

PAIRS CASE 2020-C-0296
Senate Armed Service Committee
Advance Policy Questions for General Charles O. Brown, Jr., U.S. Air Force
Nominee for Appointment to be Chief of Staff of the Air Force

Duties

Section 9033 of title 10, U.S. Code, describes the duties and functions of the Chief of Staff of the Air Force.

1) What is your understanding of the duties and responsibilities of the Chief of Staff of the Air Force?

Answer: The Chief of Staff of the Air Force (CSAF) is directly responsible to the Secretary of the Air Force and performs duties subject to the Secretary's authority, direction, and control. CSAF is responsible for providing properly organized, trained, and equipped air forces to support combatant commanders in their mission accomplishment. CSAF oversees members and organizations across the United States Air Force, advising the Secretary on plans and recommendations, and, acting as an agent of the Secretary, implementing plans upon approval. If confirmed as the CSAF, I will work very closely with the Secretary of the Air Force and Chief of Space Operations to ensure the Department's ability to rapidly provide forces tailored to meet the needs and objectives of our combatant commanders.

2) What background and experience, including joint duty assignments, do you possess that you believe qualify you to perform these duties?

Answer: I have an up-close understanding of the Chief of Staff, having served as Aide-de-Camp to the 15th Chief of Staff, Gen. Ronald R. Fogleman and as the Executive Action Group Director for the 22nd Secretary of the Air Force, Michael B. Donley and 19th Chief of Staff, Gen. Norton A. Schwartz. This up-close understanding is complimented by my extensive operational experience to include serving as U.S. Air Force Weapons School Commandant where I gained an appreciation for many of the Air Force's major weapons systems and the Airmen from the diverse career fields that make airpower possible. The two fighter wings I've commanded have been at overseas locations where deterrence, combat operations, and the nuclear enterprise were all within my responsibilities. I have held key leadership positions with responsibilities in the Indo-Pacific, Europe, Africa, and the Middle East developing relationships with many key military leaders around the world. I have served in three joint assignments at U.S. Central Command, most recently as the Deputy Commander. I have served as the Combined Air Component Commander and Deputy Commander for U.S. Central Command and currently as the Joint Air Component Commander for U.S. Indo-Pacific Command. Finally over the course of the past 11 years, I have served in leadership positions that focused on the five challenges—China, Russia, North Korea, Iran, and Violent Extremists—outlined in the National Defense Strategy.

3) Do you believe that there are any steps that you need to take to enhance your ability to perform the duties and responsibilities of the Chief of Staff of the Air Force, particularly in regard to serving as a member of the Joint Chiefs of Staff and in performing certain acquisition-related functions?

Answer: At this time, I do not see a need to take steps to enhance my ability to perform the duties of the Chief of Staff of the Air Force with regard to the Joint Chiefs of Staff. If confirmed, and if a need should arise, I will make appropriate adjustments. I will work with and through the Chairman in formulating military advice as a member of the Joint Chiefs of Staff by advising him on air capabilities and our preparations to support the combatant commanders in the conduct of military operations. I will also work closely with the Chiefs of the other Services to capitalize on our individual strengths, complement our capabilities and enhance mutually beneficial relationships as we carry out our responsibilities as members of the Joint Chiefs of Staff. My goal will be to work with the Joint Chiefs to enhance joint interoperability and other joint warfighting capabilities in order to provide the force mix desired by the Combatant Commanders.

I also do not see a need to take steps to enhance my ability to perform the duties of the Chief of Staff of the Air Force with regard to acquisition-related functions. If confirmed, I will work closely with the Secretary of the Air Force, the Assistant Secretaries, and the Chief of Space Operations on matters affecting the acquisition of resources needed to train and equip the air and space forces. I will also ensure military expertise is readily available to assist them in accomplishing their acquisition-related responsibilities.

4) If confirmed, what innovative ideas would you consider providing to the Secretary of the Air Force for enhancing the organization, training, and equipping of the Air Force?

Answer: If confirmed, I would work with the Secretary of the Air Force to continue innovative efforts that illustrate how we can shape the changing environment, not just react to it:

1. Joint All Domain Command and Control (JADC2) - The ability of the joint force to act as one team is the most important ingredient to our future effectiveness. Our Airmen are pushing this capability forward in innovative ways, such as applying agile concepts to acquisition and iterative development with the input of many partners.
2. Industry - We need to be innovative in how we interact and incentivize industry. Dr. Roper, the Assistant Secretary of the Air Force (Acquisition, Technology & Logistics) for example, is leading us to think differently about our relationship with industry, especially beyond our traditional partners, and I hope to be part of that effort.
3. Developing Airmen - Our Airmen are ready to move forward, but our classroom model of training may have limitations. That is why I am excited about the initiatives like Pilot Training NEXT experiment. It is showing us how to move from a classroom-centered to a learner-centered model of training, and I think it has far-reaching implications.
4. Empowering Commanders - The Air Force places great trust and confidence in our commanders to execute the mission requirements while protecting our most valuable assets – our Airmen. We must develop a culture where commanders build confidence to

make decisions in the dynamic situations expected in future fights. This starts with decision making in daily operations. Too often, decisions that could easily, and appropriately, be made at the lower level are elevated unnecessarily high. If confirmed, I will empower my commanders and leaders to make decisions at the lowest capable and competent levels.

5) What are your goals, if confirmed, for the transformation of the Air Force to meet new and emerging threats?

Answer: The joint force needs an Air Force that can fly, fight, and win. Without it, the joint force loses. Our force must be able to do very important things, and if confirmed, I will work with the Secretary to continue her trajectory to transform the Air Force to meet new and emerging threats by:

- Connecting the Joint Force
- Superiority in Space
- Generating Combat Power
- Conducting Logistics Under Attack

Section 9033 provides that “[s]ubject to the authority, direction, and control of the Secretary of the Air Force, the Chief of Staff shall . . . exercise supervision, consistent with the authority assigned to commanders of unified or specified combatant commands . . . over such of the members and organizations of the Air Force as the Secretary determines.”

6) Over which members and organizations of the Air Force has the Secretary of the Air Force directed the Chief of Staff of the Air Force to exercise supervision and what is the scope of such supervision?

Answer: The Chief of Staff of the Air Force presides over the Air Staff pursuant to title 10. The Air Staff positions, including those statutorily required, over which the Chief of Staff of the Air Force presides include:

- (1) Vice Chief of Staff of the Air Force (VCSAF);
- (2) Surgeon General of the Air Force (AF/SG);
- (3) Judge Advocate General of the Air Force (AF/JA);
- (4) Chief of the Air Force Reserve (AF/RE);
- (5) Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1);
- (6) Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance (AF/A2/6);
- (7) Chief of Chaplains (AF/HC);
- (8) Director, Air Force History and Museums Policies and Programs (AF/HO);
- (9) Deputy Chief of Staff, Logistics, Engineering and Force Protection (AF/A4);
- (10) Chief of Safety (AF/SE);
- (11) Chief Scientist (AF/ST);
- (12) Director of Test and Evaluation (AF/TE);
- (13) Deputy Chief of Staff, Operations (AF/A3);
- (14) Deputy Chief of Staff, Strategic Plans and Requirements (AF/A5/8);
- (15) Director, Studies, Analyses and Assessments (AF/A9); and

(16) Deputy Chief of Staff, Strategic Deterrence & Nuclear Integration (AF/A10). (See Air Force Mission Directive 1, *Headquarters Air Force*, paragraph 4.3 and Attachment 1)

The scope of the Chief of Staff of the Air Force's supervision includes, (1) preparing for the employment of the Air Force and such recruiting, organizing, supplying, equipping, training, servicing, mobilizing, demobilizing, administering, and maintaining of the Air Force that will assist in the execution of any power, duty, or function of the Secretary of the Air Force or the Chief of Staff of the Air Force; (2) investigating and reporting on the efficiency of the Air Force and its preparation to support military operations by combatant commands; (3) preparing detailed instructions for the execution of approved plans and supervising the execution of those plans and instructions; (4) coordinating the actions of organizations of the Air Force as directed by the Secretary of the Air Force or the Chief of Staff of the Air Force; and, (5) performing other duties, not otherwise assigned by law, as may be prescribed by the Secretary or Chief of Staff of the Air Force. (See Air Force Mission Directive 1, *Headquarters Air Force*, paragraph 4.4)

The Secretary of the Air Force also directed that Air Force commanders of major commands report to the Chief of Staff of the Air Force (See Air Force Mission Directive 1, *Headquarters Air Force*, paragraph 2).

The CSAF also provides direct supervision over the United States Air Force Academy, Air Force District of Washington, and the Air Force Operational Test and Evaluation Center, as delegated by the Secretary of the Air Force.

7) If confirmed, how would you exercise meaningful supervision of such members and organizations, while ensuring compatibility with the authorities of the combatant commanders?

Answer: If confirmed, it would be my honor to lead and supervise all members and organizations determined appropriate by Secretary Barrett, and I am ready to do so. I would work closely with command and civilian leadership to establish professional relationships built on communication, collaboration, and trust in order to maximize innovation and workplace performance. Maintaining robust professional relationships with combatant commanders is also vital, and I would maintain open lines of dialogue to capture ever-changing requirements in order to ensure that all Air Force forces are organized, trained, and equipped to meet the mission needs of combatant commanders at all times.

8) In light of the lines of effort set forth in the 2018 National Defense Strategy (NDS), what other military duties do you anticipate the Secretary of Defense or the Secretary of the Air Force would assign to you, if confirmed?

Answer: Our nation faces great challenges in the coming years as we seek to, among other things, deter the aggressive actions of near-peer competitors, maintain air, space, and cyberspace superiority, and sustain our technological advantages in an age of increased global capability. The Department of Defense's lines of effort of building a

more lethal force, strengthening and expanding global partners, and continuing to reform our business practices are critical to responding to each of these global challenges. If confirmed, I anticipate Secretary Esper and Secretary Barrett will look for my support in capturing the innovation of our Airmen and acquisition partners to further modernize and advance our technological capability to support evolving operational concepts. Such innovation also comes from global partners, highlighting the need for the next Chief to continue building existing – and establishing new – partnerships around the world. Finally, a great deal of near-term innovation and development will be in space and the efforts of the new United States Space Force, and I anticipate that both Secretary Esper and Secretary Barrett will call on the next Chief of Staff to build upon the existing great work of the Air Force in establishing partnerships between services that ensures the lasting success of our nation’s newest armed force. I would look forward to the opportunity to support each of these initiatives and/or any other duties assigned by my leadership.

