

Advance Policy Questions for Eric Kenneth Fanning
Nominee for Under Secretary of the 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 clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the military departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.

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

Not currently. I agree with the goals of those defense reforms; they remain essential to the effective employment of our Nation's Armed Forces. Most importantly, they have yielded a demonstrated improvement in the joint warfighting capabilities of the United States military.

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

I have no suggestions for modifications to the Goldwater-Nichols legislation. Should I identify areas that merit reform, I will propose those changes through the appropriate established process.

Qualifications

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

If confirmed, I will bring more than two decades of broad experience in national security policy and programs as well as management to this position. From research assistant on the House Armed Services Committee, to senior vice president for strategic development at Business Executives for National Security, to my current position as the Deputy Under Secretary of the Navy, I have examined national security challenges from many perspectives. I have worked closely with the other military services, the national security interagency community, and members of Congress to help make the right decisions for our Nation's defense. I have also grappled with tough trade-offs among programs in a fiscally-constrained environment and have considered the implications of changes in defense law and policy. If confirmed, I believe these skills and my experience can benefit the Air Force and the broader Department of Defense.

Duties

Section 8015 of title 10, United States Code, states the Under Secretary of the Air Force shall perform such duties and exercise such powers as the Secretary of the Air Force may prescribe.

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

The position of the Under Secretary of the Air Force is established by law within the Office of the Secretary of the Air Force. Subject to the Secretary of the Air Force's direction and control, the Under Secretary exercises the full authority of the Secretary to conduct the affairs of the Department of the Air Force (except as limited by law, regulation or limitations imposed by the Department of Defense or the Secretary of the Air Force). The Under Secretary also serves as the Chief Management Officer of the Air Force, the senior energy official, and the focal point for space at the Air Force headquarters.

What recommendations, if any, do you have for changes in the duties and functions of the Under Secretary of the Air Force, as set forth in section 8015 of title 10, United States Code, or in Department of Defense regulations pertaining to functions of the Under Secretary of the Air Force?

At this time, I am unaware of any reason to change the duties and functions of the Under Secretary as set out in Title 10 and pertinent Department of Defense regulations. If I am confirmed and I identify areas that I believe merit changes, I will propose those changes through the appropriate established processes.

Assuming you are confirmed, what additional duties, if any, do you expect will be prescribed for you?

If confirmed, I look forward to working with the Secretary of the Air Force to further his vision and goals for the Air Force. I expect the Secretary to prescribe duties for me relating to the Under Secretary of the Air Force's responsibilities, particularly in the role of Chief Management Officer.

Section 904(b) of the National Defense Authorization Act for Fiscal Year 2008, directs the Secretary of a military department to designate the Under Secretary of such military department to assume the primary management responsibility for business operations.

What is your understanding of the business operations responsibilities of the Under Secretary of the Air Force?

It is my understanding that the business operations responsibilities of the Chief Management Officer, consistent with Section 904 of the National Defense Authorization Act for Fiscal Year 2008, include the following: ensuring the Air Force's capability to carry out the Department of Defense's strategic plan in support of national security objectives; ensuring the core business missions of the Department of the Air Force are optimally aligned to support the Department's warfighting mission; establishing

performance goals and measures for improving and evaluating overall economy, efficiency, and effectiveness and monitoring and measuring this progress; and working with DoD's Chief Management Officer to develop and maintain a strategic plan for business reform.

Relationships

If confirmed, what would be your working relationship with:

A. The Secretary of Defense.

The Secretary of Defense serves as the principal assistant to the President on all Department of Defense matters. The Secretary of the Air Force is subject to the authority, direction and control of the Secretary of Defense and the Under Secretary of the Air Force works for the Secretary of the Air Force. The Under Secretary also serves as the Chief Management Officer of the Air Force, the senior energy official, and the focal point for space at the Air Force headquarters. As the focal point of space for the Air Force, the Under Secretary coordinates all of the space functions and activities across the Air Force, and is the primary interface to the Office of the Secretary of Defense for space matters. If confirmed, I would look forward to working closely with the Secretary of Defense and his office on space-related matters, energy issues, and other matters as directed by the Secretary of the Air Force.

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 a range of matters. In particular, I would look forward to working with and supporting the Deputy Secretary of Defense in his role as Chief Management Officer of the Department of Defense.

C. The Deputy Chief Management Officer of the Department of Defense.

The Deputy Chief Management Officer (DCMO) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary of Defense for matters relating to the management and improvement of integrated Department of Defense business operations. In this role the DCMO is charged with leading the synchronization, integration, and coordination of the disparate business activities of the Department to ensure optimal alignment in support of the warfighting mission. If confirmed, I look forward to building on my close working relationship with the DCMO in my new capacity as the Air Force Chief Management Officer.

D. The Director of the Business Transformation Agency.

This office no longer exists.

E. The Chairman of the Joint Chiefs of Staff.

The Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Council, and the Secretary of Defense. If confirmed, I

will work closely with the Chairman through the Chief of Staff of the Air Force on appropriate matters affecting the Air Force.

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

The Vice Chairman has the same statutory authorities and obligations of other members of the Joint Chiefs of Staff. When performing duties as the Acting Chairman, the Vice Chairman's relationship with the combatant commanders is exactly the same as that of the Chairman. If confirmed, I will work closely with the Vice Chairman through the Chief of Staff of the Air Force on appropriate matters affecting the Air Force.

G. The Secretary of the Air Force.

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. The Under Secretary of the Air Force is subject to the authority, direction, and control of the Secretary of the Air Force. If confirmed, I expect the Secretary to assign me a wide range of duties and responsibilities involving, but not limited to, organizing, supplying, equipping, training, maintaining, and administering the Air Force. I look forward to working closely with the Secretary as his deputy and principal assistant.

H. The Chief of Staff of the Air Force.

The Chief of Staff of the Air Force is directly responsible to the Secretary of the Air Force and performs duties subject to his authority, direction, and control. For the Secretary of the Air Force, the Chief of Staff is responsible for providing properly organized, trained, and equipped forces to support the combatant commanders in their mission accomplishment. The Chief of Staff oversees members and organizations across the Air Force, advising the Secretary on plans and recommendations, and, acting as an agent of the Secretary, implementing plans upon approval. 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.

I. The Assistant Secretaries of the Air Force.

The Assistant Secretaries of the Air Force carry out the goals and priorities of the Air Force. If confirmed, I will assist the Secretary in building a strong team through close relationships and information sharing, and I look forward to working with the Assistant Secretaries to further the Secretary's vision.

J. The General Counsel of the Air Force.

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

K. The Inspector General of the Air Force.

The Inspector General (IG) of the Air Force is a general officer who is detailed to the position by the Secretary of the Air Force. When directed, the IG inquires into and reports on matters affecting the discipline, efficiency, and economy of the Air Force. He also proposes programs of inspections and investigations as appropriate. If confirmed, I would look forward to developing a good working relationship with the IG.

L. The Surgeon General of the Air Force.

The Surgeon General (SG) of the Air Force is the functional manager of the Air Force Medical Service and provides direction, guidance, and technical management of Air Force medical personnel at facilities worldwide. The SG advises the Secretary of the Air Force and Air Force Chief of Staff, as well as the Assistant Secretary of Defense for Health Affairs, on matters pertaining to the medical aspects of the air expeditionary force and the health of Air Force personnel. If confirmed, I would look forward to developing a good working relationship with the SG.

M. The Air Force Business Transformation Office.

The Air Force Business Transformation Office is responsible for assisting the Under Secretary of the Air Force in performing the duties of Air Force Chief Management Officer as they relate to improving the effectiveness and efficiency of Air Force business operations. The Air Force Deputy Chief Management Officer has been designated as the Director of the Air Force Business Transformation Office. The office advises Air Force senior leadership on establishment of strategic performance goals, management of Air Force-wide cross functional activities to meet those goals, and implementation of continuous process improvement initiatives. If confirmed, I anticipate a very active and involved role with the Air Force Business Transformation Office on matters affecting the Air Force-wide business operations.

N. The Judge Advocate General of the Air Force.

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

O. The Chief of the National Guard Bureau.

The Chief of the National Guard Bureau is the senior uniformed National Guard officer responsible for formulating, developing, and coordinating all policies, programs, and plans affecting Army and Air National Guard personnel, and is also a member of the Joint Chiefs of Staff. Appointed by the President, he serves as principal adviser to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff on National Guard matters. He is also the principal adviser to the Secretary and Chief of Staff of the Air Force on all National Guard issues and serves as the Department's official channel of communication with the governors and adjutants general. If confirmed, I will look forward to developing a good working relationship with the chief of the National Guard Bureau on appropriate matters affecting the Air Force.

P. The Under Secretaries of the military services

If I am confirmed, I will work diligently to foster a close working relationship with the Under Secretaries of the Army and Navy. I look forward to sharing information and expertise that will assist in the management of the Department of the Air Force and our coordination with the other Services on matters of mutual interest, particularly in our capacities as Chief Management Officers for our respective Services.

Major Challenges and Priorities

In your view, what are the major challenges, if any, that you would confront if confirmed as Under Secretary of the Air Force?

This is a time of great challenge for the Air Force, the Department of Defense, and the Nation. The security environment is one where the pace of change is rapid. We live in a world where individual acts are powerful and the effects of these acts can be global. This requires a resilient, flexible and responsive force ready to answer the Nation's call.

Force structure choices are difficult, especially under current fiscal conditions. But the Air Force, like all of the Services, must continue to maximize each taxpayer dollar to support the joint warfighter in today's conflict while ensuring we can prevail in the next fight, whatever and wherever it may be. The Air Force must balance the need to modernize platforms with the requirement to invest in new technologies and capabilities. And as we all know, the men and women who serve are truly our most valuable asset. So, the Air Force must also ensure that it can continue to recruit, train, deploy, and retain highly-skilled Airmen, and support those Airmen and their families. At a time of great fiscal uncertainty for our Nation, these challenges will continue to pose hard choices for the Service in the years ahead.

If confirmed, I will work to meet these challenges, especially in my role as the Chief Management Officer of the Air Force, by continuing to identify efficiencies, ensuring that the Air Force is getting the most from its investment of taxpayers' resources. I will also work toward more efficient and cost-effective acquisition processes and program execution, particularly in the areas of energy and space. I look forward to working closely with DoD and Air Force leadership, along with this committee, to develop strategies for addressing these major challenges facing the Air Force and the Nation.

If confirmed, how would you prioritize and what plans would you have, if any, for addressing these challenges?

The Secretary and Chief of Staff of the Air Force have laid out clear priorities—continue to strengthen the nuclear enterprise; partner with the joint and coalition team to win today's fight; develop and care for Airmen and their families; modernize air and space inventories, organizations, and training; and recapture acquisition excellence.

