule estimating methodologies that combine historical data with the best information available on new industry and government acquisition practices produce more accurate estimates, preventing cost growth and fielding delays.

**What steps do you believe the Air Force should take to ensure that cost and schedule estimates are fair and independent and provide a sound basis for Air Force programs?**

Since the passage of Weapon Systems Acquisition Reform Act of 2009, I believe the Air Force has made progress in improving the quality of its cost estimates and also in more rigorously budgeting to the best cost estimates. New policy guidance and procedures have been adopted that require annual, independent cost estimates on all major acquisition programs. This has resulted in more realistic, objective cost estimates in support of the budget process and acquisition decisions.

**The Under Secretary of Defense for Acquisition, Technology and Logistics has issued a memorandum directing the military departments to institute new “Configuration Steering Boards” to review and approve new requirements that could add significantly to the costs of major systems.**

**Do you support this process?**

I am not familiar with the USD(AT&L) Configuration Steering Board (CSB) policy memorandum. I understand, however, that CSBs are important to good program oversight and cost control. I also understand they are legislated requirements. If confirmed I will ensure the Air Force complies with all federal statutes.

**The Under Secretary of Defense for Acquisition, Technology and Logistics has also issued a memorandum directing that the largest DOD acquisition programs**

**undergo competitive prototyping to ensure technological maturity, reduce technical risk, validate designs, cost estimates, evaluate manufacturing processes, and refine requirements.**

**Do you support this requirement?**

Yes, I support the requirement that the largest DoD acquisition programs undergo competitive prototyping, where practical and affordable.

**Numerous acquisition reviews over the last decade have identified shortcomings and gaps in the acquisition workforce of the Department of Defense. Section 852 of the National Defense Authorization Act for Fiscal Year 2008 established an Acquisition Workforce Development Fund to provide the resources needed to begin rebuilding the Department's corps of acquisition professionals.**

**Do you believe that a properly sized workforce of appropriately trained acquisition professionals is essential if the Air Force is going to get good value for the expenditure of public resources?**

Yes, I do.

**How would such a priority compete within the context of implementing sequestration?**

If confirmed, I will work to ensure the Air Force maintains a properly sized and well trained acquisition workforce, even in tough budgetary times.

### **Contract Management**

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

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

I understand the Air Force is focused on improving its acquisition of services but I am not familiar with specific initiatives. If confirmed, I will work with Air Force leaders to assess the state of services acquisitions.

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

I agree in principle, as decision makers must have sound metrics that guide their decision making throughout the life cycle a program, but I would need to better understand the current state before offering a specific view.

**The last decade has seen a proliferation of new types of government-wide contracts and multi-agency contracts. The Department of Defense is by far the**



**largest ordering agency under these contracts, accounting for 85 percent of the dollars awarded under one of the largest programs. The DOD Inspector General and others have identified a long series of problems with interagency contracts, including lack of acquisition planning, inadequate competition, excessive use of time and materials contracts, improper use of expired funds, inappropriate expenditures, and failure to monitor contractor performance.**

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

If confirmed, I intend to dig more deeply into the analysis performed by the DoD IG and others on the specifics of their findings. If confirmed I would work with Air Force and DoD leaders to better understand the challenges associated with the implementation of interagency contracts, as well as the role and authorities of the Air Force in implementing them. I believe it is important to first understand the root causes of the challenges and the measures being implemented before offering any proposed solutions or corrective actions.

### **Air Force Acquisition System Flaws**

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

**Do you believe that significant problems remain in the Air Force acquisition system today?**

These reversals certainly point to problem areas. On the other hand, it is my understanding that the Air Force has made regaining acquisition excellence a top priority. I have seen strong evidence of this in its recent successes with the KC-46 Air Refueler, C-130J aircraft, Space Launch program and its rapid fielding of wartime capabilities, but this is an area that requires constant vigilance. If confirmed, I look forward to working with the Air Force Service Acquisition Executive to address these three issues and to make the pursuit of acquisition excellence among the Service's highest priorities.