9) If confirmed, what duties and responsibilities would you assign to the Vice Chief of Staff of the Air Force?

Answer: If confirmed, I would work with Secretary Barrett to establish appropriate duties and responsibilities for the next Vice Chief of Staff of the Air Force, which would include various aspects of presiding over the Air Staff; working with the Joint Chiefs of Staff; and assisting in organizing, training, and equipping the Air Force’s Regular, Guard, and Reserve forces, and civilian employees to further the legacy of innovation and success and ensure we remain the greatest Air Force the world has known.

Acquisition

In successive National Defense Authorization Acts (NDAAs) beginning in Fiscal Year (FY) 2013 and culminating in FY 2019, Congress expanded and refined the acquisition-related functions of the Chief of Staff of the Air Force.

10) If confirmed, how would you assist the Secretary of the Air Force in the performance of certain acquisition-related functions, while ensuring compatibility with the duties and responsibilities of the Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (as established in title 10, U.S. Code, sections 9013 and 9016)?

Answer: I realize that if confirmed, I would have the authority for requirements and the Secretary has ultimate responsibility for budgets and acquisition. The Assistant Secretary is responsible for overall supervision of acquisition programs and matters on behalf of the Secretary. I would build a close working relationship with both to make informed decisions that are the best for the warfighter and derive the best value for the taxpayer.

11) If confirmed as the Chief of Staff of the Air Force—

- **What actions would you take to improve each of the three aspects of the acquisition process—requirements, acquisition, and budgeting?**

Answer: If confirmed, I will continue to tightly link the acquisition community with the warfighter via early and constant dialogue to ensure requirements are derived and validated through a robust, data-driven process and are obtainable on a reasonable timeline. I will advocate for and use improved modeling and simulation capabilities, digital tools, and prototyping to help refine technical requirements and measure technical success. I will ensure Combatant Commander engagement happens early and often with the acquisition community to define cost, schedule, and performance criteria that meets the warfighter needs. As a service, we must strive to maintain readiness and lethality, while investing in future capabilities, within an environment of constrained resources articulating risk to ensuring successful execution of the Air Force mission.

- **What actions would you propose, if any, to ensure that requirements are realistic, technically achievable, and prioritized?**

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

- **What specific measures would you recommend to control “requirements creep” in the defense acquisition system?**

Answer: If confirmed, I would consult with the Secretary on proposed program requirements changes or operational risk acceptance decisions needed to execute programs within cost or schedule constraints, and make informed decisions in the best interest of the warfighter and taxpayer. Furthermore, I will work with the MAJCOM Commanders and the Air Staff to ensure any requirements changes are vetted through a rigorous validation process that aligns with the National Defense Strategy and minimizes impact to program cost and schedule.

- **How would you utilize your authority to arrest the exponential escalation in cost that, in recent history, has marked the acquisition life-cycle of Service platforms and weapons systems?**

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

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

Answer: If confirmed, the Secretary and I would work as a team and be fully accountable for acquisition programs. If confirmed, I intend to continue the acquisition environment where our program leaders are encouraged to move with deliberate speed to drive successful outcomes that deliver capability directly into the warfighter's hands.

13) Are there other roles or responsibilities in the acquisition process that should be assigned to the Chief of Staff of the Air Force and the other Service Chiefs, in your view?

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

A natural tension exists between the objectives of major defense acquisition programs to reduce cost and accelerate schedule and the need to ensure performance meets requirements and specifications—the objective of the test and evaluation function.

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

Answer: Yes, the Secretary has assigned those responsibilities. Engagement with the research and development community would continue to occur through AF/TE, Director of Air Force Test and Evaluation.

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

Answer: It is appropriate in the case of an urgent and clear warfighter need, where the technical risk is low, the system has been demonstrated in some capacity (to include cyber-security), and there is limited procurement planned.

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

Answer: The test and evaluation enterprise is the critical link between rapid acquisition and the joint warfighter, as it enables the expeditious transfer of war-winning weapons and information technology systems to the warfighter in a manner that ensures rigor, credibility, and relevance. We look to continue the great partnership that exists between the Air Force Test Center, AFOTEC, and PEO Digital in developing new test approaches designed to support rapid acquisition.

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

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

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

Answer: I will advocate for and use improved modeling and simulation capabilities, digital tools, and prototyping to help refine technical requirements and measure technical success. The Department of the Air Force must continue additional development of Space, Hypersonic, and Cyber-Security test, and must create new test capabilities in Directed Energy, Autonomous Systems, and Artificial Intelligence/Machine Learning.

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

Answer: We would again look to continue the great partnership that exists between the Air Force Test Center, Air Force Operational Test & Evaluation Center, and Program Executive Office for Digital in developing new test approaches designed to support rapid acquisition of new capabilities.

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

Answer: OSD developmental and operational testing organizations fulfill a critical role in the testing of Air Force systems. They enable the development of test infrastructure that supports emergent technologies, and provide the independent oversight to ensure our Airmen are being delivered the capabilities they need.

The Joint Chiefs of Staff

21) What is your assessment of the authorities of, and process by which members of the Joint Chiefs (other than the Chairman) provide military advice and opinions to the President, National Security Council, the Homeland Security Council, and civilian leadership of the Department of Defense?

Answer: At this point, I am not in a position to make an assessment. If confirmed, I will be in a position to assess the sufficiency of the authorities and process for providing military advice and opinions to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

22) If confirmed, would you have any hesitance in providing your best military advice to the President, National Security Council, Homeland Security Council, and civilian leadership of the Department of Defense, even when your advice and opinions might differ from those of the Chairman or the other members of the Joint Chiefs of Staff?

Answer: No. If confirmed as the Chief of Staff of the Air Force, it will be my duty to present my best military advice even when my advice and opinions might differ from those of the Chairman or the other members of the Joint Chiefs of Staff.

Use of Military Force

23) In your view, what factors should be considered in making recommendations to the President on the use of military force?

Answer: In my view, the most critical factors involve identifying a strong authority for the use of force, the probability of success, cost with respect to potential casualties, and strategic risk.

Authority for the use of force means using force consistently with our domestic legal and policy framework, as well as international law.

If confirmed as Chief of Staff of the Air Force and a member of the Joint Chiefs of Staff, I will always be cognizant of the fact that my role will be to work closely with the Chairman

and the other members of the Joint Chiefs to provide the best possible advice to the Secretary of Defense, who in turn will advise the President on these issues.

24) In your view, what is the appropriate role of the Joint Chiefs of Staff in establishing policies for the use of military force and rules of engagement?

Answer: The President, as Commander-in-Chief, determines when to use military force. The Joint Chiefs of Staff are advisors to the President and the Secretary of Defense and should actively advise on the policies for the use of military force and the rules of engagement.

25) Do you agree with the interpretations and applications of the 2001 and 2002 Authorizations for the Use of Military Force (AUMF) made by both the Obama and Trump administrations?

Answer: I agree that both the 2001 and 2002 AUMFs provide legal bases for the use of force against violent extremist organizations and, in the case of the 2002 AUMF in particular, in relation to Iraq.

Military force must only be applied in accordance with our domestic legal and policy framework, including the policies of current and past administrations. Action taken under the AUMFs is consistent with those laws and policies, as expressed in the report on the Legal and Policy Frameworks Guiding the United States' Use of Military Force and Related National Security Operations.

26) In your view, are existing policies and processes for determining which forces of other nations are eligible for Collective Self-Defense by U.S. forces, and under what conditions, adequate and appropriate?

Answer: Yes, in my view the policies and processes we have in place to allow us to defend foreign forces and individuals against any attack or threat of imminent attack are adequate and appropriate. When it is deemed necessary to invoke collective self-defense, the U.S. will take into account all the circumstances at the time before deciding when it is appropriate to act, and to ensure that when such action is taken, it is legal to do so and in the best interests of the U.S.

27) Does the training of U.S. forces authorized to engage in the Collective Self-Defense of the forces of another nation accurately convey to the level of tactical execution the scope and limits of any Collective Self-Defense authorized?

Answer: U.S. forces conducting all military operations are trained to the highest level to ensure they fully understand what is required of them to achieve the mission and whom they are permitted to defend under collective self-defense. The training at the tactical level will always include who and what our forces are authorized to defend and under what circumstances, including full compliance with the Law of War. We have the right training and processes in place to ensure not only the tactical but also the operational and strategic

level operators understand what rules of engagement and other policy limitations they are working under during all military operations.

28) In your view, given the global nature of any potential conflict, does the current division of responsibilities between combatant commanders and the Joint Staff align with the expected reach of conflict in the future? Does the Joint warfighting construct make clear the supporting and supported roles of the combatant commanders clear?

Answer: Yes, the division of responsibilities between combatant commanders and the Joint Staff aligns with the expected reach and global nature of future conflicts. Supported and supporting roles are clearly identified in each Global Campaign Plan, Globally Integrated Base Plan, and Operational Plan.

The Chairman of the Joint Staff (CJCS) provides advice to the President and the Secretary of Defense on ongoing military operations and advises the Secretary on the allocation and transfer of forces among geographic and functional combatant commands to address current threat scenarios. If confirmed, as CSAF and a member of the Joint Chiefs of Staff, I would be charged with providing forces to the combatant commands in accordance with SecDef and CJCS direction.

According to the 2018 NDS, Dynamic Force Employment (DFE) will allow for the more “flexibl[e] use [of] ready forces to shape proactively the strategic environment while maintaining readiness to respond to contingencies and ensure long-term warfighting readiness.”

29) If confirmed as the Chief of Staff of the Air Force, what role will you play in authorizing the use of Air Force personnel and platforms for DFE missions?