If confirmed, I look forward to working with senior DoD and Air Force leadership, as well as this committee, to ensure that we make the right choices for the Air Force and the Nation. All of these priorities will require sustained leadership and effort with an eye toward ensuring the best support for the warfighter and the wise use of taxpayer

resources.

Air Force Global Posture

The Department of Defense Strategic Guidance issued in January of 2012 emphasized the Asia-Pacific and Middle East regions while still ensuring the U.S. ability to maintain mutual defense commitments in Europe. The Strategic Guidance calls for a rebalancing of the U.S. military investment in Europe, which will be achieved in part through rotational presence at overseas bases in Europe.

In your view, should we consider making more substantial reductions in Air Force force structure in Europe, particularly in view of the shift in strategy toward the Asia/Pacific arena?

The United States' defense commitments to Europe and our role in NATO remain paramount to regional stability and our international security interests. Considerations to substantially reduce force structure or employ it in new ways within Europe will require clear planning with our partners. The Air Force brings unique capabilities to Europe as part of a balanced forward presence that assures our allies of our commitment and dissuades potential adversaries from dangerous action. Additionally, I understand the Air Force meets the capability and force-sizing requirements directed by the new Defense Strategic Guidance, providing global and adaptable forces in the highest priority areas and missions in the Asia-Pacific region and the Middle East, while still ensuring our ability to maintain our defense commitments to Europe and other allies and partners. If confirmed, I will work to ensure we continue to invest in collaborative defense programs, which are in the strategic best interests of both the United States and our allies. Additionally, if we identify redundant capabilities that our partners can provide, we should carefully analyze the marginal costs of overseas presence and adjust appropriately.

Management of Space Activities

As the Under Secretary of the Air Force, you would have an important role in helping the Secretary of the Air Force discharge his responsibilities as the Department of Defense Executive Agent for Space, in particular, for developing, coordinating, and integrating policy, plans and programs for major defense space acquisitions.

If confirmed, will you be designated as the DOD Executive Agent for Space?

I do not expect to be designated as the DoD Executive Agent for Space. While this role has been delegated in the past, the new DoD Directive does not extend the Executive Agent for Space authority.

If you are designated as the DOD Executive Agent for Space, or are otherwise assisting the Secretary of the Air Force in his role as Executive Agent, how would you ensure that each of the military services remains fully engaged in and knowledgeable about space programs and the advantages that such programs can bring to the warfighter?

If confirmed, I do not expect to be designated as the DoD Executive Agent for Space.

While this role has been delegated in the past, the new DoD Directive does not extend the Executive Agent for Space authority. However, assisting the SECAF in his role as EA for Space, I will foster a close working relationship with the Under Secretaries of the Army and Navy, as well as the appropriate Under and Assistant Secretaries of Defense and the Defense Advanced Research Projects Agency (DARPA), to ensure space acquisition planning, programming and budgeting are synchronized to continue to deliver the best space capability to the warfighter.

The responsibilities of the Air Force as the DoD's Executive Agent for Space can most successfully be accomplished through close coordination with these organizations for the development of space policy and the integration of space systems into broader departmental efforts.

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

If confirmed, I will be assigned a wide range of duties and responsibilities subject to the authority, direction and control of the Secretary of the Air Force. I anticipate being an active participant in a number of deliberative bodies which focus on developing, coordinating and integrating Department of Defense policy, plans and programs for major defense acquisitions. For example, I will co-chair the Air Force Space Board and participate in the Defense Space Council as the Air Force representative. The perspective gained in these roles will inform my vision of the best ways to facilitate unity of effort across the space enterprise with the Under Secretary of Defense for Policy and the DOD Chief Information Officer, as well as other stakeholders.

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

With respect to planning, budgeting, and programming, I view the authorities of the DoD Executive Agent for Space as an integration function across the entire Department and space communities. If confirmed, I view the synchronization of space budgets between the Services and the coordination of space and non-space acquisitions as paramount to delivering fully integrated weapon systems to the battlefield.

Currently, the Under Secretary of Defense for Acquisition, Technology and Logistics has milestone decision authority for space acquisition programs. If confirmed, I look forward to assisting the Under Secretary in managing and delivering space capabilities to the warfighter.

The Government Accountability Office (GAO) has consistently pointed to fragmented leadership as a key contributor to disconnects in space programs and to acquisition problems. GPS-user equipment, for example, lags a decade behind new satellites because of disparate acquisition authority. Architectures for critical areas such as space situation awareness were slow to develop because of a lack of an authority that could

pull together and adjudicate the needs of the many organizations in the space arena. Large programs have been canceled partly because agencies could not agree on requirements or work effectively together to provide oversight.

What do you think your role would be, if confirmed, in bringing together the space community versus protecting only the institutional interests of the Air Force?

If confirmed, I look forward to working closely with counterparts in the Office of the Secretary of Defense (OSD), the Service Departments and other Defense agencies on space-related issues. While the vast majority of space capabilities reside within the Air Force, I understand these capabilities exist to support National Security objectives and the joint warfighter. The office of the Deputy Under Secretary (Space) shares a staff with the DoD Executive Agent for Space. This office is staffed by all four Services, which ensures a multi-service perspective is brought forth on issues. Additionally, I will encourage a strong partnership with OSD and the Service Departments utilizing the Defense Space Council and other mechanisms for further collaboration, synchronization and integration across DoD space activities.

If confirmed, I would use the current governance mechanisms to actively work with the other members of the Space community; I would informally develop relationships with peers outside of the Air Force (e.g. NASA, NRO, ODNI); and I would act in a highly collaborative and reliable manner with the other members of the Space community

How would you foster better cooperation and coordination with agencies inside and outside the Defense community?

If confirmed, I look forward to working with the Secretary of the Air Force, the Executive Agent for Space, to further cooperate on space activities across the U.S. government. The National Reconnaissance Office is a member of the DSC while the Office of the Director of National Intelligence is regularly represented as well. The Intelligence Community Space Board also includes several members from DoD agencies, including the Defense Intelligence Agency and Office of the Under Secretary of Defense for Intelligence, and observers from the Office of the Under Secretary of Defense for Policy and the Director of the Executive Agent for Space Staff.

If confirmed, I will also participate in routinely scheduled, Executive-level meetings such as those between the Air Force, NASA, and the National Reconnaissance Office. The perspective gained in these roles will inform my vision of the best ways to facilitate unity of effort across the DoD Space enterprise and support the Secretary of the Air Force.

Do you see a need to strengthen the authority of the Under Secretary of the Air Force or to establish any new authority to ensure better government-wide coordination for space?

At this time, I am unaware of any reason to change the authorities assigned to the Under Secretary of the Air Force. Formed approximately two years ago, the Defense Space Council has had a positive impact on government-wide coordination of space activities. If confirmed, I look forward to working closely with the Secretary of the Air Force in any capacity to build upon the success of the Defense Space Council.

Space Launch

On May 2, 2005, Boeing and Lockheed Martin announced plans to merge the production, engineering, test, and launch operations associated with providing Evolved Expendable Launch Vehicle (EELV) services to the U.S. government. The companies believed the merger could save \$100-150 million per year for the U.S. government while continuing to provide assured access to space. An October 2011 GAO report indicated that these cost savings have not materialized and have in fact increased due to lack of insight into the costs by the merged EELV contractor.

If confirmed, how would you ensure that the costs of launch are contained and transparent to the U.S. government?

The new EELV acquisition strategy with quantity, rate and time commitments, better executive oversight, the emergence of competition and better incentive contract types should ensure launch costs are contained. If confirmed, I plan to become more familiar with these efforts, to evaluate the actual cost savings and other benefits of the Air Force strategy.

Maintaining assured access to launch has been the national security goal of the Department of the Air Force.

In your view is that goal achieved with the EELV vehicles or is there a need for alternative launch options by attracting new entrants to compete with the current EELV contractor?

Assured access to space has been achieved to date by the current ULA launch systems in the EELV program. However, both public law and policy require the U.S. Government to provide equal opportunity for all qualified providers. Commercial space transportation providers that have demonstrated their ability to safely and reliably launch payloads will be provided the opportunity to compete.

There has been considerable discussion in the past year about the Air Force's plans for a block buy strategy for space launch. The high cost of launch, our knowledge about the industrial base, uneven agency coordination, and inadequate transparency into cost and efficiencies have been significant elements of the debate over this upcoming procurement.

If confirmed, how would you ensure that the Air Force works closely with the Administrator of the National Aeronautics and Space Administration (NASA) to ensure that DOD has sufficient knowledge of the heavy-lift program decisions of the Administration to facilitate the ability of DOD's ability to negotiate EELV launch contract prices in a manner that maximizes investment?

If confirmed, I look forward to working with NASA and others across the U.S. government to maximize the Department's investment. DOD and NASA collaborate on studies and conduct joint meetings to provide insight into each organization's acquisition strategy. If confirmed, I will continue to work with NASA to ensure full understanding of the bearing NASA program decisions may have on sustaining the launch industrial

base.

Do you think that the Air Force's current approach to coordination with NASA is sufficient or are changes needed?

If confirmed, I look forward to supporting the Secretary's efforts to build strong relationships with NASA. The Air Force works jointly with both NASA and the NRO on several key areas including the acquisition of space launch services and new launch service provider entrant criteria.

I plan to continue engaging with our space launch partners on matters regarding the stability of the industrial base, EELV launch requirements and competition for DOD launch services. I will continue to look for opportunities for improved cooperation and coordination while the organizations pursue their respective programs.

In light of budgetary constraints, can more be done to leverage the expertise and resources of both agencies as well as other agencies that rely on our national security launch capability, such as the National Reconnaissance Office (NRO)?

If confirmed, I will evaluate opportunities to leverage expertise across agencies with space launch responsibilities while bearing in mind that there are many existing collaboration activities underway. As an example, the Air Force, NRO, and NASA jointly lead the Government Expendable Launch Vehicle Executive Board as a forum for interagency communication of acquisition, certification, and programmatic launch issues.

The discussion over the last year highlighted a need for a longer term, national strategy for launch—one that optimizes the industrial base, enables competition, advances technology, and can respond to a need to change the current acquisition paradigm for space.

What role do you believe the Air Force should play in developing a national launch strategy?

If confirmed, I will work with the Secretary of the Air Force and across the Department to evaluate the need to develop a comprehensive national launch strategy. As the DOD's Executive Agent for Space, the Air Force has the ability to reach across the Department to address DOD space equities and collaborate with external stakeholders. If confirmed and requested by the Secretary, I will work with our partners to understand the challenges and assess where key strategic choices are required.

How can this strategy leverage the government's buying power to assure mission success while minimizing costs?

My understanding is that the objective of such a national strategy is to establish an environment to ensure a stable, flexible, responsive, and appropriately sized U.S. domestic propulsion industrial base capable of fulfilling national requirements and commercial market demands. I look forward to helping develop and decide on a common strategy. A key element to the strategy should be better leveraging the government's buying to gain our desired outcomes.