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

It is my understanding that there are three major themes coming from the GAO protests of these programs. First, resources and requirements match. Achieving a high level of technology maturity by the start of system development is an important indicator of whether this match has been made. This means that the technologies needed to meet essential product requirements have been demonstrated to work in their intended environment. In addition, the developer has completed a preliminary design of the product that shows the design is

feasible. Second, product design is stable. This point occurs when a program determines that a product's design will meet customer requirements, as well as cost, schedule, and reliability targets. A best practice is to achieve design stability at the system-level critical design review, usually held midway through system development. Completion of at least 90 percent of engineering drawings at this point provides tangible evidence that the product's design is stable, and a prototype demonstration shows that the design is capable of meeting performance requirements. Third, manufacturing processes are mature. This point is achieved when it has been demonstrated that the developer can manufacture the product within cost, schedule, and quality targets. A best practice is to ensure that all critical manufacturing processes are in statistical control-that is, they are repeatable, sustainable, and capable of consistently producing parts within the product's quality tolerances and standards at the start of production. I can assure you that going forward I would apply the lessons learned from previous challenges and continue to pursue excellence within the acquisition portfolio.

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

Not Applicable. See above answer.

### **Expeditionary Combat Support System (ECSS)**

**An Air Force Acquisition Incident Review (AIR) team recently completed a report on the failure of the Air Force's Expeditionary Combat Support System (ECSS). The AIR report discusses root causes for ECSS's failure and includes several recommendations.**

**Does the Air Force agree with the AIR team's findings?**

It is my understanding that the Air Force is in agreement with the AIR Team's findings. Several root causes and contributing problems were identified spanning near-to-long-term corrective actions related to governance and how the Air Force structures its business IT programs for success. If confirmed, I would ensure that the Air Force applies the lessons learned in the findings to current and future initiatives.

**What is your understanding of the steps that the Air Force plans to take to implement the report's recommendations?**

It is my understanding that Air Force senior leaders are following through on the recommendations of the report. This includes a review of existing major Air Force business systems based on the AIR Team's specific findings and lessons learned.

### **Encroachment on Military Installations**

**Various Air Force Bases have encroachment issues, some of which are significant. These include population growth near military installations,**

**environmental constraints on military training ranges, airspace restrictions to accommodate civilian airlines, and conflicts with civilian users over the use of radio frequency spectrum.**

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

I believe these problems are quite serious. As I understand it, the Air Force is proactively working with state and local communities to address current and potential encroachment issues.

**If confirmed, what policies or steps would you take to curtail the various encroachment issues?**

It is my opinion that encroachment issues are best resolved at the lowest level. The Air Force instituted an AF Encroachment Management (AFEM) program that provides an overarching framework to address potential impacts to Air Force missions, safety, the environment and critical infrastructure. This framework is designed to identify issues at the installation-community level; elevate when appropriate through Major Commands; then to the Headquarters AF staff which further assesses potential impacts and recommends ways to resolve or mitigate. If confirmed, I will emphasize to our installation leaders they must continue to proactively engage with local community leaders so they are aware of AF mission needs and identify ways to retain or improve mission compatibility.

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

For those issues that are identified and assessed as posing significant adverse impact to critical AF missions; local, State, DoD and other agency stakeholders will be made aware and I will provide guidance as appropriate.

### **Energy Conservation and Use of Alternative Fuels**

**In the past year, the Department of the Air Force has assumed a leadership role within the federal government for the advocacy, research, and testing of alternative fuels for use in military aircraft. In addition, the Air Force has encouraged proposals for the use of federal property to construct refineries and power plants to include nuclear power.**

**In your view, which energy alternatives, to include fossil fuels, offer the greatest potential for benefit to Air Force programs and operations?**

The Air Force needs to have assured access to reliable supplies of energy and the ability to protect and deliver sufficient energy to meet operational needs. Because of this, it is important for the Air Force to be flexible in the types of energy it can use and secure the quantities necessary to perform its missions, both for near-term benefits and long-term energy security. This flexibility is important for both weapon systems and installations.

**Do you support the goals adopted by the Air Force related to the increased use of alternative fuels? Does this include alternative fossil fuels?**

In principle, I support the Air Force's goal to broadly pursue alternative fuels that are cost competitive with traditional petroleum-based jet fuels and that meet environmental and technical specifications. I look forward to digging into this area more deeply, if confirmed.

**In your opinion, what constraints does the Air Force face in carrying out initiatives to reduce reliance on fossil fuels?**

I feel that the benefits of energy investments should be carefully weighed against the initial and recurring costs. Doing so will allow energy initiatives to be evaluated and appropriately funded along with other Air Force priorities in order to maximize the use of Air Force resources.