Answer: From the Service Chief’s perspective, DFE provides a means of balancing the requirements of global competition and crisis response with the need to continue to build readiness and modernize our force for the future. If confirmed, as Chief of Staff I will be responsible for providing Service guidance and direction to my staff concerning AF force presentation, readiness, and modernization priorities. As a member of the Joint Chiefs of Staff, I will provide my best military advice to the Chairman and the Secretary of Defense concerning the use of Air Power to achieve strategic objectives in response to contingency and crisis while balancing long term readiness and modernization.

Major Challenges and Priorities

30) What is your vision for the Air Force of today? Of the future?

Answer: The United States needs an Air Force that can fly, fight, and win in the air domain as a member of the joint team. In recent years faced with lessor adversaries, we have taken air superiority for granted, and it is easy to forget that the Joint Force loses

without access to the air and the ability to deny that access to our enemies. In accordance with the National Defense Strategy, the Air Force must be able to compete below the level of armed conflict today and while simultaneously be organized, trained, and equipped to fight a near-peer adversary now and into the future. As threat evolves, our approach will also need to evolve to be successful in a high-end fight. In short, my vision for the Air Force is to provide Global Vigilance, Reach, and Power for our nation...today, next year, next decade, and beyond.

31) What is your vision for how the Air Force and the Space Force will work with each other?

Answer: My vision is that the Air Force and Space Force must work closely together, particularly in light of the department's effort to create efficiencies through shared resources and support capabilities under the Department of the Air Force. Additionally, as capabilities such as hypersonics and directed energy evolve, we see the distinctions between space and air fading. I have known General Raymond for a number of years, and I know we will continue to work well together. It is up to both of us to ensure our commitment to collaboration and cooperation will be replicated throughout our organizations as we stand up the Space Force staff to support him and adjust the Air Force accordingly.

32) What do you consider to be the most significant challenges you will face if confirmed to be the Chief of Staff of the Air Force?

Answer: I might have given you a different answer a few months ago, but as the COVID-19 crisis unfolds, I see an emerging challenge where our strategic aspirations and our resources available may be on divergent paths driving future tough choices. As we review strategic objectives and priorities in the post-COVID-19 period, and continue the journey we started to build the Air Force we need to align with the NDS, we have many constraints and restraints that could hamper our ability to achieve our objectives as originally envisioned. The worst outcome would be to "choose not to choose"...i.e., to cut DoD funding without adjusting the strategy or priorities. In my mind, this would amount to sequestration by another name.

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

Answer: As military leaders, we owe the leadership above us, including the members of this committee, and those we lead innovative options for our future. Fortunately, we have Airmen who foresee the challenges ahead and are working out options for the Air Force. If confirmed, I would like to bring them over and begin discussions with you and your staffs on the challenges ahead and options for dealing with those challenges.

34) If confirmed, what actions would you take to focus Air Force efforts on addressing each of these challenges, and on what timeline?

Answer: I think that it is imperative that the Air Force communicate with our stakeholders a framework for thinking about the post-COVID-19 security environment. That framework is critical for developing and choosing between the options available to us. I think we need to develop that framework with you. Otherwise, I am concerned that the likely outcome will be “choosing not to choose,” which could devastate our military capabilities and waste valuable resources. If confirmed, the first thing I want to do is to develop this framework with our stakeholder community, including members of this committee.

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

Answer: It has been said that the United States has (at least) four air forces, and while that’s ironic, it also shows the value of the air to modern combat operations. Some redundancies make sense given the strategic environment, but I agree that there are redundancies that detract from both efficiency and effectiveness of the Joint Force. In the past, DoD has tried to address this with numerous efforts to assess “roles and missions,” but these have not resolved the situation. With the COVID-19 crisis and NDS implementation, however, now is the time to reconsider our approaches to air power, and if confirmed, I am ready to participate in a meaningful discourse to rethink prior assumptions and take steps towards consolidating and reducing redundancies.

2018 National Defense Strategy

The 2018 NDS moved beyond the “two-war construct” that has guided defense strategy, capability development, and investment for the past three decades, and refocused DOD on a “2 + 3 framework”. The new framework prioritizes “great power competition and conflict” with China and Russia, together with the imperative of deterring and countering rogue regimes like North Korea and Iran. Finally, the framework emphasizes the defeat of terrorist threats to the U.S. and the consolidation of gains in Iraq and Afghanistan, while moving to a “more resource sustainable” approach to counterterrorism.

36) In your view, does the NDS accurately assess the current strategic environment? Please explain your answer.

Answer: Yes, although it is important that OSD’s annual NDS assessment process continue to evaluate the strategic environment, particularly in light of the potential for the environment to change as a result of the COVID-19 crisis. We continue to see China and Russia increasingly challenge free and open international order imposing their authoritarian models beyond their borders and employing misinformation campaigns to change perceptions favorable to their objectives. China’s predatory economic attempts to weaken U.S. and western economies, while nations grapple with mitigating COVID-19’s economic impact, highlight the threat China poses to U.S. prosperity and security as a strategic competitor. North Korea and Iran continue to seek weapons of mass destruction; both also seek long-range delivery systems through development or purchase. Violent

extremist organizations continue to threaten our security with increasingly sophisticated capabilities.

37) Does the NDS properly focus the United States on preparing to compete, deter, and win against the range of threats it identifies? Please explain your answer.

Answer: Yes, the NDS sets real priorities and properly identifies the most important strategic ends. It provides the clear direction to focus on establishing a competitive stance against our adversaries. It also continues the imperative to maintain credible deterrence and ensures our ability to ensure homeland defense.

38) In your view, does the NDS specify the correct set of capabilities by which the United States can achieve its security objectives in the face of ongoing competition and potential military conflict with China and Russia? What do you perceive as the areas of highest risk?

Answer: Yes; the NDS correctly identifies several key capabilities for modernization, to solidify our competitive advantage. Air Force analysis of operational plans, and wargaming scenarios, show a need to modernize, develop new operational concepts, and field advanced capabilities to build the Air Force We Need and support that intent. I am happy to engage in a more detailed discussion of risk in a classified forum.

39) Is the Air Force adequately sized, structured, and resourced to implement the NDS and the associated operational plans?

Answer: No, not in light of the constraints, restraints, and demands placed upon it. The NDS calls for hard choices and adherence to priorities, yet in practice, it has proven difficult, and in some cases impossible, to implement these choices. Specifically, the Air Force has not been able to adjust its resource commitment to the Middle East being put in the position prioritizing mitigation of short-term risk at the expense of modernization and longer term risk. If confirmed, I will work with our stakeholders to reframe the challenges in light of the strategy.

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

Answer: The 2018 NDS was clear that we have to change to accomplish our strategic ends – we must adopt a competitive approach to prevail over peer adversaries. If confirmed, I know that a major portion of my tenure will be defined in how I lead this change. Fortunately, a lot of work has already been done in identifying the changes we need.

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

- Connect the Joint Force

- Superiority in Space
- Generate Combat Power
- Conduct Logistics Under Attack

Overall Readiness of the Air Force

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

Answer: The Air Force is manned, equipped, and trained to execute the NDS and Combatant Commanders' operational plans and has focused on, and set conditions for, continued readiness recovery through manpower and technology investments. Our front line units required in the first 30 days of Combatant Command war plans are ready and postured to respond in crisis. However, we have to continue to balance near term readiness with long term combat capability. Increased mission requirements and operational tempo burns readiness and global capacity while exceeding our force generation rate.

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

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

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

Answer: Yes, the roles and mission of the Air Force, to fly, fight, and win in air, space and cyberspace, aligns with Joint Force (Air Component) Mission sets.

The Air Force is also assisting with the stand up of the Space Force. The Air Force will ensure success of missions destined for the Space Force, providing coordination and support where needed.

With the growing threat and joint operations from more distributed locations, the roles and missions for base defense—from the fenceline to all the way up to hypersonics—is worthy of discussion and review.

44) In what specific ways has the Air Force utilized its increased budgetary authority over the past two years to foster readiness recovery across the domains of materiel and equipment, personnel, and training?

Answer: From April 2018 to February 2020 overall readiness increased 16% and pacing unit readiness, those units required in the first 30 days of Combatant Command warplans, increased 35%. The Air Force increased end strength, closed an active duty maintainer gap, and is now focused on maturing those personnel.

We have invested in technology to improve the reliability, maintainability and training capability of our force. These investments underpin sustained readiness recovery. The Air Force continues procurement of new aircraft such as the B-21, KC-46, the HH-60W, the MH-139, the T-7 and the F-35.

In addition, the Air Force procured the F-15EX which decreased the average age of the fighter fleet to under 20 years by 2035 and provides Combatant Commanders additional resources to meet the NDS. I look forward to working with Congress on the continued modernization of our Air Force which is needed to prevail over NDS threats.

45) What is your assessment of the risk the Air Force has accepted in regard to its readiness to execute operational plans in furtherance of the NDS?

Answer: The Air Force recognizes that there is risk in executing any given operational plan in terms of readiness, especially with a fleet of aircraft approaching an average age of 30 years.

Our Air Force is making risk-informed decisions to ensure our readiness meets operational requirements while integrating the objectives of the National Defense Strategy to the maximum extent possible.

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

Answer: The Air Force has made improvements in the readiness of its units, however, the continued high demand for Air Force capabilities continues to impact recovery. If confirmed I will continue the effort Gen Goldfein has put on readiness recovery with a focus on recruiting, training, and retaining high-quality Airmen, driving down the average age of our aircraft fleets through modernization, and working with our Combatant Commanders on balancing current operations tempo with time for our Airmen to train for full-spectrum combat operations.

The full impacts of COVID-19 are unknown and while we are currently able to meet Combatant Command tasking, we are seeing a reduction in training through lost exercises and local events due to mitigation efforts. As a result, the timeline for recovery is uncertain.

47) Does the Air Force have the requisite analytic capabilities and tools to support you, if confirmed as the Chief of Staff of the Air Force, in measuring readiness to execute the broad range of potential Air Force missions—from low-intensity, gray-zone conflicts to protracted high intensity fights—envisioned by NDS and associated operational plans? Please explain your answer.

Answer: Yes, but we still have some work to do. We are developing new frameworks to measure readiness across the full spectrum of conflict. We are updating software to allow our commanders to assess their unit's capability and readiness to execute their mission across the spectrum of conflict using the Defense Readiness Reporting System. The Air Force is fully compliant with the 2019 NDAA mandate to report readiness through a common strategic Defense Readiness Reporting System. Additionally, our Readiness Pathfinder initiative embraces enhanced data retrieval and analytic modeling to improve readiness decision-making in support of the NDS.