How can we incentivize contractors to implement efficiencies without adversely affecting mission success?

If confirmed, I will work with the Secretary of the Air Force to ensure mission assurance is maintained as an important contributing factor to launch mission success. I have learned that the Air Force has taken steps to effectively incentivize ULA to gain efficiencies in launch capability without impacting mission assurance through its two-pronged approach – a mission success performance incentive to ensure focus on mission requirements, and the cost control incentive to find efficiencies. Careful consideration will be taken to ensure these incentive features of the contract structure are appropriately balanced to influence behavior without adversely affecting mission success.

In the near term, what are your plans, if any, to foster competition in the launch vehicle industry to ensure DOD pays competitive prices?

If confirmed, I will work with the Department on the implementation of its new acquisition strategy, approved in November 2012, which authorizes competition for up to 14 missions for New Entrants.

What insight do you plan to have into the progress of new commercial launch providers in obtaining a government certification?

If confirmed, I plan on seeing the rapid application of the Air Force's New Entrant Certification Guide (NECG), to guide the evaluation and certification processes for prospective New Entrants. Per the NECG, the Air Force formally reviews and approves all certification approaches proposed by New Entrants, thereby providing me direct insight into any government certifications.

Military Space Acquisition Policy

A major issue in space acquisition is the decoupling of acquisition schedules between ground terminals and equipment and the actual satellite. The result is billions of dollars being spent to launch next generation communications, early warning, and GPS systems without the capability on the ground to utilize the full suite of capabilities on the satellites.

If confirmed, what will you do to ensure that ground and satellite capabilities are synchronized as contemplated in section 911 of the National Defense Authorization Act for Fiscal Year 2013?

It is my understanding that the deployment of ground and satellite capabilities is not always optimally synchronized.

If confirmed, I plan to address programs from an enterprise perspective and improve synchronization of space, control, and user segments. I also plan to ensure appropriate resources are allocated and to balance the need for early development with the appropriate timeline for fielding.

For several years, the Air Force has proposed a multi-year procurement approach for its largest satellite programs. This would have an advantage of stabilizing cost and enabling efficiencies, but there is also a risk of locking in a strategy that may not be suited

for the decades ahead and of disabling innovation. At the same time, DOD is weighing the pros and cons of relying more on the commercial sector to carry military space payloads on board commercial satellites as well as alternate architectures that emphasize the use of smaller, simpler satellites that rely on both space and ground networks to carry out the same missions that large, complex, and expensive satellites do today.

What are your views on multi-year procurement, incremental funding, and block-buy approaches, and to what extent do you envision the Air Force using these approaches for acquiring space systems?

The Block buys enable “process efficiencies” otherwise lost as a result of production breaks. Lowering production costs by building and testing two or more satellites in succession by using non-traditional space procurement funding approaches uses production facilities more efficiently and helps the Department avoid untenable funding spikes, which inject instability into programs and hurt the Space Industrial Base suppliers.

These approaches may not be appropriate for every space system procurement activity. If confirmed, I will support using innovative space system procurement approaches, including multi-year procurement, to ensure we are able to fund and produce these vital systems while still maintaining our ability to fund other core Air Force capabilities.

If confirmed, what would be your plan to maintain superiority in space, to push the state of technology, and to sustain innovation in light of an approach that locks the incumbent contractor into a long-term deal with just incremental advances in capability?

Maintaining superiority in space requires continued investment in science and technology and innovative acquisition approaches that allow for incremental improvements to operational satellite programs. If confirmed, innovation will continue to be an Air Force priority, and I will continue supporting a strong Government-Contractor environment that balances affordability with the opportunity for incremental system improvement.

Do you foresee opportunities to develop national security space satellites that are smaller, operationally responsive, and cost less to launch?

The most important factors in any architecture development are how they accomplish the mission and how they meet requirements. Any opportunities for national security satellites that meet mission needs, cost less to operate, are more responsive, and potentially smaller should be considered seriously.

If so, what role would you play, if confirmed, in changing the acquisition culture from one that coalesces around large, complex, exquisite programs to one that coalesces around smaller, simpler programs that emphasize resilience over reliability?

If confirmed, I will work closely with our Air Force acquisition leadership and with stakeholders in the Defense Department to foster an acquisition culture that supports delivering capabilities the warfighter needs. If the needs are best met by smaller, simpler programs, we will provide the guidance and resources to deliver space capabilities in that manner.

To what extent would you eliminate barriers and restrictions to enable DOD to more fully use hosted payloads and ride-share arrangements?

If confirmed, I will ensure we look at the totality of mission needs. Hosted payloads and ride-share arrangements may provide responsive and cost-effective space capabilities, but rigorous analysis and cost estimating are required. If hosted payloads and/or ride share agreements are selected as part of architecture to meet mission requirements, I will deal with barriers and restrictions to the best of my ability to enable these non-traditional approaches.

For Fiscal Year 2013, the Congress rejected the termination of the Operationally Responsive Space Program and instead moved the office and function under the Space and Missile Systems Center (SMC), as found in section 914 of the National Defense Authorization Act for Fiscal Year 2013.

If confirmed, will you support the implementation of section 914 and support the timely and successful integration of the Operationally Responsive Space Program into SMC?

Yes, the Air Force transitioned the ORS Office to AFSPC/SMC. A more detailed, long-term plan is pending a FY13 Appropriations Bill.

If confirmed, will you fully, and in a timely manner, answer congressional inquiries on the status of the Operationally Responsive Space Office?

Yes, I will make it a priority to respond to all Congressional inquiries.

Long Range Bombers

The B-52s will begin to be retired in the 2030 time frame but are in urgent need of recapitalization of their data backbone for advanced targeting and communications.

Do you support the B-52 CONNECT program and will you work with Global Strike Command to ensure the full suite of capabilities of the CONNECT system are implemented in the aircraft?

I support the capabilities that the CONECT program brings in order to enable more effective B-52 employment in the complex, network-centric battle space of the future. Although the Air Force restructured the CONECT program in the FY13 PB, the capability remains a top Air Force Global Strike Command priority. If confirmed, I will work with Global Strike Command to balance warfighter needs and resources as we address our future budgets.

Duties and Responsibilities as Chief Management Officer

Section 904 of the National Defense Authorization Act for Fiscal Year 2008 designates the Under Secretary of the Air Force as the Air Force's Chief Management Officer (CMO). Section 908 of the National Defense Authorization Act for Fiscal Year 2009 requires the CMO of each military department to carry out a comprehensive business transformation initiative, with the support of a new Business Transformation Office.

What is your understanding of the duties and responsibilities of the Under Secretary as the CMO of the Department of the Air Force?

It is my understanding that the responsibilities of the Chief Management Officer, consistent with Section 904 of the National Defense Authorization Act for Fiscal Year 2008, include the following: ensuring the Air Force's capability to carry out the Department of Defense's strategic plan in support of national security objectives; ensuring the core business missions of the Department of the Air Force are optimally aligned to support the Department's warfighting mission; establishing performance goals and measures for improving and evaluating overall economy, efficiency, and effectiveness and monitoring and measuring this progress; and working with DoD's Chief Management Officer to develop and maintain a strategic plan for business reform. Under section 908 of the National Defense Authorization Act for Fiscal Year 2009, the Chief Management Officer is also responsible for carrying out an initiative for business transformation for the Air Force. Under section 2222 of the National Defense Authorization Act for Fiscal Year 2010, I would be responsible for pre-certification for Air Force business systems programs prior to submission for Department of Defense Deputy Chief Management Officer review and certification. If confirmed, I will ensure the core function and missions of the Air Force are optimally aligned to support the joint warfighting mission. I intend to fulfill the requirements of the law by establishing performance goals and measures for improving and evaluating the overall affordability, efficiency, and effectiveness of Air Force programs.

What background and expertise do you possess that you believe qualify you to perform these duties and responsibilities?

I have held equivalent duties and responsibilities as the Deputy Under Secretary of the Navy and Deputy Chief Management Officer Office of the Under Secretary of the Navy. While in this capacity, I have been engaged in the implementation of the CMO duties directed by Section 904 of NDAA 2008, Section 905 of NDAA 2009, and Section 2222 of NDAA 2010 and intimately familiar with the related DoD guidance issued by the DoD Deputy Chief Management Officer. My experience in Navy Enterprise Resource Planning implementation and assuring compliance with financial improvement and audit readiness requirements will be of particular benefit in my new duties.

Do you believe that the CMO and the Business Transformation Office have the resources and authority needed to carry out the business transformation of the Department of the Air Force?

Yes I do, putting aside the uncertainty of sequestration and further fiscal challenges imposed on the Department and Air Force. I have favorable first impressions. If, upon further analysis, I become convinced more resources are required to affect transformation, I would work closely with the Secretary to ensure the Air Force is applying sufficient effort to this important issue.

What role do you believe the CMO and the Business Transformation Office should play in the planning, development, and implementation of specific business systems by the military departments?

Consistent with the laws that established them, the CMO and the Business

Transformation Office should work with the Secretary and Chief to set transformation priorities aligned to DoD and Air Force needs. They should work to ensure business systems solutions make economic sense and are feasible; build on or replace existing systems; and enforce sound execution through application of the DoD certification process, pursuant to the FY05 NDAA and amplified in the FY12 NDAA, that requires all business systems over one million dollars in cost across the future years program be certified as meeting a mission need and supported by a business case.

What changes, if any, would you recommend to the statutory provisions establishing the position of CMO and creating the Business Transformation Office?

I have no recommendations to make at this time. If confirmed, I will continue to assess the requirement for additional or modified authorities and look forward to working with this Committee to ensure that the objectives of the CMO, as intended by Congress, are met.

Section 2222 of Title 10, United States Code, requires that the Secretary of Defense develop a comprehensive business enterprise architecture and transition plan to guide the development of its business systems and processes. The Department has chosen to implement the requirement for an enterprise architecture and transition plan through a “federated” approach in which the Business Transformation Agency has developed the top level architecture while leaving it to the military departments to fill in most of the detail. The Air Force’s business systems, like those of the other military departments, remain incapable of providing timely, reliable financial data to support management decisions. In particular, the Government Accountability Office has reported that the Air Force has not yet followed DOD’s lead in establishing new governance structures to address business transformation; has not yet developed comprehensive enterprise architecture and transition plan that plug into DOD’s federated architecture in a manner that meets statutory requirements; and instead continues to rely upon old, stove-piped structures to implement piecemeal reforms.

If confirmed, what steps, if any, would you take to ensure that the Air Force develops the business systems and processes it needs to appropriately manage funds in the best interest of the taxpayer and the national defense?