**Investment in Facilities**

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

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

I believe Air Force installations are the platforms from which we fly, fight, and win in air, space, and cyberspace. Therefore, it is critical to balance risk to facilities and infrastructure against mission readiness. If confirmed, I will ensure Air Force leadership has the tools it needs to assess and mitigate risk to facilities and infrastructure, as well as airmen and mission, while ensuring we can deliver the decisive combat power this country expects.

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

If confirmed, I would support Department of Defense goals with respect to funding the recapitalization and sustainment of facilities. I fully understand, however, that in a fiscally constrained environment, the Air Force will have to continue to make challenging decisions to strike the right balance with respect to infrastructure requirements, readiness, and mission capability.

**What is your position on the use of public-private ventures to address critical deficiencies in family housing and utility infrastructure?**

I have seen this approach work very well in some localities. If confirmed, I will evaluate any and all opportunities available to bring Airmen and their families the exceptional housing and installation infrastructure they deserve.

**Long Range Bombers**

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

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

I understand the new bomber is in the top 3 of Air Force modernization priorities. Given the aging bomber fleet and what I understand about the nature of the future threat environment it is important that the Air Force make the appropriate investments today to ensure a viable warfighting capability in the mid-2020 timeframe.

**Do you believe the Air Force needs to continue to manage the Long Range Strike – Bomber Program as a special access program? If so, why?**

It is my understanding that enhanced security is important to protecting critical technologies and capabilities.

**Do you believe that, regardless, it needs a reporting structure in content similar to the Selected Acquisition Reports?**

Yes. If confirmed, I will work with Air Force and DoD leaders to ensure the Service provides information on the Long Range Strike - Bomber consistent with Selected Acquisition Reports at the Special Access Program level.

### **NRO and the Air Force**

**The responsibilities of the Director of the National Reconnaissance Office (NRO) were once included in the responsibilities of the Under Secretary of the Air Force. Dual-hatting the Under Secretary ensured that there was close cooperation between the NRO and the Air Force.**

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

Currently there are various relationships and mechanisms in place that ensure DoD and NRO space programs are managed in a coordinated fashion. The Deputy Director of the NRO is an Air Force General Officer who in his role as the Commander, Air Force Element, manages all Air Force personnel and resources assigned to the NRO and serves as the senior adviser to the DNRO on all military matters.

If confirmed, I would be dual hatted as the Executive Agent for Space and in that role would be responsible, in coordination with USD(I), for fostering a close working relationship between the DoD and Intelligence community with regards to space programs. In the Secretary's role as the Executive Agent for Space I would also chair the Defense Space Council (DSC) where I would have the responsibility of achieving unity of effort across the DoD space enterprise. The National Reconnaissance Office is a member of the DSC while the Office of the Director of National Intelligence is also regularly represented. Other forums

which meet several times a year, such as the AF/NASA/NRO Summit, reconfirm the mission interrelationships and foster collaboration and synchronization in areas of mutual interest. As the Secretary of the Air Force and the DoD Executive Agent for Space I intend to continue to use these and other forums to maintain a close relationship with the NRO and the intelligence community.

**The Air Force rotates personnel through the NRO, which has proven useful in developing synergy between space programs serving both intelligence and military needs. Proposals have been given to develop a core set of personnel at the NRO which maintains core service functions and maintains a long term institutional memory and capability.**

**Would you support this proposal by putting a subset of Air Force personnel on a long term basis at the NRO?**

The Air Force has historically had a close working relationship with the NRO. If confirmed, I look forward to continuing this working relationship with rotations of Air Force personnel through the NRO. Overall it is important to create a cadre of space professionals with breadth of knowledge across mission areas balanced with technical depth and focused mission expertise as required. I also look forward to working with Air Force and NRO leadership to determine the best balance of meeting mission needs while developing a robust space professional cadre.

### **Space Acquisition**

**If confirmed, how would you propose to ensure that the space acquisition process is successfully revamped to deliver future systems within promised costs and schedules?**

Continuing to improve the space acquisition process is a priority for the Air Force and for the DoD. If confirmed, I will continue to support space acquisition process improvement, in the spirit of the Weapon System Acquisition Reform Act and in cooperation with the USD(AT&L).

**Milestone decision authority for space programs currently resides with the Under Secretary of Defense for Acquisition, Technology and Logistics. If confirmed will you seek to return this authority to the Air Force or are you comfortable with this authority residing with the Under Secretary?**

I am unfamiliar with the background associated with the decision to place the milestone decision authority for space programs with the USD(AT&L). I do understand many of these capabilities exist to support national security objectives. If confirmed, I look forward to working with the Under Secretary in managing and delivering space capabilities to the warfighter.