48) If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Air Force to ensure future readiness?

Answer: The Air Force must continue to aggressively balance near-term readiness with modernization for future combat capability. Steady and predictable resourcing is essential to maximize the readiness of our resources and ensure efficiencies of our readiness enterprise. We will continue to make tough choices between our legacy force structure and investment in technology and advanced systems that are more reliable, maintainable and capable to fight and win in future conflict.

At least one commentator has suggested that Congress should direct the Air Force to re-establish standing operational readiness inspection teams—unaffiliated with the unit to be assessed and specially trained—trained—to evaluate the ability of wing combat units to rapidly mobilize, generate, and fly combat sorties.

49) What is your view of this proposal?

Answer: Under our current Air Force Inspection System (AFIS), Major Command (MAJCOM) Inspector General teams unaffiliated with specific units assess the readiness of organizations within the MAJCOM. As much as possible, Major Command Inspector General teams are staffed by trained and experienced personnel. Over the last year, many IG measures have been implemented to further enhance the rigor and accuracy of our readiness assessments and reporting, and these measures are starting to produce the intended results. Also, in mid-Mar 2020, the Secretary of the Air Force, the Chief of Staff of the Air Force and the Chief of Space Operations, directed the Inspector General of the Department of the Air Force to conduct a comprehensive review of readiness assessments

and reporting across the Department of the Air Force in alignment with the National Defense Strategy. The results of this comprehensive classified review, which is ongoing, will highlight additional opportunities to further enhance readiness assessments and reporting. As desired, the results of this review will be shared with the appropriate Committees. As a MAJCOM Commander, I am fully committed to ensuring our readiness assessments and reporting are accurate and sufficiently rigorous, and I support all ongoing efforts for further enhancement. If confirmed, I commit to continued emphasis on this critical issue. Given ongoing efforts, any legislation would be premature at this point. As desired, the Department of the Air Force Inspector General can provide specific details on ongoing readiness assessment initiatives.

National Security Budget

In its 2018 report, the National Defense Strategy Commission recommended that Congress increase the base defense budget at an average rate of three to five percent above inflation through the Future Years Defense Program (FYDP).

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

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

51) At proposed FY 2021 funding levels, is the Air Force adequately funded to fight one major power rival, while maintaining deterrence and stability in other regions of the world? Please explain your answer.

Answer: Yes, the Fiscal Year '21 President's Budget Request was developed to fund Air Force responsibilities to fight one major power while maintaining deterrence and stability in other regions. It invests in a future force that allows us to connect the joint force, dominate space, generate combat power and conduct logistics under attack. It continues to present ready forces to combatant commanders as we defend the homeland, ensure strategic deterrence and counter violent extremism.

52) Is the proposed FY 2021 Air Force budget adequate to execute operations, maintain readiness, procure needed weapons and equipment, modernize capabilities, and sustain service members' and families' quality of life? Please explain your answer.

Answer: Yes, the Air Force's Fiscal Year '21 budget request invests in a future force that allows us to connect the joint force, dominate space, generate combat power and conduct logistics under attack. It continues to present ready forces to combatant commanders as we defend the homeland, ensure strategic deterrence and counter violent extremism.

Finally, it strengthens the foundation of our forces, our Airmen, as we develop and care for our people and their families. This budget submission shifts force design to create irreversible momentum toward achieving a mission of the NDS while growing strong and resilient leaders and families.

53) If confirmed, by what standards would you measure the adequacy of Air Force funding going forward?

Answer: If confirmed, I would measure the adequacy of Air Force funding in its ability to compete, deter, and win in accordance with the NDS.

Section 222a of title 10, U.S. Code, provides that not later than 10 days after the President's submission of the defense budget to Congress, each Service Chief must submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of his or her armed force.

54) If confirmed, would you provide your unfunded priorities list to Congress in a timely manner, beginning with the FY 2022 budget request?

Answer: Yes, I will provide the Air Force's unfunded priorities list to Congress in a timely manner.

Alliances and Partnerships

Mutually beneficial alliances and partnerships are crucial to U.S. success in competition and conflict against a great power. To this end, the NDS envisions the expansion of regional consultative mechanisms and collaborative planning and proposes to deepen interoperability of operational concepts, modular force elements, communications, information sharing, and equipment. Interactions between the air forces of different countries, including through international exercises, Foreign Military Sales, educational exchanges, and establishing protocols for operations, are often conducted at the Chief of Service-level.

55) If confirmed, what specific actions would you take to build strong international partnerships, overcome challenges to our partnerships, and exploit opportunities in international cooperation?

Answer: If confirmed, as I have done in my current and recent positions, I will continue to focus my engagement on those leaders, forums, and opportunities to deepen existing partnerships and cultivate new ones to advance the National Defense Strategy. My focus would be to protect our national security interests and those of our allies and partners, concentrating efforts on those with greatest shared values and interests. The Air Force is strengthening international partnerships through deliberate lines of effort, to ensure we are strategically-driven in our engagements, have a responsive foreign military sales system and balance exportability of key defense systems while managing risk. I will be especially committed a strong partnership with my fellow Chief, the Chief of Space Operations, to ensure that collectively, we are leveraging every opportunity to expand our partnerships through security cooperation.

56) How would you characterize your familiarity with international air force leaders, forums, and processes? If confirmed, on which leaders and forums would you focus your engagement with a view to advancing most effectively the national security interests of the U.S. Air Force?

Answer: With my experience in the Middle East, Europe, and the Indo-Pacific, I am intimately familiar with the various forums through which we engage our Allies and partners. For example, last December, I hosted General Goldfein and 19 regional Air Chiefs at the Pacific Air Chiefs Symposium and have participated in forums hosted by international air force leaders. Key forums are crucial to address complex regional security issues and to pursue solutions for our mutual benefit. As Chief of Staff of the Air Force, I would be privileged to host and lead important forums, such as the Framework Air Chiefs Meeting, which General Goldfein created, aligned with the Chairman's Chiefs of Defense engagements. International forums provide a unique opportunity to meet face-to-face with counterparts bilaterally or multilaterally, and develop common understandings, share experiences, lessons-learned, and enable more effective relationships and ultimately more seamless coalition operations.

57) What would you do, if confirmed, to support the seamless integration of partner nations within the National Technology and Industrial Base (NTIB)?

Answer: If confirmed, I will support continuing our relationships with our allies and partners to leverage talent, facilities, systems, and research to deliver innovative joint warfighting capabilities. For example, we are currently advancing hypersonics technology with Australia, quantum technologies with Canada, and attritable aircraft design techniques with the United Kingdom. These types of activities allow us to maximize capabilities, resources, and relationships to seamlessly integrate partner and allies within the National Technology and Industrial Base (NTIB).

Joint Operations

Operations are becoming increasingly joint as the Air Force and the Army invest in counter-maritime capabilities, and both air and naval forces continue to develop and implement capabilities to defeat anti-access and area denial (A2/AD) networks.

58) Are the Services' current roles and mission assignments appropriate in light of today's Joint warfighting requirements? Should certain roles and missions be realigned or divested? Please explain your answer.

Answer: As PACAF Commander, I suggested last year that we need to think about a new Roles and Missions study to potentially assign the Air Base Defense role to the Air Force in order to better defend the fenceline against all threats from small UAS all the way through hypersonics -- to identify a better way forward. But, it is not just one mission that may require realignment. The establishment of the Space Force in December 2019 under title 10 means the time is ripe for a thorough re-examination of the joint force roles and missions, to include the Space Force and the consolidation of space roles and missions from other Services. This is an important discussion that is still ongoing with the other Services.

59) Which other Service doctrines and capabilities offer the greatest opportunity for synergy with the Air Force in joint operations?

Answer: The Air Force achieves synergistic effects with other services through an array of joint operating concepts, such as Joint All Domain Operations (JADO). The Air Force's primary contribution to JADO is Joint All-Domain Command and Control (JADC2), which enables the convergence of joint combat power by connecting sensors, systems, and weapons from different services and nations. Service, Ally, and Partner interoperability allows seamless sharing of information to all friendly forces. The Air Force employs this new warfighting concept, in concert with the Army, Navy, Marine Corps, and Space Force, forcing adversaries to defend across all domains.

The Air Force is moving to a disaggregated architecture for Air Battle Management. The Navy, on the other hand, is investing heavily in the E-2D Advanced Hawkeye and P-8 Poseidon for managing operations of naval forces.

60) Why are the Air Force and the Navy pursuing different strategies?

Answer: All the Services, including Air Force and the Navy, have aligned to the Secretary of Defense and the Chairman of the Joint Chief's vision for Joint All-Domain Command and Control (JADC2) and battle management. The Air Force and Space Force are jointly pursuing this operational imperative through the development effort we call the Advanced Battle Management System or ABMS. This is something that, if confirmed, I will support—having seen the need first-hand as the current Commander of Pacific Air Forces—and will endeavor to develop and deploy capabilities to the field as rapidly as technically possible. The Department of the Air Force, alongside our sister Services, is pursuing the ability to integrate information across a range of sensors from a range of domains and then connect them through the air, space, and surface ABMS battle network to get the data where it needs to be when it needs to be there for rapid decisions and effects. The Department of the Air Force has been working closely with the Navy, including in our most recent ABMS demonstration in December that integrated a Navy destroyer off the coast as well as connected Navy F-35s with Air Force F-22s for the first time over a protected gateway. I am fully integrated in and supporting subsequent demonstrations to include an upcoming combined ABMS onramp demonstration with INDOPACOM's Valiant Shield 2020 exercise. In order to fight and win, we need the ability for all available sensors to support decisions and provide effects from all available weapons, regardless of Service. In our efforts to connect the joint force, we will continue to modernize platforms in each domain that will provide sensing and effects in a survivable and operationally relevant manner – whether from air, space, or cyberspace. If confirmed, I would be happy to discuss in a different setting how some of our classified programs will contribute to battle management.