If confirmed, I will work with the Air Force comptroller to ensure that Air Force funding execution is more visible in real time to senior leaders. While I have not yet been briefed in detail on the status and challenges for Air Force systems, I would work to ensure that our systems and processes achieve the outcome of enhancing our ability to manage funds; ensure a detailed schedule is put in place and managed to achieve that outcome; and ensure audits are conducted to validate performance.

Do you believe that a comprehensive, integrated, enterprise-wide architecture and transition plan is essential to the successful transformation of the Air Force’s business systems?

Yes, I do.

What steps would you take, if confirmed, to ensure that the Air Force's enterprise architecture and transition plan meet the requirements of section 2222?

If confirmed, I will engage the business transformation staff in a detailed review of how the Air Force is developing and using its business enterprise architecture to manage transformation and stay aligned with the DoD Business Enterprise Architecture and related strategic transformation priorities. I would make it a priority to meet very early on with the Deputy CMO and Business Transformation staff to validate the current state of the Air Force business enterprise architecture and its alignment to the DoD architecture. I would focus our review on how the architecture is being applied within the Air Force governance process, and would direct and implement any needed improvements

What are your views on the importance and role of timely and accurate financial and business information in managing operations and holding managers accountable?

I think timely financial information is critical in managing the operations of large organizations. I understand the frustration of many at the difficulty in achieving audits of Department of Defense financial statements and appreciate Congressional efforts, through section 1003 of the National Defense Authorization Act for Fiscal Year 2012, reinforcing the Secretary of Defense's goal of accelerating audit readiness. If confirmed, I will be active in supporting the Department of Defense and Secretary of the Air Force's continued focus on financial issues, achieving the end of calendar year 2014 deadline for Statement of Budgetary Resources, and realizing full audit readiness by 2017.

How would you address a situation in which you found that reliable, useful, and timely financial and business information was not routinely available for these purposes?

If confirmed, I would use that situation as an opportunity to improve the process of providing such financial and business information. I would make this area a priority, especially if it aligns to the major strategic mission priorities of the organization, and assign actions with accountability for corrections. Finally, I would provide active follow-up to ensure the needed results were achieved.

What role do you envision playing, if confirmed, in managing or providing oversight over the improvement of the financial and business information available to Air Force managers?

If confirmed, I will focus on establishing the priorities for business performance improvements on behalf of the Secretary of the Air Force and report on progress toward achieving these goals. As the CMO, I would expect to be an active and key member of the Air Force governance process, enforcing Department priorities in decisions regarding programs, organizations and processes across the functional staff and Air Force Major Commands.

Auditable Financial Statements

Section 1003 of the National Defense Authorization Act for Fiscal Year 2010 requires the Chief Management Officer of the Department of Defense to establish a plan to

ensure that DOD's financial statements are validated as ready for audit by not later than September 30, 2017. The Secretary of Defense has established the additional goal of ensuring that the statement of DOD's budgetary resources is validated as ready for audit by not later than September 30, 2014.

In your opinion, is the Department of the Air Force on track to achieve these objectives, particularly with regard to data quality, internal controls and business process re-engineering?

The Air Force plan has been reviewed and integrated with the OSD FIAR plan that integrates the entire DoD business environment but, admittedly, it is still not without risk. However, they are seeing successes to date that affirm they are on the right path. The Air Force continues to be cautiously optimistic. It has received seven favorable opinions with two more assertions currently under examination. The Statement of Budgetary Resources has received clean opinions on the Budget Authority covering \$161B while the Existence & Completeness of Mission Critical Assets has received favorable opinions on a total of \$97.4B. The Air Force is the first Service given a clean opinion on its Fund Balance with Treasury reconciliation process. This gives the Air Force the ability to validate its transactions between the general accounting system and Treasury. The Air Force will continue to assert assessable units until the entire SBR is audit ready. If confirmed, I will make it a priority in my capacity as Chief Management Officer to more closely review and monitor the Air Force strategy.

If not, what impediments may hinder the Air Force's ability to achieve this goal and how would you address them?

Currently, a key impediment to the Air Force's ability to achieve this goal is the lack of contract support to collect, document, test, and audit the existing business processes. At this time, the FY12 through FY17 Financial Improvement Audit Readiness (FIAR) support contract is under protest. The Air Force is carefully working to resolve the issue, but without contract support, the progress level is greatly reduced. This risk has the potential to increase due to the current fiscal environment

A second impediment is the lack of an integrated transaction-based accounting system. The Air Force's reliance on legacy systems requires additional compensating process controls. The Air Force will analyze legacy systems and implement appropriate cost-effective changes while they continue to pursue the Defense Enterprise Accounting and Management System and the Air Force Integrated Personnel and Pay System. Further, the Air Force continues to collaborate within the Department to share lessons learned, establish performance measures and consolidate efforts where applicable.

In your view, are the steps that the Air Force needs to take to meet the 2014 goal consistent with the steps that DOD needs to take to achieve full auditability by 2017?

Yes, the Air Force approach to audit readiness is consistent with the Department of Defense. As an active member of the FIAR Governance, the Air Force has the opportunity to collaborate on establishing the goals, objectives and guidance to produce auditable financial statements for the Department. The Air Force adheres to the same

guidance published by OUSD(C) which controls the standards for sampling, threshold, and scope to be used during audit readiness efforts. The DoD Comptroller reviews all assertion packages prior to submission for audit by an Independent Public Accounting Firm or the DoD Inspector General. Upon favorable examination, the Air Force will sustain those auditable processes to support the overall DOD assertion for the principal financial statements.

What steps will you take, if confirmed, to ensure that the Air Force moves to achieve these objectives without an unaffordable or unsustainable level of one-time fixes and manual work-arounds?

The Air Force has established a governance process to oversee its audit readiness objectives, which is aligned to its Investment Review process, to ensure Senior Leadership oversight across the Air Force enterprise. This governance is aligned to OSD governance to ensure Department-wide integration of efforts to achieve audit objectives and avoid those stove-piped, unaffordable, and unsustainable fixes. A key element of this governance will be to document and standardize the business processes across the Air Force to ensure they are traceable and auditable. In order to do this, the Air Force is implementing a standard set of tools to validate, document, re-use, and sustain the results from its audit readiness efforts, while also ensuring auditability of its Information Technology systems.

Utilizing these standards and tools will allow Senior Leader oversight on the corrective action plans being implemented across the Air Force in collaboration with the Army, Navy, and Service Providers throughout the Federal Government. This holistic, enterprise-wide approach will allow the Air Force to determine impacts of business process changes, ensure alignment with the DoD Business Enterprise Architecture, and inform its IT investment decisions. Finally, the Air Force strategy will provide a mechanism to encourage culture change, which is necessary for future continuous process improvement, the results of which will also be documented and auditable.

If confirmed, I will continue to press forward on auditability goals, but with an eye towards sustainability so as not to waste valuable resources in this tight fiscal environment.

Acquisition Issues

What are your views regarding the need to reform the process by which the Department of the Air Force acquires major weapons systems?

Continuing to improve the acquisition process for major weapons systems is a critical issue for the Air Force, as well as for the Department of Defense. My initial impression is that the Air Force has taken focused actions to reform its acquisition processes and is continuing to work to make further improvements in response to the Weapons System Acquisition Reform Act of 2009. In addition, I understand that the Air Force is working on Mr. Kendall's "Better Buying Power 2.0" initiatives in the pursuit of greater efficiency and productivity. If confirmed, I would expect to learn more about the challenges facing Air Force acquisition and to help the leadership team take further steps

to deliver better value to the taxpayer and warfighter by improving the way the Air Force does business.

What steps would you recommend to improve that process?

If confirmed, I would continue the acquisition improvements begun by the Secretary of the Air Force and the Chief of Staff and work with OSD on their acquisition improvement initiatives. Specifically, I would recommend the Air Force work with OSD on program affordability, cost control throughout the program lifecycle, and improving the acquisition workforce across the Air Force.

If confirmed, what role do you expect to play in the major defense acquisition programs of the Department of the Air Force?

If confirmed, I will assist the Secretary of the Air Force in his goal of recapturing acquisition excellence. I understand his initiatives include providing full spectrum acquisition capabilities to the Air Force and the Department of Defense, and ingraining a culture of process improvement within acquisition. I would look forward to helping the Secretary to achieve his acquisition goals in whatever capacity he believes I am best suited to serve.

Roughly half of the Department of Defense’s largest acquisition programs have exceeded the so-called “Nunn-McCurdy” cost growth standards established in section 2433 of title 10, United States Code. One such program is the Air Force’s Joint Strike Fighter program, for which total life-cycle cost has now been estimated to exceed one trillion dollars.

If confirmed, what steps, if any, would you take to address the out-of-control cost growth on the Department of the Air Force’s major defense acquisition programs?

I am in support of the principles that motivated the Weapons Acquisition Reform Act of 2009. I think that law lays out both the drivers of program challenges and the need to take very seriously any critical breaches of Nunn-McCurdy thresholds. As such and if confirmed, my analysis of the Air Force’s acquisition programs would focus on the assumptions used in establishing program baselines. Such baselines must be based on realistic schedule and technical assumptions and accurate cost estimates. If confirmed, I will place an emphasis on realistic budgeting based on improved program cost estimates.

What principles will guide your thinking on whether to recommend terminating a program that has experienced “critical” cost growth under Nunn-McCurdy?

The direction provided by Nunn–McCurdy and by the Weapon Systems Acquisition Reform Act of 2009 is essential in determining whether to terminate or continue a program that has experienced a critical cost growth. I agree with the new law that, when such breaches occur, we must understand what the root cause of that breach is. I further agree with the presumption for termination that must guide one’s analysis and also the requirement that, if a program is restructured, it should be required to receive new milestone approval before proceeding. While there are programs that will be essential to national security, I believe the Department must undertake hard analysis in looking at the alternatives in such a case.

Many experts have acknowledged that the Department of Defense may have gone too far in reducing its acquisition work force, resulting in undermining its ability to provide needed oversight in the acquisition process.

Do you agree with this assessment?

The answer in the past would have been yes, but my understanding is that the Air Force has alleviated a lot of these issues through its acquisition improvement initiatives since FY08.

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

If confirmed, I will look for ways to continue strengthening the Air Force's acquisition workforce.

The Weapon Systems Acquisition Reform Act of 2009 (WSARA) was intended to ensure that future weapon systems move forward on a sound footing by addressing unrealistic program cost and schedule estimates, the absence of clearly defined and stable requirements, the inclusion of immature technologies that unnecessarily raise program costs and delay development and production, and the failure to solidify design and manufacturing processes at appropriate junctures in the development process.

Do you support the approach taken by WSARA?

I fully support the approach taken by WSARA and all efforts to improve acquisition in the Air Force.

What additional steps, if any, do you believe the Department of the Air Force should take to address these problems?