**The Air Force is developing a New Entrant strategy for medium and heavy launch of military and intelligence payloads. Do you support the NRO developing a separate new Entrant strategy different from what the Air Force is developing?**

At this time, I am unfamiliar the specifics and current agreements associated with the Air Force and NRO new entrant strategies. If confirmed, I will make it a priority to understand the Air Force and NRO new entrant strategies, their differences and opportunities to partner together to ensure success in the Service and NRO missions.

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

#### **What metrics will you use to assess the effectiveness of the Air Force science and technology programs?**

I understand the Air Force Scientific Advisory Board (SAB) conducts in-depth reviews of the Air Force Research Laboratory's science and technology portfolio. If confirmed I will consult with the SAB to learn more about their ratings and seek their advice to help guide and improve the effectiveness of our Air Force science and technology programs.

#### **What metrics will you use to assess the effectiveness of the Air Force's basic research programs?**

If confirmed, I would make it a priority to identify, nurture and harvest the best basic research to transform leading-edge scientific discoveries into new technologies with substantial military potential. Combined with this focus I would ensure the appropriate effectiveness metrics are in place.

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

At this time, I am unfamiliar with the specifics of the Air Force's investment balance between short and long-term research. If confirmed I look forward to assessing the Air Force's Science and Technology (S&T) Program investments to attain a balance between near-term quick-reaction capabilities; mid-term modernization technologies and long-term revolutionary technologies.

#### **What metrics will you use to assess the adequacy of investment levels in Air Force science and technology programs?**

At this time, I am unfamiliar with the Air Force's investment levels in Air Force science and technology programs or the metrics used to assess the adequacy of those investments. If confirmed I would make it a priority to execute a balanced, integrated S&T Program that supports the current fight while advancing breakthrough S&T for tomorrow's fight, ensuring adequate funding in basic research and the right level of investment to mature technologies for transition into acquisition programs.

#### **What role do investments in science and technology play in reducing costs and technical risk of acquisition programs?**

It is my understanding that Air Force investments in science and technology leverage research and development efforts within academia and industry,

including small businesses and government laboratories, all of which help lower risk in Air Force acquisition programs.

## **Test and Evaluation**

### **What are your views on the effectiveness of the Air Force's test and evaluation activities?**

I am not yet able to assess the effectiveness of the Air Force's Test and Evaluation (T&E) activities, but if confirmed, I would be committed to a sustaining a vibrant test and evaluation program. This capability is crucial to Air Force acquisition programs, tactics, techniques and procedures development, and assessing the combat capability of forces.

### **What are the major weaknesses and deficiencies with the Air Force test and evaluation enterprise in meeting current and emerging Air Force testing requirements?**

I am not in a position to assess major weaknesses and deficiencies in the Air Force T&E enterprise at this time. If confirmed, I will work with Air Force and DoD leadership to ensure the Air Force is prepared for current and emerging test and evaluation requirements.

### **The Air Force has recently contemplated a number of steps to reorganize both development and operational test activities. Some of these proposals included significant government and contractor workforce reductions and potential closures of test assets.**

### **If confirmed, what actions would you take to ensure that any reorganizations or closure of test assets or reductions in test workforce result in actual cost reductions and do not entail undue risk to Air Force or other DOD current or future acquisition programs?**

If confirmed, I will work with the acquisition and T&E communities to establish a formal relationship between modernization priorities and T&E resources, so that the Air Force has a logical, defensible T&E program to fully support the needs of our highest priority acquisitions.

### **What is your view of the role of the Director of Operational Test and Evaluation, the Deputy Assistant Secretary of Defense, Developmental Test and Evaluation and the Director of the Test Resource Management Center in ensuring that such reductions do not undermine the ability of the Air Force to carry out needed test programs?**

It is my understanding that the DASD(DT&E) and the Director, TRMC for developmental testing, and DOT&E for operational testing, play an important role in ensuring the AF T&E program is responsive to the needs for Developmental and Operational Testing (DT and OT) for the Department's oversight acquisition programs. If confirmed, I will work closely with these oversight organizations to



ensure the Air Force provides all of the support necessary to ensure successful DT and OT for acquisition programs.

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

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

I am not familiar with this area at this time. If confirmed, I will evaluate launch ranges with respect to the Air Force's experimentation and small launch needs.