61) What is the Air Force's approach to airborne battle management and how do the Air Force and the Navy intend to execute joint airborne battle management in a high-end fight?

Answer: In order to fight and win, we need the ability for all available sensors to support decisions and effects from all available weapons, regardless of Service. The Navy and the Air Force are moving from operational deconfliction to joint operational integration and expanding that to other domains. The Air Force is leading, on behalf of the Vice Chairman of the Joint Chiefs of Staff, the development of the Global Concept for Command and Control for the Department of Defense which will further develop joint battle management doctrine as we develop and deploy ABMS JADC2 technologies. If confirmed, I would also be happy to discuss in a different setting how some of our classified capabilities contribute to joint battle management in a high-end fight.

Nuclear Enterprise

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

Answer: Yes. A safe, secure, reliable and effective nuclear triad is essential to deterring threats against the U.S. homeland and underpins every other military operation around the world. The Department of the Air Force operates two-thirds of the nuclear triad and seventy-five percent of the Nuclear Command, Control, and Communications (NC3). The 2018 Nuclear Posture Review (NPR) made it clear that protecting the United States and our allies is a national priority. To do that, we must recapitalize current systems whose operational lifetimes have been extended far beyond their original service lives. Modernization will ensure we sustain our deterrent capabilities and ensure there are no gaps as our legacy systems age out, even as adversaries expand and improve their forces. Any delay in funding will adversely affect military operations and undermine our deterrence capability.

63) What is your assessment of the efficacy of current nuclear modernization acquisition programs with respect to nuclear certification of the systems at issue?

Answer: In FY17, the Air Force tasked the AF Scientific Advisory Board (SAB) to independently study nuclear surety and certification for emerging systems and identify areas that introduce nuclear surety and certification challenges. The SAB made several recommendations focused on workforce, reliability, cyber resiliency requirements, investment in cyber science and technology, and certification systems engineering. I understand that the Air Force is in the process of implementing all of the SAB's recommendations in order to ensure on-time delivery of nuclear weapon systems while also actively working with OSD(A&S) to ensure our processes keep pace with technology.

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

Answer: Yes. The Air Force is committing the resources necessary to modernize the air and ground components of the nuclear triad including the modernization of the Nuclear Command, Control, and Communications (NC3) system, the B-21 bomber, the development of the Long Range Stand Off (LRSO) weapon to replace the AGM-86B Air Launched Cruise Missile, and the Ground Based Strategic Deterrent (GBSD) as the replacement for the Minuteman III ICBM. The Department of the Air Force's efforts are synchronized with the National Nuclear Security Administration (NNSA), and our Navy counterparts, to ensure on-time delivery of warheads and platforms and, if needed, we are prepared to adjust programs of record to achieve required capability.

In the Fiscal Year (FY) 2021 President's Budget request, the Department of the Air Force is investing \$12.8 billion dollars in the sustainment, modernization, and recapitalization of the nuclear enterprise.

Those resources fully fund sustainment efforts for MMIII, ALCM, UH-1 helicopter, and nuclear-capable bombers. All major recapitalization programs, including B-21, GBSD, LRSO, and the MH-139 helicopter are fully funded. The

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

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

Answer: I fully support efforts to mitigate transition risk to our nuclear triad and to our Nuclear Command, Control, and Communications Systems. If confirmed, I will ensure the Air Force works with Navy and other DoD Components to identify the necessary options across the TRIAD to ensure the deterrent and fully implement decisions. I also agree with both the Secretary of the Air Force and the current Air Force Chief of Staff that the best way to reduce the risk of age out is for all the services to fully sustain our current systems until they can be replaced or modernized and to keep modernization efforts on track by maintaining stable funding and requirements for all three legs of the triad. Additionally, I would work in collaboration with the Nuclear Weapons Council and the Defense Acquisition Board to identify opportunities to partner with the Navy and when appropriate, jointly develop technologies critical to the success of both of our missions. I will also ensure our respective research and development teams are leveraging each other’s technological accomplishments to minimize duplication of effort.

In 2014, then-Secretary of Defense Hagel directed a comprehensive review of the DOD nuclear enterprise in response to adverse incidents involving U.S. nuclear forces and their senior leadership. The review recommended improved personnel management, enforcement of security requirements, increased senior leader focus and attention, and changes in community culture. Almost six years later, responsibility for addressing these recommendations and monitoring implementation of corrective actions has been transferred from OSD to the Military Services.

66) In your view, is the Air Force continuing to maintain appropriate focus on implementing the corrective actions recommended by the Nuclear Enterprise Review?

Answer: Yes. The Air Force remains committed to the Nuclear Enterprise Review and works with stakeholders across the Air Force’s portion of the nuclear enterprise to develop policies, action items, and budget documents for successful resolution of Nuclear Enterprise Review items. The nuclear mission remains the Department of Defense’s number one priority and we are committed to providing the leadership it needs and deserves. The Air Force has bi-weekly conversations with Office of the Secretary of Defense, Joint Staff, and Service partners to keep them informed of actions to implement the Nuclear Enterprise Review’s recommendations.

These recommendations fit into 3 general categories: Taking care of our people, improving the mission, and enhancing our resources. As an example of what we have accomplished, to help our people in the missile fields and bombers bases we have added

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

Since 2016, the Air Force invested over \$13.5B to modernize the nuclear enterprise. These investments will allow the B-21, LRSO, and GBSB to replace our existing, aging nuclear platforms. Over the same timeframe, we have spent \$270M in Military Construction (MILCON) specifically supporting infrastructure improvements for Missile Alert Facilities repairs and ballistic protection improvements for our defenders. We are committed to a strong nuclear enterprise because our nuclear deterrent underwrites American freedom and prosperity.

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

Answer: Yes. Both programs require personnel to meet the same essential elements that address an individual’s reliability in both personal and professional capacities. While the Arming and Use of Force and Personnel Reliability Programs are administratively different, both program’s protocols are functionally the same.

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

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

Air Force Programs

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

- F-35
- F-15EX
- KC-46

- **F-22**
- **B-21**
- **UH-1 Recap**
- **EC-37**
- **Air Force One**
- **B-52 Re-engining**
- **Combat Rescue Helicopter**
- **Ground Based Strategic Deterrent**
- **Long Range Standoff Weapon**
- **Next Gen OPIR**
- **ABMS/JADC2**
- **Unified Platform**
- **GPS III & OCX**
- **Light Attack Experiment**
- **T-7**
- **Low Cost Attributable Aircraft**
- **Contract Adversary Air**

Answer: These programs are vital to our ability to execute the National Defense Strategy and conduct joint warfighting now and in the future. If confirmed, I look forward to being briefed in detail on the cost, schedule, and performance of these programs. I would work with the Service Acquisition Executive to better understand their status, including any possible impacts from the COVID-19 pandemic.

The Air Force is on record as stating a need to purchase a minimum of 72 fighter aircraft per year to maintain requisite force structure.

70) In your opinion, what is the optimum mix of 4th and 5th generation aircraft required to meet the threat outlined in the NDS?

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

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

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

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

Large-scale exercises such as Red Flag have illustrated that 5th generation fighters such as the F-22 and F-35 need to fly against multiple adversary aircraft to conduct much of their required training. The Air Force has taken a number of steps to address shortages in adversary air, including using contract air and requiring units in training to supply their own adversary air.

72) What are your views as to the appropriate balance of contract and organic adversary air capability? If confirmed, how would you ensure that the Air Force properly addresses the challenges associated with the availability of adversary air to ensure that its 5th generation fighters are properly trained and ready for combat?

Answer: Training to the high-end fight described in the National Defense Strategy requires a mix of 4th and 5th generation adversary air threats for training. We have a strategy that uses both virtual and live training venues to replicate the threats that our Airmen will face in combat. We find that many of the most advanced threats can only be replicated in a virtual environment so we are focusing on modernizing our simulation environments.

Maximizing contract adversary air provides the best fiscal and operational solution to the adversary air requirement. Currently, no contract is capable of providing 5th gen threats, so the Air Force has no choice but to continue to provide its own combat-coded aircraft as adversaries which is inefficient, costly and trades valuable training time.

If confirmed, I will continue Air Force efforts to modernize our virtual training infrastructure and capitalize on current contracts while developing a 20-year adversary air plan that potentially includes a dedicated, specifically-equipped adversary air platform.

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

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

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

The 80 Percent Mission Capable Mandate

In September 2018, then-Secretary of Defense Mattis ordered the Air Force and Navy to increase mission capable rates for the F-35, F-22, F-16, and F-18 inventories to above 80 percent by the end of September 2019. In addition, Secretary Mattis directed the Military Services to achieve demonstrable reductions in operating and support costs on all four

platforms, beginning in FY 2019.

74) By platform, what progress has the Air Force made in increasing mission capable rates and demonstrably decreasing costs?

Answer: Through Mission Capable 80 (MC80) efforts, the F-16 mission capable rate reached a high of 75% in June 2019, the F-22 mission capable rate achieved a high of 68% in April 2019 and the F-35 mission capability rate climbed to a high of 74% in September 2019. Maintaining aging aircraft is an extremely difficult and expensive task, while new, technologically advanced weapons systems present their own challenges.

We developed and are now implementing a Strategic Sustainment Framework that will both improve materiel readiness and set the conditions for long-term cost reduction by developing multiple sources of supply, enhancing our repair network capabilities, and capitalizing on conditions-based maintenance plus and other commercial best practices.

75) If confirmed, specifically what would you do to expedite progress toward achieving the “80 percent mission capable” and cost reduction goals on a lasting basis?

Answer: The Office of the Secretary of Defense determined the FY19 80-percent Mission Capable (MC) Rate initiative is not an FY20 requirement. As a result, the Air Force returned to allowing Lead Commands to determine the required MC rates to meet readiness objectives. We continue to balance near term readiness recovery with investment long-term combat capability.

While maintaining all of our aging fleets are difficult and expensive, we continuously examine emerging technologies, commercial best practices, and other methods to reduce the sustainment costs for our Air Force.

Munitions

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

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

Answer: The Air Force has aggressively responded to the issue of munitions shortfalls. Working closely with munitions manufactures, we have increased production capacity

and inventories are increasing. By the end of the FYDP, many munitions reach inventory objectives. However, Air-to-Air and stand-off munitions will not reach inventory objectives by the end of the FYDP and require further attention. Given budget limitations and with the combatant commander's needs in mind, if confirmed, I will balance across the portfolio and advocate for resources to meet these objectives.