I believe the Air Force should continue the effort to improve and maintain the acquisition workforce expertise. Specifically, I recommend enhanced acquisition training and increasing the availability of highly qualified course instructors in such functional areas as cost estimating that would strengthen the Air Force's program management business negotiation and oversight role.

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?

The Air Force must continue its focus on improving services acquisition. Leaders throughout the Air Force must be aware of their role in properly assigning personnel to the acquisition teams, resourcing the programs, ensuring personnel receive the necessary service acquisition training, and growing experts in acquiring services. Specifically, the Air Force Senior Manager for Services has partnered with Air Force Major Commands to identify senior level Services advocates to ensure consistency with approved processes

and that DoD and Air Force policy is being followed.

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

Yes. It is critical that decision makers have access to key metrics throughout the life of contracted services. The Air Force is currently developing a senior leader dashboard to provide near real time visibility on program execution and ensure transparency of contracted services.

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 Air Force personnel who have been determined to have used illegal drugs? Do you agree with this policy?

The Air Force does not have any policy per se on disciplinary actions with respect to particular criminal offenses. However, I know each drug case is investigated by law enforcement personnel and the report of investigation is provided to the Airman's commander to review the evidence for appropriate disposition. Each case is evaluated on its merits, including the type of illegal drug used, the facts and circumstances of the use or uses, the military record of the Airman, and the strength of the evidence.

The Air Force has a policy on administrative separation for illegal drug use found in its administrative separation instruction. It 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 an appropriately fair policy to me.

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

Only in very limited circumstances does the Air Force retain Airmen determined to 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 if 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. The Air Force does provide some limited protection for Airmen who self-identify their drug use for the purpose of seeking treatment in that they may avoid criminal prosecution, but will still face administrative separation. This seems to be an appropriately fair policy to me.

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

Yes. The Air Force maintains a comprehensive and dynamic drug detection and response program that includes rehabilitation as a key element. There are trained alcohol and drug counselors and medical providers at each installation to provide evaluation and outpatient treatment services. For Airmen needing more intensive inpatient treatment, medical teams arrange for these services through TRICARE with local community medical centers.

Religious Guidelines

The DOD Independent Review Related to Fort Hood observed that “DoD policy regarding religious accommodation lacks the clarity necessary to help commanders distinguish appropriate religious practices from those that might indicate a potential for violence or self-radicalization” and recommended that the policy be updated.

What is your understanding of current policies and programs of the Air Force regarding religious practices in the military?

The Air Force Chaplain Corps provides spiritual care and the opportunity for Airmen, their families, and other authorized personnel to exercise their constitutional right to the free exercise of religion. Every effort is made to ensure this right is protected. Consistent with the Air Force Fort Hood Follow-On Review recommendations, the Air Force is reviewing and updating policies and guidance consolidation into a single series of instructions. This should ensure that leaders consult chaplains and legal counsel before making decisions, to better address prevention, identification, and response to religious-based disrespect, harassment, and discrimination in relevant training of Airmen (e.g., equal opportunity training, free exercise of religion training, Wingman training, and commander courses).

What is your view of the need to clarify the policy regarding religious accommodation in the Air Force?

The Air Force continues to ensure clarity to commanders by providing clear policy on religious accommodation, which maintains consistency with DoD policy. Air Force policy directs that requests to commanders for religious accommodation are welcomed and dealt with fairly and consistently throughout the Air Force. While requests vary in need and accommodation, all requests should be approved unless approval would have a real (not hypothetical) adverse impact on military readiness, unit cohesion, standards or discipline and, therefore, disapproval of the accommodation request is in furtherance of a compelling military or government interest. Commanders are to consult with their installation chaplain and staff judge advocate on requests for religious accommodation. However, consistent with the Air Force Fort Hood Follow On Review recommendations, the Air Force is presently reviewing and updating policy and guidance to address prevention, identification and response to religious-based disrespect, harassment and discrimination.

Do Air Force policies regarding religious practices in the military accommodate, where appropriate, religious practices that require adherents to wear items of religious apparel or adhere to certain grooming practices related to their faith?

The Air Force has a clear process to ensure every request for religious accommodation is welcomed and dealt with as fairly and consistently. Requests for accommodation should be approved, unless approval would have a real (not hypothetical) adverse impact on military readiness, unit cohesion, standards or discipline, and therefore, disapproval of the accommodation request is in furtherance of a compelling military and/or government interest. Concerning the wearing of religious garments or other articles, requests for accommodation involving items such as the outdoor wear of religious head coverings that are not concealed under military headgear and those impacting grooming and personal appearance (e.g., hair length and style, tattoos, and “body art”) must be approved by the Deputy Chief of Staff for Manpower, Personnel and Services.

In your view, do these policies accommodate the free exercise of religion and other beliefs without impinging on those who have different beliefs, including no religious belief?

Yes, 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. If confirmed, I will closely monitor the implementation of this policy.

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?

From what I have been told so far, I believe that 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. If confirmed, I will look into this in greater detail.

What is your assessment of measures taken at the Air Force Academy to ensure religious tolerance and respect?

Air Force leadership clearly takes very seriously the idea of religious tolerance and respect. The team effort to improve the religious atmosphere at the Academy continues to reduce cases of intolerance and inappropriate behavior. Since beginning their Cadet Religious Respect Training Program, 7,782 cadets have been trained to respect the beliefs or non-beliefs of others. In addition, the Dean of Faculty trained 910 staff members to ensure the academic environment is free of negative religious expressions. Further, the Athletic Department’s Religious Respect Program trained 300 coaches and staff to ensure the athletic department adheres to the guidance. Finally, the Cadet Interfaith Council continues to positively impact relationships between various faith groups and cooperates

in various service projects to improve the community. If confirmed, I will monitor this closely to ensure that the training put in place is yielding the desired outcomes.

Air Force Science and Technology

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

The innovative technology produced by the Air Force Science and Technology (S&T) Program balances high-risk with high-return science and knowledge. If confirmed, the direction I provide would focus on supporting the Air Force capabilities fundamental to deterring and defeating aggression, projecting power in anti-access and area denial environments, operation in space and cyberspace domains, and maintaining a safe, secure and effective strategic deterrent.

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

From what I can tell at this point, yes. The success of the Air Force will depend on continued innovation and technical excellence. The Air Force S&T Program invests across a broad portfolio to attain a balance between near-term, quick-reaction capability support; mid-term technology development to modernize the force; and revolutionary technologies that address far-term warfighting needs.

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

As outlined in the Defense Strategic guidance, the future strategic environment will require an agile and flexible military. Therefore, it is important that the Air Force S&T Program continue to invest in a broad portfolio of research to anticipate future needs. If confirmed, in my role as the senior energy and sustainability official, I will also take special interest in the Air Force's continued investment in the development and demonstration of advanced technologies that address affordability and lifecycle costs of future systems.

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

I take the issue of rising acquisition costs very seriously. Protecting the funding for the Air Force S&T Program is very important as it is a key element in making mature technologies available for transition into development programs. The S&T Program allows the Air Force to sustain its heritage of technological superiority.

Air Force Laboratories

What role should Air Force laboratories play in supporting current operations and in developing new capabilities to support Air Force missions?

It is my view that the Air Force S&T program—including the labs—should continue to develop and transition innovative and relevant technologies; build and nurture a

technically skilled, highly educated and adaptive workforce able to provide effective solutions for today's issues; and conduct innovative research to maintain our technological edge over potential adversaries.

If confirmed, how will you ensure that Air Force laboratories have the highest quality workforce, laboratory infrastructure, resources, and management, so that they can continue to support deployed warfighters and develop next generation capabilities?

If confirmed, I will spend time educating myself on the details of the Air Force's current initiatives in this area. Ensuring the Air Force continues to have war-winning technology requires the proactive management of its current Science, Technology, Engineering, and Mathematics (STEM) workforce and a deliberate effort to grow the laboratory scientists and engineers of the future. Those researchers need state-of-the-art laboratory facilities to best support deployed warfighters with ready-to-use technologies and develop next generation capabilities. I will rely on and support the senior leadership of the acquisition community to assess and invest in infrastructure, including workforce, research facilities and funds necessary to support the future technology needs of the Air Force.

Do you support the full utilization of authorities established by Congress under the Laboratory Personnel Demonstration program?

Retaining the current world-class, highly-skilled workforce is an important part of the Air Force's *Bright Horizons* STEM workforce strategic roadmap. I understand that the Lab Demo program has done much to ensure the Air Force Research Laboratory's ability to attract and retain personnel since its inception in 1997. This flexible system has helped to achieve the best workforce for the mission, adjust the workforce for change and improve overall quality. If confirmed, I will work with the laboratory leadership to monitor the Lab Demo program to ensure it remains effective for its primary purpose and propose changes to the program as they become required.

Do you believe that the Air Force's laboratories and engineering centers should have a separate, dynamic personnel system, uniquely tailored to support laboratory directors' requirements to attract and retain the highest quality scientific and engineering talent?

If confirmed, I look forward to carefully examining the Air Force's experience with the Lab Demo program and working with laboratory director's to determine future needs and authorities for the program.

How will you assess the quality of Air Force laboratory infrastructure and the adequacy of investments being made in new military construction and sustainment of that infrastructure?

I am aware that the 2005 Base Realignment and Closure (BRAC) effort successfully completed in September 2011 provided several new, state-of-the-art facilities within the Air Force Research Laboratory. The Laboratory's BRAC realignments successfully realized the Secretary of the Air Force's priorities for BRAC 2005, including the goals of realigning Air Force infrastructure with the future defense strategy, maximizing operational capability by eliminating excess physical capacity, and capitalizing on

opportunities for joint activity. If confirmed, I will work closely with the leadership of the acquisition community to ensure that we remain vigilant and upgrade our S&T infrastructure in a timely manner so that major research and programs are not put at risk due to aging facilities.

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

Yes, I am always concerned about maintaining a solid representation of Science, Technology, Engineering and Math (STEM) professionals in the critical defense disciplines our laboratories and acquisition enterprise require. As I understand it, in the last five years, the Air Force has been able to meet its needs by accessing more than 3,100 engineers, physical and analytical scientists. Congressionally-authorized personnel and hiring authorities have helped improve the Air Force's compensation and hiring abilities.

Air Force Test and Evaluation Capabilities

Over the past few years, the Air Force has proposed taking measures to significantly reduce its test and evaluation capabilities – both infrastructure and workforce. These efforts have, in general, been overturned by the Department of Defense and Congress.

Do you believe that the Air Force has test and evaluation capabilities that are excess to Department of Defense needs?

The Air Force strives to ensure it uses and organizes its test and evaluation (T&E) capabilities as efficiently as possible to meet Air Force and DoD needs within a fiscally constrained budget. If confirmed, I will work to continue balancing Air Force T&E capabilities, Air Force and DoD needs, the available budget, and our National interest to propose feasible and prudent adjustments.