### **Air Force Research Laboratories**

**What are the major challenges facing the Air Force Research Laboratory?**

If confirmed, I look forward to learning more about specific Air Force Research Laboratory challenges and providing my leadership to help overcome them.

**How do you plan to address these challenges?**

If confirmed, I will actively work with Science and Technology and Laboratory leadership to address challenges and encourage continued innovation.

**Are you supportive of efforts of the Air Force Research Laboratory to expand and enhance their unique laboratory personnel demonstration program to ensure that they can attract and retain the finest technical workforce?**

Yes. While I am not aware of the specifics of the Lab Demonstration Program, from past experiences it is clear the Air Force Research Laboratory operates in a very competitive market for highly-qualified scientist, technologist, engineer, and mathematician (STEM) talent. With domestic and international competition for people with these skills intensifying, I support efforts to actively attract and retain STEM talent.

### **Airborne Intelligence, Surveillance, and Reconnaissance (ISR)**

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

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

My understanding is there are not enough assets to meet all the requests of the Combatant Commanders (COCOMs). However, the Air Force meets the highest priority demands.

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

In this fiscal environment, my goal would be to ensure we maintain our ISR capabilities to provide decisive advantages to COCOMs. I would also enhance, if fiscally possible, our current ISR capabilities with advanced technologies and improved interoperability between existing ISR systems, to include those in the joint arena, to ensure our ISR dominance. However, it still may not be possible to satisfy all COCOM ISR demands.

## **AFRICOM**

**On numerous occasions, the committee has expressed concern that the Commander of U.S. Africa Command (AFRICOM) lacks the necessary air support to execute effectively his mission in a continent comprised of 53 countries, spanning a geographic area larger than the United States, China, and Western Europe combined. The Commander of AFRICOM recently indicated before the Air Force Defense Strategy Seminar this shortage of aircraft remains.**

**If confirmed, what would you do to support AFRICOM, given the demand on existing assets within other geographic combatant command AORs?**

If confirmed, I look forward to working closely with AFRICOM and the other Combatant Commanders to ensure requirements are met.

The demands for airpower are likely to continue to exceed the resources available. The requirements of each Combatant Commander are adjudicated through what I understand to be a fair and consistent process based on national priorities.

## **Nuclear Matters**

**Based on the 2007 Minot incident, Air Force has exhaustively studied and made strong organizational changes to its management of the nuclear weapons it is charged with maintaining and deploying.**

**What will you do to strengthen the nuclear programs at the Air Force Weapons School for airmen who choose a long term career to maintain and deploy nuclear weapons beyond the few that currently attend it?**

The nuclear mission is vital to the Air Force and the Nation and we cannot succeed in it without highly trained personnel. If confirmed, I will explore ways to strengthen the nuclear programs at the Air Force Weapons School.

Additionally, I look forward to visiting the ICBM Weapons Squadron in the near future.

**The Air Force is the primary maintainer and implementer of the Nuclear Command, Control and Communications (NC3) System. This NC3 system is aging,**

**yet it is vitally important to ensuring the President has direct control over nuclear weapons and their use. The cost overruns and failure in deploying the Family of Beyond Line of Sight Terminals (FAB-T) on nuclear capable airborne delivery platforms reflects poorly on the Air Force's first foray with a new generation of NC3 acquisition programs.**

**What actions will you take to ensure the FAB-T acquisition program corrects its cost over runs and eventually is deployed on airborne platforms?**

Strengthening the Nuclear Enterprise is a top Air Force priority. I also understand that Nuclear Command, Control and Communications (NC3) systems are important to the effectiveness of that mission. If confirmed, I look forward to working with Air Force leaders to learn more about FAB-T and other NC3 acquisition programs and to ensure that they are properly executed in this tight fiscal environment.

**What actions will you take to ensure there is a long term road map and acquisition strategy to ensure the NC3 system meets requirements consistent with the President's recent Nuclear Employment Strategy?**

I understand the Air Force is currently working with DoD in support of its effort to develop an NC3 architecture to support the President's recently updated nuclear employment strategy. Once finalized, the Air Force will develop an Air Force specific roadmap that supports the new architecture. In the meantime, the Air Force is refining a NC3 Sustainment Roadmap to provide a more comprehensive approach to sustaining current Air Force NC3 systems.

### **Congressional Oversight**

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

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

Yes.

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

Yes.

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

Yes.

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

Yes.