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

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

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

Answer: The Air Force is developing replacement area attack weapons while partnering with the Army on denial munitions. The BLU-136 is a 2,000 pound warhead and the BLU-134 is a 500 pound warhead. These new unitary munitions are not subject to the Oslo Convention on Cluster Munitions but possess the effectiveness necessary to meet our military objectives. The Air Force is working closely with the Army to develop a replacement for the anti-personnel landmine. The Army is the lead service for the effort on the denial submunition that the Air Force will adapt for air delivery.

Equipment Readiness

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

Answer: The AF determines spares requirements for weapon systems through an in-depth analysis of historical usage at the individual item level via the Spares Requirements Review Board. The cost for each item is then applied to determine the funding required for the spares.

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

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

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

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

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

82) In your view, is the Air Force's continued receipt of OCO funding necessary to ensure all equipment is reset?

Answer: Yes, Overseas Contingency Operations funding is essential to Air Force recovery from nearly 20 years of constant fighting.

I understand, a team of Airmen recently conducted a detailed sustainment review and produced 45 recommendations to ensure aircraft and equipment are ready to meet Combatant Commander time-lines. Innovative technologies are streamlining supply chains, driving engineering improvements, and managing fleets.

Maintenance personnel are more efficient and effective using new data-driven techniques. New analytic tools and sensors match industry best-practices. These initiatives, along with OCO funding, should enable equipment reset for the next fight.

Indo-Pacific Region

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

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

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

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

The 2018 NDS specifically calls out China’s robust anti-access, area denial (A2/AD) capabilities—including long-range ballistic and cruise missiles, advanced integrated air defenses, electronic warfare, and cyber—and the challenges they pose for U.S. forces.

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

Answer: Chinese missile forces may pose a distinct and rapidly increasing threat to not only our Air Forces and facilities in the Indo-Pacific region, but also to those of our allies and partners. The People’s Republic of China could notionally mount a sustained attack on our combined forces at the beginning of a contingency. The USAF is actively addressing this type of contested environment with the Joint Staff through a series of Joint Operating Concepts. My staff would be happy to discuss this with you in the future.

The Commander, INDOPACOM and the Chiefs of the Military Services have often discussed the importance of distributed, adaptive, and resilient basing in the Indo-Pacific region to address the challenge posed by China’s advanced A2/AD capabilities. However, in past years, investments in prepositioned equipment and improved infrastructure in the Indo-Pacific have represented only a small fraction of the billions of dollars that have gone towards similar investments in Europe as part of the European Deterrence Initiative (EDI).

85) What do you believe is the reason for this disparity in investment? Are you concerned about this? Please explain your answer.

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

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

Answer: I believe the improvements forged by EDI in the EUCOM AOR have substantially benefited the US overseas posture. EDI-like dedicated funding for the Indo-Pacific AOR would similarly, significantly enhance U.S. ability to deter potential adversaries in that region. Unlike Europe, the Indo-Pacific AOR does not have easy

access to already constructed infrastructure to be available for military operations during a contingency.

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

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

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

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

Answer: Our logistics concepts are brittle due to the extended logistics lines and the emerging capabilities of China to disrupt and attack our logistics. We need to reinvent logistics for combat within the range of their anti-access systems and pre-position capability to shorten logistic lines. Fortunately, we have great partners within the other Services and Joint Staff to help us do this.

Europe

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

Answer: As the Secretary testified during her posture hearings, the Air Force identified four key areas where the Department of the Air Force must improve to reorient itself for great power competition:

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

As you've seen, the FY21 President's Budget request addresses these priorities, but there

is much more to be done within each. If confirmed, improving these areas will be a major focus of my tenure.

Unmanned Systems

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

Answer: I am very supportive of these concepts and, if confirmed, I look forward to learning more and pushing them forward. Changing how we design, develop, and manufacture aircraft is imperative to keeping pace in the ever-changing threat environments. I understand these efforts have the potential to drive “on-demand” system manufacturing, facilitating a revolution in aircraft technology by decreasing cycle time and driving costs down. Manned and unmanned teaming concepts will enable force projection in mass, providing the ability to increase battle space awareness and lethality while minimizing the risk to our Airmen and the joint force. Our mixture of exquisite manned aircraft and attritable unmanned aircraft is key to achieving a decisive advantage in the contested domains of today and in the future.

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

Answer: Yes. We must be willing to make tough choices as we engage in great power competition and execute the NDS. This means divesting legacy systems, low priority tasks, and activities which deliver little value in denied and contested environments. The Department of the Air Force’s decisions for the MQ-9 and RQ-4 adjustments are some of many difficult choices we made to meet the SecDef’s guidance. We are rebalancing our manned and unmanned ISR and growing space capabilities to focus on non-permissive and contested environments.

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

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

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

Answer: Yes. In an era of budget austerity, we should absolutely leverage the efforts of

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

Operational Energy

The Department defines *operational energy* as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. Department of Defense energy requirements are projected to increase due to technological advances in weapons systems and distributed operations over longer operating distances.

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

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

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

Answer: I believe the Air Force must continue to leverage analytic methods, such as operational energy-informed wargaming and comprehensive modeling and simulation tools, to identify critical operational energy nodes and to provide solutions to overcome future energy logistics challenges. Working within the Air Force and with our DoD partners, we can mitigate risk throughout the operational energy supply network – refinery, transport, storage and delivery – to increase resiliency. Additionally, it is critical to support Air Force, Joint, and Coalition operations through increased access, prepositioning, enhanced interoperability, and new fuels infrastructure.

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

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

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

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

Cyber

In May 2018, the Cyber Mission Force achieved full operational capability. In September, DOD released its 2018 Cyber Strategy.

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

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

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

Answer: The Cyber Mission Force, created in late 2012, reached full operational capability in 2018 and is proving itself worthy in defending our critical infrastructure, supporting combatant commanders, and defending DoD networks from cyber-attack and exploitation. To meet the FY20 NDAA requirement the Air Force is working with DoD to conduct a zero-based review of all cyber and information technology personnel. As part of the requirement, USCYBERCOM will conduct a series of exercises to gauge the right size for the CMF, given evolving DoD missions and requirements. We provide 30% of the Cyber Mission Force capability, and any adjustments to its composition would be a collaborative effort between the Services, USCYBERCOM, and DoD.

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

Answer: As we face increasingly aggressive cyber adversaries, we are modernizing our enterprise information technology architecture and transitioning Airmen to cyber security and cyber defense roles to better defend our weapon systems and missions. The on-going competition in cyberspace requires that we continually assess our overall readiness in, through, and from cyberspace.

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

Answer: We currently utilize some training and certifications provided by industry and commercial vendors to supplement service provided foundational and refresher training. Additionally, Air Education and Training Command is taking a comprehensive look across the full spectrum of cyber education to reset the foundation and develop warfighters who are proficient in joint all-domain command and control. We do not foresee industry or commercially-provided education replacing foundational and key refresher and baselining training, but instead to complement our service efforts.

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

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

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

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

The Air Force merged the 24th and 25th Air Forces to better integrate cyber effects, ISR, electronic warfare operations, and information operations.

103) In your view, has the merger yielded the expected benefits? What challenges has the Air Force experienced in the context of this merger and how would you address those challenges, if confirmed?

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

Electronic Warfare (EW)

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

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

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

Answer: Recent Air Force findings call for increased emphasis on EW training with attention on a wider range of the Electromagnetic Spectrum (EMS) that advanced technology makes usable for both the Air Force and its adversaries. Alignment with the National Defense Strategy requires we address advanced capabilities and not the less complex EW environment we encountered over the last few decades during combat operations in the Middle East. We train alongside the other Services and our Coalition Partners whom face similar training challenges. The Joint force will need to face this

challenge together through tighter integration in day-to-day training and exercises in improved live and virtual environments.

Spectrum

Electromagnetic spectrum plays a critical role in many DOD missions.

106) In what ways does the Air Force rely on spectrum to support warfighter requirements? In your view, which warfighter spectrum requirements will be essential to competing with Russia and China on a future battlefield?

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

In testimony before the House Armed Services Committee in February 2020, Secretary of Defense Esper stated that DOD is willing to share spectrum with 5G networks in the “Mid-Band” (3 to 4.2 gigahertz).

107) What Air Force systems might be affected by this “sharing” and how could “sharing” affect homeland defense, in your view?

Answer: The Air Force affected systems in sharing the Mid-band spectrum includes early warning and ground-based radars, Station Keeping Equipment, and various systems used for testing against adversary threats, training, and ready preparedness. Interference with these systems could result in negative homeland defense mission impact and overall Air Force readiness. It is critical that an effective sharing plan is in place to ensure that Air Force and homeland defense systems are able to operate in a way to enable readiness and mission accomplishment.

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

Answer: DoD is not required to vacate the “mid-band” spectrum. Per the National Telecommunications and Information Administration (NTIA) report to Congress, NTIA is working with DoD to design frameworks to share spectrum in this range. In testimony before the House Armed Services Committee in February 2020, Secretary of Defense

Esper stated that DoD is willing to share spectrum with 5G networks in the “Mid-Band.” The Air Force supports the Secretary’s position to share spectrum.

Science, Technology, and Innovation

U.S. superiority in key areas of innovation is decreasing or has disappeared, while our competitors are engaging in aggressive military modernization and advanced weaponry development. DOD has identified ten key areas in which investment to develop next generation operational capabilities is imperative: hypersonics; fully networked C3; directed energy; cyber; space; quantum science; artificial intelligence (AI)/machine learning; microelectronics; autonomy; and biotechnology. Much of the innovation in these technologies that could prove suitable for national defense purposes is occurring outside of the traditional defense industry.

109) What do you see as the most significant challenges (e.g., technical, organizational, or cultural) to U.S. development of these key technologies?