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

If confirmed, I will work cooperatively with the SecAF, DoD, and industry to help shape the future of our Nation's infrastructure and workforce. I will look at the T&E infrastructure and workforce requirements to identify potential efficiencies; support workforce shaping, training, and retention programs; and focus the test infrastructure to support the current and future needs of the DoD acquisition community and broader national interests.

Air Force Information Technology Programs

What major improvements would you like to see made in the Air Force's development and deployment of major information technology systems?

If confirmed, I will further explore how information technology systems are delivered to our Airmen. Specifically, I will review the Air Force's current information technology and acquisition governance structures and processes and look for opportunities to further

strengthen oversight and instill rigor and discipline in the planning, development, and deployment of major information technology systems. This is particularly important when the business case supports pursuing an enterprise solution.

How will you encourage process and cultural change in organizations so that they maximize the benefits that new enterprise information technology systems can offer in terms of cost savings and efficiency?

If confirmed, I will delve deeper into this area in order to fully understand and appreciate previous and on-going Air Force efficiency efforts and how technology was used to drive down costs. I will also ensure that there is a solid and rigorous governance structure in place to ensure the necessary business process reengineering takes place to realize the benefit of enterprise systems, when the business case makes clear the value. Savings are not realized when individual components are able to bend the technology to fit their processes, rather than change processes to meet the enterprise solution.

What is the relationship between Air Force efforts to implement enterprise information technology programs and supporting computing services and infrastructure to support Air Force missions, to the efforts being undertaken by the Defense Information Systems Agency and the Assistant Secretary of defense for Networks and Information Integration?

All of the Military Departments, led by the Joint Staff and the DoD Chief Information Office, and in close partnership with the Defense Information Systems Agency, are in close collaboration and planning for the implementation of the Joint Information Environment. This partnership allows the Air Force to synchronize on-going consolidation and enterprise service efforts and transition to the Department's enterprise solutions. If confirmed, I will continue to forge this relationship and find opportunities to leverage Air Force investments to better posture the Department to employ the full range of operational capability and capacity to the Joint warfighter. I will also look for opportunities from Department investments that the Air Force can leverage to meet its mission needs.

Investment in Infrastructure

In recent years, various witnesses appearing before the Committee have testified that the military services under-invest in their facilities compared to private industry standards. Decades of under-investment in our installations have led to increasing backlogs of facility maintenance needs, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity.

What is your assessment of Air Force infrastructure investment?

The Air Force, like all services, is having to make difficult investment trade-offs as budgets decrease. If confirmed, I will review the current and future requirements for infrastructure, to ensure that the Air Force can support its mission requirements and the Secretary of the Air Force's priorities.

If confirmed, what actions, if any, would you propose to increase resources to

reduce the backlog and to improve Air Force facilities?

If a thorough review of infrastructure investment indicates the Air Force is taking too much risk, then, if confirmed, I will work closely with Air Force leadership to make appropriate fiscal adjustments to reduce the backlog and improve facilities.

Sexual Assault Prevention and Response

The Air Force is investigating numerous allegations of sexual misconduct by Military Training Instructors at Basic Military Training at Joint Base San Antonio-Lackland. Several instructors have already been convicted of various offenses and others are pending trial by court-martial. The Air Force addressed similar allegations of sexual misconduct at the Air Force Academy nearly a decade ago. Allegations of sexual misconduct are not unique to the Air Force and numerous cases of sexual misconduct involving service members in theater have been reported over the last several years. Many victims and their advocates contend that they were victimized twice: first by attackers in their own ranks and then by unresponsive or inadequate military treatment. Secretary Panetta has recently implemented several new initiatives aimed at curbing sexual assaults in the military and improving victim support.

What is your assessment of the Air Force's implementation of the Secretary's new policies, including his decision to withhold initial disposition authority over certain offenses to the general court-martial convening authority?

I support the Secretary of Defense's leadership and his decision. Withholding the initial disposition authority at the Special Court Martial Convening authority level reassures Airmen that we are taking the issue of sexual assault very seriously.

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?

From initial briefings, it appears to me that the Air Force Military Treatment Facilities (MTFs) have the appropriate resources to offer support to sexual assault victims. Additionally, Air Force forward deployed mental health assets are available to provide necessary consultation, assessment, intervention, and referral for mental health issues, to include support in cases of sexual assault.

The Air Force has also forward deployed judge advocates to provide complete legal support to the Air Force and Joint missions. Legal services available to victims at their home station are equally fully available to victims in deployed locations, to include legal assistance, defense services, victim witness assistance, or other legal needs. This is an issue I take very seriously, and if confirmed I would make it priority to ensure that adequate resources and programs are available to victims of sexual assault.

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 Air Force leadership has made a clear priority of the prevention of sexual assaults and are taking the necessary steps to do so. The Secretary, Chief of Staff and the

Chief Master Sergeant of the Air Force recently issued a tri-signature memorandum addressed to every Airman that highlighted zero tolerance of sexual assault, the importance of bystander intervention and responsibility for victim care. The Chief of Staff also recently convened a wing commander's call to discuss this topic and directed commanders to conduct a health and welfare inspection of workplaces to ensure a culture of dignity, trust and respect is fostered. If confirmed, it would be a priority of mine to support these steps.

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?

I believe the Air Force has taken significant and effective steps to increase training and provide resources for investigating and responding to allegations of sexual assault. Air Force installation level Sexual Assault Response and Prevention Coordinators (SARCs) and Victim Advocates (VAs) receive extensive initial training before assuming their positions. Additionally, both SARCs and VAs receive annual refresher training.

All Air Force Office of Special Investigations (AFOSI) special agents receive extensive training in the handling of violent crime investigations, including specific handling of sexual assault investigations. In 2009, the Air Force funded 24 additional civilian special agents to focus on sexual offenses at locations with the highest incidence of sexual assault. AFOSI also recently developed a two-week advanced training course, dedicated exclusively to sexual assault investigations.

The Judge Advocate General is fully committed to aggressively addressing allegations of sexual assault and ensuring that commanders, victims, and accused Airmen are appropriately advised on the legal issues. The Air Force is committed to training prosecutors and defense counsel to the highest standards. Base staff judge advocates work closely with the AFOSI special agents to ensure comprehensive investigations. Through the Senior Trial Counsel (STC) program, 16 highly trained and experienced trial counsel assist base legal offices in all aspects of evaluating and preparing sexual assault cases and are detailed to represent the United States as the prosecutor in these cases. Seven of these STCs are dedicated to specializing in prosecution of sexual assault cases. Senior Defense Counsels provide assistance to local defense counsel and representation of accused Airmen at trial. The Judge Advocate General believes that fully training and equipping both the prosecution and defense in these cases offers the best hope of optimal fact finding and professionalism in adjudicating sexual assault cases.

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

Current Air Force policies and procedures, particularly those on restricted reporting, are effective, available both at home and in deployed locations, and do more than allow victims confidential access to medical care. When coupled with the new victim to victim advocate privilege, the policies address many of the concerns victims have about coming forward and help protect the victims' confidentiality. The policies preserve the possibility of future prosecution by allowing victims to anonymously receive Sexual Assault Forensic Examinations (SAFEs), which are held for five years. Victims may

convert their confidential restricted report at any time and participate in the military justice process. Restricted reporting allows for the preservation of evidence that would otherwise be unavailable and the Air Force is able to offer victims care and treatment that victims may have not accessed without this confidential option.

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 believe we are well positioned to execute this responsibility. The JAG Corps and AFOSI have developed a robust special victims capability that focuses specifically on teaming to jointly investigate and prosecute sexual assault offenses. For the 24 civilian AFOSI agents and 7 senior trial counsels working these cases, this is their primary mission. The Air Force developed training that JAGs will be attending jointly with AFOSI in FY13. These 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 will attend both courses, focusing respectively on the investigation and prosecution stages.

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

Sexual assault victims who seek medical care or Sexual Assault Forensic Examinations (SAFEs) in some states (i.e., California) cannot make a restricted report because state laws mandate reporting to law enforcement by healthcare providers. This limitation creates a “have and have not” reporting situation amongst military victims. However, the Air Force provides the same support and care for the victim whether they filed a restricted or unrestricted report.

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 at all levels, beginning at the Secretariat and the Air Staff, must focus on promoting an environment that prevents sexual assault. Eliminating this horrible crime is absolutely critical. The Secretary of the Air Force directed a Sexual Assault Prevention and Response Executive Steering Group (ESG) comprised of all the senior functional stakeholders to continually assess the program and provide advice for improvements in policy and procedures. If confirmed, I will work with the Secretary and these leaders to maintain a very clear focus on this issue.

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

Sexual assault is the most underreported violent crime in both the military and in American society and so I believe that it continues to be an underreported crime within the Air Force. The Air Force survey commissioned by Gallup on sexual assault also confirmed this view. The Air Force is focused on ways to increase reporting, from enhanced training throughout an Airman’s career, to unrestricted and restricted reporting options, to a wide range of medical, legal, and functional military services available to

Airmen who report being a victim of sexual assault.

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

Shame, fear, stigma and concern for potential re-victimization continue to be the primary reasons victims do not come forward. To remove these barriers, victims must have confidence in the system and in their leadership to do the right thing. Air Force senior leaders, commanders and senior enlisted are personally involved and their leadership is instrumental to removing these barriers and ensuring victims receive the care and support they deserve. This effort includes the opportunity to request expedited transfers for those filing unrestricted reports, legal assistance for victims, the support of a victim advocate and specially trained investigators who are not a part of the chain of command.

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

First, continued focus on eliminating sexual assaults. Prevention efforts include training and establishing command climates where sexual assaults are not tolerated. Thorough and timely investigation of cases independent of the chain of command provides reassurance to victims. Another important factor is holding perpetrators accountable. Finally, victims who file unrestricted reports are afforded the opportunity to request expedited transfers. This program provides the victim with safety and security which helps remove barriers to reporting.

In order to aid in lessening these barriers, we must continue efforts to remove any perceived negative impact from coming forward after an assault. Allowing members to seek help and open communication with them is essential for leading the way in changing perceptions. Members need to know they will be supported regardless, and that service leadership is resolved to care for Airmen.

In response to the Annual Report on Sexual Harassment and Violence at the Military Service Academies for Academic Program Year 2011-2012, the Secretary of Defense wrote to the Service Secretaries and the Under Secretary of Defense for Personnel and Readiness stating: “Despite our considerable and ongoing efforts, this year’s Annual Report on Sexual Harassment and Violence at the Military Service Academies demonstrates that we have a persistent problem. I am concerned that we have not achieved greater progress in preventing sexual assault and sexual harassment among academy cadets and midshipmen. These crimes and abhorrent behavior are incompatible with the core values we require of our Armed Forces’ future officers. A strong and immediate response is needed.”