Answer: I believe the Department’s most significant challenges with respect to development and operationalization of these key technologies are related to two areas: resource constraints and risk management. In addition to technology development, we need resources to prototype and experiment; explore military utility; and develop tactics, techniques, and procedures (TTPs) for these emerging technologies. We need to work to tap into the significant private investment in these areas and rapidly bring these technologies into the Department and integrate them into our existing and future capabilities. Also, culturally DoD and Air Force development programs, especially in the cyber security realm, centrally manage risk. Many new technologies such as AI and cyber will require decentralized adaptation which will require risk be assumed at a lower level. If confirmed, I will work to develop and operationalize these key technologies.

110) In your view, has DOD properly integrated and synchronized investments in these technologies across all Services?

Answer: I believe in several of these areas we are closely aligned with our sister services. For example, I know we are tightly coupled in hypersonics through a MOA governing boost glide technology, and likewise have tri-service participation in the Directed Energy Joint Transition Office. There is always room for improvement. The establishment of the Modernization Office and the Assistant Director positions in the Office of the Secretary of Defense as a means to facilitate advancement of these technology areas is a great start. If confirmed, I will ensure we work with the Assistant Directors to investigate the key research areas and rapidly move successful near-term research to technological solutions for our urgent and existing operational challenges.

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

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

112) In the FY 2021 President's Budget request, the Air Force decreased funding to the basic research and science and technology budget areas? How would you prioritize these budget areas in future budget requests?

Answer: Balancing investment in near-, mid-, and long-term research and development priorities is challenging. Our Department of the Air Force Fiscal Year 2021 President's Budget request for S&T is \$2.8 billion, an increase of \$7.0 million over the FY 2020 President's Budget request. Basic research accounts for about 18% of the current Air Force S&T portfolio and is the lifeblood of future breakthrough achievements. We benefit in the long-term by leveraging promising basic research and forming deeper university partnerships in applied research to move innovations further toward transformational military utility. Our Air Force S&T Strategy places a priority on transformational capabilities and advanced technology development activities, enabling more technologies to transition into programs of record, for ultimate deployment to the warfighter. If confirmed, I will continue to assess and prioritize the budget areas within our S&T portfolio to ensure we have the appropriate balance for our warfighting needs.

One of the main objectives of the defense research enterprise is to develop advanced technologies that will be of benefit to the warfighter. In this regard, it is critical that advancements quickly transition from the development phase into testing and evaluation and ultimately into a program of record for the deployment of capability to the warfighter.

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

Answer: If confirmed, I will emphasize approaches to accelerate technologies from the laboratory and into the hands of the warfighter. The most effective ways to do this is by ensuring up front and early operator involvement in the process, understanding the art of the possible from a technology standpoint, and providing technologists an understanding of how these technologies can be exploited to provide war winning capabilities. Frequent and rigorous validation of capabilities early in the development path help provide us confidence as to when they are ready for production and fielding. We will continue to leverage the Department of the Air Force Capability Development Council to get enterprise-wide commitment to transition the most transformational technologies, like

we're doing with our new Vanguard programs, into programs of record. At the same time, we must push the envelope of technology to maintain our technological superiority over our adversaries. This means we will not transition everything we develop, but we will advance our technological edge on the path to maintaining an effective balance of warfighter "pull" and technology "push" in our S&T investment portfolio.

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

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

115) In your view, what steps must DOD take to protect and strengthen our National Security Innovation Base to ensure that critical information is protected?

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

116) What steps has the Air Force taken to fully use the authorities provided to Air Force Research Laboratory under:

- **Section 2363 of title 10 U.S. Code**
- **Section 233 of the FY17 NDAA**

Answer: I understand Congress has provided our research laboratory with many unique authorities over the last several years. I appreciate the support of the laboratory and, if confirmed, I look forward to working with the Air Force Research Laboratory leadership to ensure full implementation of the authorities.

117) What steps has the Air Force taken to respond to the open recommendation made to the Air Force by the Government Accountability Office (GAO) in its 2018

report entitled, “Actions Needed to Enhance Use of Laboratory Initiated Research Authority”?

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

118) When will the Air Force take resolve this GAO recommendation and the underlying issue?

Answer: The Air Force is continuing to evaluate implementation methods and I understand there will be a draft implementation process within the next 30 days.

119) How has the Air Force Research Laboratory supported the efforts of the Air Force Chief Information Officer and the Program Executive Officer of the Business and Enterprise Systems Directorate in modernizing Air Force business systems?

Answer: Our Air Force Research Laboratory has dedicated expertise and industry partnerships in many areas, including high performance computing, quantum computing, and artificial intelligence/machine learning, which are pertinent to efforts in PEO Business Enterprise Systems and to the Air Force Chief Information Officer. If confirmed, I look forward to learning more about how all of these entities are working to modernize and improve our Air Force business systems.

Technical Workforce

A significant challenge facing the Air Force today is a shortage of highly skilled data scientists; computer programmers; cyber; and other scientific, technical, and engineering talent to work at Defense laboratories and technical centers.

120) In your view, what are the pros and cons of having Air Force active duty military personnel trained and working as scientists, engineers, software coders, and in other technical positions across the Air Force’s research, development, and acquisition enterprise?

Answer: Pros: GAO has listed the lack of program office technical expertise as the #1 cause of Nunn-McCurdy breaches. Since the time of General Doolittle our active duty military personnel have played a key role in judging the potential military applications of new technologies and executing the programs that follow. To make sound decisions, these personnel must have technical proficiency built on experience of both successes and failures with similar technical judgments.

Cons: Because military assignments are short compared to the life of an acquisition, gaps in specialized technical areas are often created. The more experience a replacement has the smaller the gap and the lower the risk.

Military Health System (MHS) Reform

Section 702 of the NDAA for FY 2017, as modified by Sections 711 and 712 of the NDAA for FY 2019, and sections 711 and 712 of the NDAA for FY 2020, transferred the administration and management of military treatment facilities (MTFs) from the Military Services to the Defense Health Agency (DHA).

121) Do you support the implementation of the MHS reforms mandated by the NDAs for FYs 2017, 2019, and 2020?

Answer: If confirmed, I will complete further analysis to formulate an opinion. Just like Section 702 of the FY17 NDAA aims to achieve, I fully support the Congress's and the Department of the Air Force's drive to increase efficiency within the Military Health System to provide the very best care to our Airmen, their families, and our retiree populations.

122) If confirmed, how would you ensure the efficient transfer of the administration and management of Air Force military treatment facilities to the DHA?

Answer: If confirmed, I will work collaboratively and transparently to ensure a timely transfer of Air Force military treatment facilities to the DHA.

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

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

124) In your view, is the Air Force medical force properly sized to meet the joint medical requirements set forth in operational plans implementing the NDS?

Answer: I understand the operational plans related to the 2018 NDS are still in development. The Air Force medical force is appropriately sized for today's fight. If confirmed, I will evaluate whether changes to the size of the Air Force medical force are necessary based on finalized operational plans.

125) In your view, do Air Force medical providers today possess the critical wartime medical readiness skills and core competencies required to provide effective and

timely health care to military personnel engaged in combat or contingency operations?

Answer: Yes, Air Force medics, in all disciplines, using the direct care system, civilian partnerships, and academic and field training settings, maintain the proper case mix, volume, and exposure to rapidly project medical support anywhere needed.

COVID-19 Response

126) What policies and procedures has the Air Force established to protect its airmen and civilian personnel from the coronavirus?

Answer: The Air Force has leaned forward to leverage all available flexibilities allowed by law to ensure our Airmen, civilian and military, remain safe as we continue to accomplish the mission. We have significantly reduced our footprint, maximized telework for our workforce, authorized numerous leave flexibilities and limited movement and reassignment of personnel. We have taken special precautions to protect our members that are deemed high risk and ensured strict safety measures are in place for personnel deemed emergency personnel that must continue to work on site. This has included use of distancing, face coverings, PPE where appropriate, and hygiene measures. We have provided maximum flexibility to allow for commanders to take action based upon the local threat to protect their personnel.

127) Given the effects of the coronavirus, both the U.S. Military Academy and the U.S. Naval Academy delayed the return of their cadets and midshipmen, respectively, from spring break, and instituted remote on-line academic instruction. Only the Air Force Academy required First-Class cadets to remain on site.

Answer: The Air Force Academy took aggressive steps to prevent the spread of the coronavirus, maintain the health and safety of the cadets and staff while graduating the class of 2020 on an accelerated timeline. On April 18th the Academy successfully met its primary mission objective of graduating Second Lieutenants into the Air and Space Forces while accounting for COVID restrictions. All decisions were made in close consultation with subject matter experts across the Air Force, sister services, and the Department of Defense.

128) In your view, was the decision to retain all First-Class cadets on site at the Academy necessary and appropriate? Please explain your answer.

Answer: The Air Force Academy took aggressive steps to prevent the spread of the coronavirus, maintain the health and safety of the cadets and staff while graduating the class of 2020 on an accelerated timeline. On April 18th the Academy successfully met its primary mission objective of graduating Second Lieutenants into the Air and Space Forces while accounting for COVID restrictions. All decisions were made in close consultation with subject matter experts across the Air Force, sister services, and the Department of Defense.

129) What role, if any, is the Air Force playing in providing support to civil authorities in responding to the national emergency created by the spread of the virus?

Answer: The Air Force has provided airlift for hundreds of thousands of COVID-19 test kits, has transported American citizens back to the US who were stranded abroad due to limited commercial air transportation, and is currently providing four 208-bed COVID Theater Hospitals and 1,540 USAF Active Duty and Reserve medical personnel associated with those packages, including over 150 Air Force Reserve medical personnel working in New York City hospitals alongside civilian medical providers. Around the country, our Air National Guardsmen are conducting mortuary affairs services, logistical support, testing and screening, and personal protective equipment distribution.

130) What steps has the Air Force taken to make sure that its contractors and grantees are able to continue work or are not unfairly penalized for being unable to work during the crisis?

Answer: We recognize our Defense Industrial Base is part of the nation's critical infrastructure and essential to national security. During this COVID-19 pandemic, the Air Force shifted into a wartime acquisition posture. Air Force leadership has routinely provided amplifying guidance to industry and our acquisition workforce. For example, contracting officers were directed to use every authority and flexibility at their disposal—including waiving regulations and modifying contract terms and conditions—to help our industry partners continue to accomplish the mission. We have found creative telework and socially-distanced workplace options, raised progress payments, reduced withholds, and accelerated contract awards—all in the name of helping our industry partners keep working so our readiness is never in question.