What has the Air Force done to respond the Secretary of Defense’s requirement for a strong and immediate response?

The Secretary of the Air Force and the Chief of Staff have made this a priority and have stated that the Air Force succeeds because of the professionalism and discipline of its Airmen. Sexual assault undermines that professionalism. Each cadet now receives over 12 hours of SAPR education training over the course of four years. Innovative training, to include scenario based programs with subject matter experts, is now a part of the

USAFA SAPR curriculum. Additionally, the USAFA is in the process of instituting new initiatives. In April 2013, cadets will be leading the way in developing and running the USAFA's sexual assault awareness month (SAAM) activities and in the fall of 2013, the USAFA plans to institute Cadet Bystander Intervention Training (BIT).

Additionally, in January, an integrated process team, to include members of the USAFA staff, met with subject matter experts and Air Force SAPR program managers to review SAPR training for all new accessions. Based on the recommendations of this group, the Air Force is capturing best practices while instituting standardized core competencies and learning objectives as directed by the Secretary of Defense.

If confirmed, what additional steps will you take to address the findings contained in this report?

As the Secretary of Defense states, there is no place in the military for sexual assaults. If confirmed, I would focus on victim care and support, to include legal assistance. Victims should be able to trust their leadership to do the right thing. This includes focused efforts on investigations and prosecutions. This, of course, is on top of the training being implemented currently.

Independence of the Judge Advocate General

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

I believe it is critical for the Under Secretary to receive independent legal opinions from his senior uniformed judge advocate. Senior uniformed lawyers bring a wealth of experience and perspective shaped by years of working with commanders in the field. TJAG's ability to provide independent legal advice is statutorily guaranteed and vitally important to Air Force senior leader decision making. Generally, I believe senior leaders are better informed to make the best decisions when they are aware of both The Judge Advocate General's advice and the advice of the Air Force General Counsel.

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

Staff Judge Advocates (SJAs) are essential to the proper functioning of both operational and support missions. SJAs have a major responsibility to promote the interests of a command by providing relevant, timely, and independent advice to commanders, and this independence is reflected in statute (10 U.S.C. § 8037(f)(2)). Convening authorities are required by statute (10 U.S.C. § 806) to communicate with their SJAs on issues related to military justice matters, which is critical to disciplined mission execution. In addition, commanders and other leaders rely on their staff judge advocates for advice on all types of legal and policy matters. SJAs offer legal advice independent of any particular agenda. I believe it is very important for commanders to continue to receive uniformed legal advice.

Air Force End Strength Reductions and Transition Assistance

The National Defense Authorization Act for Fiscal Year 2013 established an active-duty Air Force end strength of 329,460, a reduction of 3,340 airmen from the FY 2012 authorized level. The Air Force has informed the committee that it will achieve this reduction using only voluntary measures, and that transitioning airmen will benefit from a “considerably expanded” Transition Assistance Program (TAP).

Please describe the voluntary measures that will be used to manage the Air Force’s personnel reductions in FY 2013, and whether the Air Force envisions using involuntary measures in FY 2014 and beyond.

The Air Force active component authorized end strength in the Fiscal Year 2013 National Defense Authorization Act is 329,460, requiring the Air Force to reduce 3,340 Airmen from the fiscal year 2012 authorized end strength of 332,800. Should sequestration go into effect and continue beyond 2013, the Air Force corporate process would evaluate and prioritize resources to maintain a balance between people, equipment and available funding. Continued budgetary shortfalls could lead to out-year funding cuts that might drive internal Air Force decisions to decrease force structure, which would undoubtedly lead to further end strength reductions.

The reduction in end strength in fiscal year 2013 alone will require the Air Force to take continued force management actions to reduce the number of Airmen serving the Nation while ensuring they maintain a high quality force. To do so, they will continue a multi-year force management strategy of leveraging voluntary programs first, offering incentive programs where needed, and executing involuntary actions only if required. They currently have the full range of legislative authorities necessary to execute a force management program to meet congressionally mandated end strength.

In fiscal year 2013 enlisted Airmen in non-critical overage Air Force Specialty Codes will be offered time-in-grade, active duty service commitment, and enlistment contract waivers. They will also continue the expanded PALACE CHASE program. The Air Force also implemented the Temporary Early Retirement Authority for a second year, Date of Separation Rollbacks, reduced accessions, initial skills training separations and Career Job Reservation constraints.

For officers, the Air Force expects no involuntary separations for fiscal year 2013 other than a limited number of initial skills training separations for officers. Voluntary programs will include time-in-grade, active duty service commitment, and 10 versus 8 years of commissioned service waivers for certain year groups and overage career fields. They will also continue the PALACE CHASE program for eligible lieutenant colonels and below. Additionally, they will be offering the Temporary Early Retirement Authority program and the Voluntary Retirement Incentive program to the officer force in FY13.

For fiscal year 2014, the Air Force expects similar force management programs, but may include involuntary Selective Early Retirement Boards. However, given the current set

of fiscal challenges and the uncertainty sequestration presents, I would continue to assess the need to pursue additional voluntary and involuntary force management authority actions to meet reassessed authorized end strength levels in fiscal year 2014 and beyond as approved by Congress and the Secretary of the Air Force.

Please describe the new TAP program and how it will help airmen transition back into civilian society during this period of unstable economic conditions.

The Departments of Defense, Veterans Affairs and Labor launched a re-designed Transition Assistance Program (TAP) effective 21 November 2012 to better prepare Airmen for the transition to civilian life. The re-designed TAP is focused on reducing veteran unemployment levels which are 2% higher than the rest of the population and aims to bolster and standardize the transition support that Airmen across the Armed Forces receive prior to separating or retiring from the Air Force in order to make them as employment ready as possible.

The Veterans Opportunity to Work (VOW) Act of 2011 and the Veterans Employment Initiative (VEI) drove the new legislated TAP requirements to expand training and employment services for active and reserve component members who transition from the Air Force.

DoD and its agency partners work closely with approximately 85 Air Force Installations (to include two Guard and one Reserve training hub), to coordinate delivery of transition services included in the re-designed TAP.

TAP has been re-designed as a comprehensive, mandatory program that includes pre-separation counseling, a military to civilian skills review, VA benefits briefings, financial planning support, job search skills building, and an individual transition plan (ITP) preparation which will aid in a successful transition into a “career ready” civilian. The program will be renamed “Transition GPS (Goals, Plans, Success)”.

The new program features a 5-day workshop with further "optional" training tracks (Higher Education, Technical Training, and Entrepreneurship taught by the Small Business Admin) in addition to extensive one-on-one counseling.

The “target population” of Airmen who may need a higher level of support during their transition process has been defined as (1) young Airmen (18-24 years old), (2) those completing their first term of enlistment, (3) members involuntarily separated due to force reshaping, and (4) those separating rapidly.

Eligible Reserve Component Airmen are also mandated to actively participate in the re-designed Transition Assistance Program. Eligibility includes all members of the Guard and Reserve who are separating after serving more than 180 days of continuous active duty.

Spouses are encouraged to participate with the Airman in all facets of the redesigned program.

The Air Force is aggressively rolling out the re-designed TAP program to assist transitioning Airmen with becoming as competitive as possible in civilian society during this period of unstable economic conditions.

Personnel and Entitlement Costs

Military personnel costs, including health care, compensation, and retirement continue to soar and are becoming an ever increasing portion of the DOD and Air Force budgets.

What actions do you believe can be taken to control the rise in personnel costs and entitlement spending?

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 our national security mission. If confirmed, I will remain committed to this goal. However, in light of the current economic crisis and overall reductions in defense spending, we must look at balancing personnel costs to avoid reductions to force structure and modernization efforts critical to the support of the warfighter and the defense of our Nation. I look at management of force structure as being a key element in controlling personnel costs. If confirmed, I will ensure that the Air Force continues to make difficult, but fiscally responsible decisions to implement force management programs that allow us to remain at authorized end strength levels. Additionally, I will pursue legislative and policy changes needed to ensure that the Air Force is able to operate as a Total Force with the most effective use of resources.

What is your assessment of the Air Force's use of military bonuses in both the active and reserve components?

The bonus programs are among the most flexible and responsive force management tools to retain Airmen in critical fields with high ops demand and low manning such as special operations, explosive ordnance, aircrew, intelligence, surveillance and reconnaissance, RPA pilots and health professions. Although overall retention remains high, bonuses are necessary to target these critical skills for current health and as an investment in emerging missions. If confirmed, I would work to ensure that we are using bonuses only where necessary to maintain the proper force structure and skill sets.

What is your assessment of the Air Force's use of aviation career incentive pay or assignment incentive pay for unmanned aerial systems operators, both those who are rated pilots and those who are not?

Aviation career incentive pays are an important compensation tool used to motivate and retain aviators operating manned and remotely piloted aircraft. As the demand for remotely piloted aircraft continues to grow, we will continue to rely on monthly incentive pays to attract officers and enlisted personnel who not only possess a unique skill set, but who work under challenging conditions to provide the nation with an unparalleled combat capability. If confirmed, I will ensure that we continue to periodically review the efficacy of all aviation pays and bonuses to ensure we are fiscally responsible.

Sequestration

What would be the impact on the Air Force if sequestration were to take effect on March 1, 2013, as currently required by law?

The Air Force would not be able to eliminate the adverse impacts of sequestration to readiness or modernization or even substantially mitigate them. If triggered, the Air Force would ramp down spending while protecting wartime and readiness accounts for as long as possible. Additional programs would need to be restructured, reduced and/or terminated. The effects of sequestration would cause great harm to National Security, both by the size of the reductions and the across-the-board nature of the implementation of those reductions. If triggered, the Air Force will also begin the deliberate programming process of prioritizing programs ensuring we continue to strive to meet the DoD Strategic Guidance.

What would be the specific impact on Air Force civilian and military personnel; on family programs; on morale, welfare and recreation programs; and on the delivery of health care to airmen, their families, and retirees?

The Military Personnel Appropriation has been exempted from sequestration. Any civilian personnel actions taken would be based on specific guidance from OSD.

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?

Engaged leaders and communities are the key to suicide prevention. Although lower than comparable civilian rates, the Air Force's total force suicide rate has seen a slow but very concerning rise in the last several years. It is now at just under 16 per hundred thousand per year, and I am greatly concerned that we still lose about 50 active duty Airmen per year from suicide. Fortunately the Air Force has an effective program in place-one that is continually improving, targeting career fields at higher risk. The Air Force Suicide Prevention Program is a community-based approach that fosters a Wingman culture organized under commander-led committees of installation helping agencies. The program is composed of 11 elements of community and command involvement. Research shows that the Air Force suicide rate is lower when these 11 elements are fully engaged. This year, the Air Force is improving the annual self-assessment of those elements.

The Air National Guard and Reserve Command Airmen's suicide rates have been similar to those of active duty Air Force. Although not all reserve component Airmen are in contact with their units as regularly as those on active duty, their leaders have, and will continue to be fully engaged in their lives- there for them and their families when they are in crisis. Like the active duty units, The Air National Guard and Reserve Command both utilize these elements of the prevention program. In concert with supervisors, chaplains

and community resources, wing and regional directors of psychological health work to get these Airmen the help they need in crisis.

Family 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 growing concerns among military families as a result of the stress of frequent deployments and the long 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. I am aware there are DoD and Air Force programs that address these issues, such as the transition assistance program (TAP), which has been recently enhanced by the Veteran Opportunity to Work Act of 2011. 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. The DoD has funded valuable resources in Military Family Life Consultants that work in Air Force Family Support Programs to deal with family and life issues, child behavioral issues and school transition issues. I will ensure the Air Force programs are adequately supported with this valuable resource.

If confirmed, how would you ensure support 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. These support programs are sustained through continued collaboration with the State Joint Base Board and other services.

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.

If confirmed, what additional steps will you take to enhance family support?

I will review current manpower and staffing for family programs. In keeping with current White House directives, I will 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 lengthy deployments. These programs must be relevant and attractive to all eligible users, including active duty and reserve personnel members and families assigned overseas, and personnel deployed in support of military training and operations.

What challenges do you foresee in sustaining Air Force MWR programs, and, if confirmed, what improvements would you seek to achieve?

MWR programs exist to provide Quality of Life (QOL) programs and services to Airmen and their family members. There is a recognized correlation between QOL, readiness, and resilience, particularly in light of frequent and lengthy deployments.

A top priority for the Air Force is to develop and care for Airmen. I don't foresee any change to that focus. The Air Force's MWR programs are currently undergoing an enterprise-wide transformation to right-size and ensure their currency and relevancy for Airmen and their families.

Without a doubt, MWR programs and services for military members and their families are critical to Air Force readiness and mission capability. As the Air Force advances MWR transformation, I will advocate for the Air Force to seek partnership opportunities with local communities to help ensure they provide the best support possible for the Air Force while embracing efficiencies and innovative ways of doing business.

If confirmed, I will fully support the ongoing MWR transformation efforts to be a model of innovation, efficiency, and resource stewardship, geared toward meeting the needs of Airmen and families now and in the future.

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?

I believe we must continue to ensure that inherently governmental functions are not outsourced and scrutinize those areas where the distinction is blurred, and could result in

the potential for wasteful spending. If confirmed, I will work with the Secretary of the Air Force and leaders across the Air Force to assess this matter to ensure compliance with the law and with the President's policy. I believe there is a great deal to do in this area, and will bring lessons learned from the Department of the Navy, where we have made a substantial and successful effort to better shape the balance between the civilian and contractor workforce.

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

The Federal Acquisition Regulation (FAR) and Title 10 USC Sec 129 restrict 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 the Secretary of the Air Force and leaders across the Air Force to ensure compliance with applicable law and policy.

I agree with the view expressed in President Obama's March 4, 2009 memorandum on government contracting, that states excessive reliance by executive agencies on sole-source contracts create a risk where tax payer funds could be inefficiently spent and otherwise not service the needs of the Federal Government. I would work with the Secretary of the Air Force and leaders across the Air Force to assess this matter to ensure compliance with the law and with the President's policy. I believe there is a great deal to do in this area, and will bring lessons learned from the Department of the Navy, where we have made a substantial and successful effort to better shape the balance between the civilian and contractor workforce.

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 the Secretary of the Air Force and leaders across the Air Force to ensure compliance with applicable law and policy. I believe there is a great deal to do in this area, and will bring lessons learned from the Department of the Navy, where we have made a substantial and successful effort to better shape the balance between the civilian and contractor workforce.

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. Consistent with existing statutory requirements (such as FAIR Act and 10 USC 2330a), and the total force mix of military, civilian, and contracted support, I believe the Air Force should pursue a mitigation of risk and the appropriate consideration of costs. Even during this period of constrained defense budgets, 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 do not believe 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 officials to ensure these matters are addressed in the best interest of the Air Force and the Department of Defense.

Section 955 of the National Defense Authorization Act for Fiscal Year 2013 requires a five percent reduction in anticipated funding levels for the civilian personnel workforce and the service contractor workforce of the Department of Defense, subject to certain exclusions.

What impact do you expect the implementation of section 955 to have on the programs and operations of the Air Force?

Based on the Air Force’s understanding of Section 955’s requirement for the DoD to reduce at least the same percentage reduction in anticipated funding levels for the civilian personnel workforce and service contractors as compared to reductions in military pay levels, and contingent on receipt of DoD’s efficiencies plan, the Air Force is working the following actions:

Civilian -- The Air Force, as part of a larger OSD-led effort, conducted a comprehensive review of capabilities performed by its civilian workforce. During the course of this review, the Air Force identified areas where it could most prudently accept risk, while still being able to accomplish its mission. The result of this analysis led to a 2.8% reduction to Air Force civilian manpower over the next five years, exceeding the 2.3% reduction to Air Force military manpower over the same time period.

Contractor – The Air Force, as part of the OSD led Limitation on Aggregate Annual Amount Available for Contracted Services (Sec 808 of the FY12 NDAA), has worked to ensure that contract obligations for FY12 and FY13 remain at, or are lower than, what was requested for contracted services in the FY10 President’s Budget. This, coupled with previously identified service contract efficiencies (Knowledge Based Services, Advisory Studies, Service Support Contractors, and Program Mission Augmentation), should meet the intent of Sec 955.

What steps will you take, if confirmed, to ensure that section 955 is implemented in a manner that is consistent with the requirements of section 129a of title 10, United States Code, for determining the most appropriate and cost-efficient mix of military, civilian, and service contractor personnel to perform Air Force missions?

If confirmed, I would ensure the Air Force sufficiently determines the most appropriate and cost-effective mix of military, civilian, and contracted services by reviewing the performance of functions identified as core or critical to the mission of the department, consistent with the workload analysis and risk assessment required by sections 129 and 129a of title 10.

What processes will you put in place, if confirmed, to ensure that the Air Force implements a sound planning process for carrying out the requirements of section 955, including the implementation of the exclusion authority in section 955(c)?

If confirmed, I will work within the Air Force to put a process in place to determine core or critical requirements that considers critical occupations in the Acquisition Workforce Plan, personnel employed at facilities that provide core logistics capabilities, medical services, and maintenance and repair of military equipment. Civilian personnel workforce or service contractor workforce performing other critical functions may be identified as requiring exemptions or exclusion authority in the interest of the national 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?

I understand the Air Force began aggressively reducing spending on contracted services in FY09 and continues while ensuring continued mission capability. Decision makers must balance acceptable risk and available budgets to ensure future mission capability as the reductions are made.

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.

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

The Air Force will continue to make tough decisions on spending cuts. Air Force leaders must balance impacts to mission capability with the need for reducing spending. I believe additional emphasis on market research is critical for us to fully understand the industrial base and that we effectively use competition as a forcing function to reduce the services spend, while not sacrificing mission accomplishment.

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

Budget cuts must be made carefully and with full understanding of the accepted risks and impacts to mission capability. I believe further reductions are necessary, but should be applied tactically as a result of the analysis of risks to mission capability and effectiveness.

Legislative Fellows Program

Each year, the Services assign mid-career officers to the offices of members of

Congress under the Legislative Fellows Program. Upon completion of their legislative fellowships, officers are supposed to be assigned to follow-on positions in their services in which they effectively use the experience and knowledge they gained during their fellowships.

What is your assessment of the value of the Legislative Fellows Program to the Air Force and to the career development of the officers involved?

I strongly support the Legislative Fellows program and very much appreciate the continued support we get from members of Congress for the program. It provides mid-career officers, civilians, and now senior non-commissioned officers, a valuable learning experience. The program exposes top-tier Air Force officers, civilians and senior non-commissioned officers to the inner workings of the legislative process. Additionally, the relationships they form with civilian leaders and their staffs in Congress benefit both the fellow and the Air Force by enhancing open dialogue and communication between the Air Force and Congress.

What is your assessment of the Air Force's utilization of officers who have served as legislative fellows?

My understanding is that the Air Force makes every effort to assign them to follow-on positions which use their legislative experience. Most fellows who are not immediately assigned to a legislative-related position are selected for command and use their legislative experience in that capacity and later in their career. If confirmed, I will continue to emphasize appropriate follow-on assignments which maximize the skills developed during their time on the Hill.

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 by senior executives.

What is your vision for the management and development of the Air Force 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. As I understand it, the Air Force manages their Senior Executive Service workforce through a comprehensive and strategic corporate approach. The Air Force's deliberate lifecycle management of their executive cadre facilitates their recruitment, development, compensation, succession planning and retention. From what I have seen, the Air Force is particularly effective at making sure its senior civilian leaders have a healthy balance of experience inside and outside of the Air Force headquarters. If confirmed, I will continue to support this approach.

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 into 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.

Remotely Piloted Aircraft pilot promotion and education

S. 3254, the Senate Armed Services Committee's version of the National Defense Authorization Act for Fiscal Year 2013, as reported out by the Committee, included a provision that would require a report from the Secretary of the Air Force and the Chief of Staff on the promotion rates and educational and training opportunities for pilots of remotely piloted aircraft (RPA). The report would need to explain the causes for the persistently lower rates of promotion and education over the last 5 years, the impact of these trends, and the Air Force's plans to take corrective action.

Are you familiar with the adverse trends in RPA pilot promotion and education rates?

Yes, I am familiar with these issues and understand the Air Force has initiatives in place to improve the health of the RPA career field as they continue to aggressively monitor progress. The Air Force has addressed the below Air Force average promotions (11-19% behind the Air Force average) and completion of Advanced Academic Degrees and Professional Military Education (PME) by improving in-residence opportunities and promotion board packages that address the RPA community's unique challenges.

Do you share the Committee's concerns about these trends?

Yes. If confirmed, I will keep RPA a key focus area as we continue to grow this capability that is instrumental in our current and future success as the world's dominant air power.

How would you expect to contribute to fixing this problem?

If confirmed, I will keep my finger on the pulse of the RPA community through functional, operational and resource management leadership. I will ensure current plans in place, aimed at leveling promotion and educational opportunities through targeted messaging, improved resourcing, and focused retention strategies, have the desired impacts and take swift action if they prove to be ineffective. With such a critically important career field, the Air Force must get it right at the beginning and build not just a population that is effective now, but one that is competitive, sustainable, and razor-sharp in the execution of their duties in the years ahead.

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 Under Secretary of the Air Force?

Yes.

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

Yes.

Do you agree to provide documents, including copies of electronic forms of communication, 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.