131) What guidance has the Air Force given to commanders regarding precautions to limit the spread of COVID-19?

Answer: The Air Force set up a system to quickly propagate latest COVID information and has provided guidance that empowers commanders to the greatest extent possible to evaluate the situation at their installation, in their communities, and their host nation at overseas locations to make decisions appropriate for their people and their families.

132) How will changes in training and exercises affect overall Air Force readiness?

Answer: The full extent of COVID-19 to overall Air Force readiness is not fully known but there will be a negative effect. We are aggressively assessing impacts in order to gauge recovery efforts and timelines in order to lead turn this process.

Air Force Military End Strength

The Air Force's recent history of near constant end strength flux is troubling. For example, in 2005, the active Air Force stood at 359,700 airmen. By 2009, despite soaring defense budgets, the active Air Force had shrunk by nearly 43,000 airmen. Just one year later, the Air Force grew by almost 15,000 airmen, only to shrink again to its recent low

point of 312,980 by the end of 2015. The Air Force has recently estimated that 350,000 airmen are required to perform today's missions, which is roughly the same size as the Air Force in 2006. The President's FY 2021 budget seeks to grow the active Air Force to 333,700.

133) As the Air Force once again attempts to grow, what assurances would you provide, if confirmed, that resources used to grow the force today will not be squandered by another reduction in force in the near future?

Answer: If confirmed, I would work with Congress and the Administration to right-size our manpower resources to meet our national defense needs; while also ensuring we resource and balance readiness and modernization requirements. The tasks established in the National Defense Strategy require a lethal, ready, and resilient Air Force as a central part of the joint team. The President's current budget request acknowledges the Air Force is currently too small for what the nation requires.

134) If confirmed, would you, year-over-year, intend to increase Air Force end strength to build an Air Force of 350,000 regular airmen. If so, how long would it take and how much would it cost? If not, why not?

Answer: If confirmed, I would work with the Congress and the Secretary of Defense to determine the appropriate size and any growth trajectory needed for the Air Force mission. As required, I would work to attain sustainable and affordable growth that supports the long-term needs of the Air Force. In addition to getting the right numbers, the force must also comprise the right skill sets and experience.

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

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

136) If active Air Force end strength is increased in FY 2021, what specific parameters would you use to determine what the corresponding Air Force Reserve Component end strength should be in order to support those active forces?

Answer: End strength levels within each component are driven by the assigned missions and associated force structure. These missions are assigned to ensure the total force can meet the National Defense Strategy in the most efficient and effective manner. If confirmed, I would use those same metrics.

137) What additional force shaping authorities and tools does the Air Force need, in your view?

Answer: From my perspective as a MAJCOM commander, the Air Force currently has the force shaping tools necessary to retain, shape, and build the Air Force we need.

Air National Guard and Air Force Reserve

138) What is your vision of the roles and missions of the Air National Guard and Air Force Reserve? If confirmed, what objectives would you seek to achieve with respect to the organization, end strength, and force structure of the Air National Guard and Air Force Reserve?

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

139) What are your views as to the optimal role for Air Force Reserve Component forces in meeting Air Force combat mission requirements?

Answer: Air Force Reserve Component forces provide capacity and strategic depth in order to provide combat ready forces in support of Combatant Commander requirements.

Both as a strategic reserve and operationally in support of ongoing missions, our Citizen Airmen stand ready to mobilize. They provide combat-ready forces delivering mass and skill to the fight. These skillsets integrate seamlessly, rapidly and at a reduced cost to the Air Force.

At least one commentator has asserted that because of readiness challenges associated with the Air National Guard's part-time force, the Air Force should return the Air Force Reserve Command to its critical role as strategic reserves and allow the Guard and Reserve to reset the health of their respective force structures.

140) What is your view of this assertion?

Answer: We need the Air Force Reserve and Air National Guard to maintain their indispensable role as both a strategic reserve, providing additional surge capacity to the joint force when called upon, and an operational reserve, providing a layer of daily capacity to support on-going operations and training. Both roles are critical to meet wartime and competition requirements set forth in the National Defense Strategy.

141) In your view, should DOD assign homeland defense or global or domestic civil support missions exclusively to the Reserves?

Answer: No. The Air Force relies on three strong components – Regular, Guard, and Reserve – to sustain the force required to meet strategic uncertainty, fiscal constraint, and rapidly evolving threats. Assigning homeland defense or any other global or domestic

civil support mission exclusively to the Reserve Component would not be in the best interest of National Defense and we must continue to seek joint and total force solutions to emerging threats and mission sets.

The reserve components are very capable and effective at a range of domestic missions such as disaster response, counter-narcotics, border security, and response during civil disturbances, but they are equally integral to Global Reach, Global Power, and Global Vigilance.

Air Force Recruiting and Retention

The National Defense Strategy Commission asserted unequivocally that the most critical resource required to produce a highly capable military is highly capable people, in the quantity required, willing to serve. The recruitment and retention of quality airmen—officer and enlisted, active and Reserve Component—is vital to the Department of the Air Force. Yet, DOD studies indicate that only about 29% of today’s youth population is eligible for military service. Further, only a fraction of those who meet military accession standards are interested in serving.

142) If confirmed, how would you ensure that the Air Force maintains sufficiently high recruitment and retention standards, even if such standards result in the Air Force not achieving authorized end strength growth?

Answer: The Air Force continues to maintain high standards and achieve authorized end strength. Both are warfighting imperatives and are essential to attracting, building, and retaining a lethal force. If confirmed, I will work to ensure our recruiting, retention, and training remain strong and maintain our high standards of readiness for the nation’s security.

143) In your view, should existing medical and other qualification standards be changed to accommodate youth willing to enlist for service in certain high-demand specialties, such as RPA pilots or cyber defenders?

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

144) What is your view of increasing the number of individuals eligible for service by recruiting individuals who are older than the typical core recruiting demographic?

Answer: In the last five years we have increased the maximum age of our enlisted and line officers. Age adjustments enable us to compete for talent with those who want to serve later in life.

145) Rather than relying solely on ever-higher compensation for a shrinking pool of volunteers, what creative steps would you take, if confirmed, to expand the pool of eligible recruits and improve Air Force recruiting?

Answer: The Air Force values diversity and inclusion. We will continue to reach and inspire great Americans from all backgrounds in order to expand the pool of eligible recruits who desire to serve and see the benefits of military service. People don't serve because of the money or compensation. We offer them the value proposition through military service where we treat everyone with dignity and respect, we value diversity and inclusion, and we set the conditions and environment where they can maximize their talents and reach their fullest potential.

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

Answer: To retain talented Airmen, we must constantly look to maximize the quality of their service and the quality of life for Airmen and their family. There are inherent sacrifices associated with military service. If confirmed, my job will be to ensure the quality of the experience for Airmen and their families balances or outweighs the sacrifices.

147) What steps, if any, do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall recruiting, retention, readiness, and morale of airmen?

Answer: The Air Force must answer the nation's call. If confirmed, my role and responsibility will be to organize, train, and equip the force to respond to that call. If confirmed, I will be tireless in my advocacy and support for Airmen to ensure they have the resources, training, and support they need to be successful.

148) In your view, what effect do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—have on recruit attrition and/or future success in the Air Force?

Answer: I currently have no reason or data to doubt the current standards and criteria do not adequately predict attrition or future success. If confirmed, I'll work closely with the Secretary of Defense and Congress to ensure we maximize our effectiveness as good stewards of American tax payers' dollars.

Pilot Retention

Increases in commercial airline pilot hiring over the past few years have contributed to persistent and alarming pilot shortage and retention problems in all of the Military Services, but the Air Force most acutely.

149) What monetary and non-monetary incentives has the Air Force employed to address the pilot retention crisis? In your view, which incentives or combinations thereof have proven most effective and why?

Answer: Monetarily, The AF has made adjustments to all three bonus programs (Aviator Bonus, Aviator Incentive Pay, and Critical Skills Pay). We have also supported broad spectrum spouse licensure initiatives to ensure our spouses can maintain professional credentials and work throughout PCS's.

Non-monetary incentives include; increased administrative support at the squadron levels to alleviate non-flying duties, initiatives to optimize our human weapons systems through sustainable fitness, nutrition, psychological, and physical therapy needs, and a more tailored approach to assignments through the Airmen Centric Delivery model to provide flexibility to adapt to needs of individual Airmen.

The combination of improved Quality of Life and Quality of Service initiatives (non-monetary) with the increased monetary programs have proven to be the most effective.

In March 2020, it was publicly reported that Air Mobility Command (AMC) had ended its “flying-only” career track for pilots who were not interested in command.

150) In your view, was it prudent to disestablish the “flying-only” career track at this stage?

Answer: Yes, the AF has made changes in other areas to address the core issues the flying-only career track was intended to solve. Allowing the declination of PME, the introduction of competitive developmental categories, and our most recent removal of below-the-zone promotions enable Airmen to focus on what they value in their own career.

151) If confirmed, what additional steps would you take immediately to retain the requisite number of pilots in the Air Force?

Answer: Rated communities are facing similar retention challenges and would benefit from a more tailored approach to improve Quality of Life and Quality of Service. The top areas I will focus on are reducing additional duties for aircrew where feasible, ensuring deployment transparency and providing lifestyle predictability. Of course, we will need

to continue to monitor the status of hiring in the commercial aviation community, staying aware of any changes flowing from current economic realities.

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

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

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

Answer: Since 2016 we have steadily increased Undergraduate Pilot Training (UPT) production from 1,112 in FY16 to 1,279 in FY19. In addition, we are pursuing innovations to modernize pilot training in light of changing student learning methods, changing capabilities of aircraft, and changing adoption of technology.

In 2016, the graduation rate from Air Force pilot training was 93 percent; in 2017, it was 98 percent; and in 2018, it was 97 percent. These graduation rates far exceed historic thresholds.

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

Answer: The Air Force demands excellence from all its Airmen. Our quality standards are high and we have never lowered them. That will not change. In addition, we are improving our flight training through innovation and modernization in order to make pilots better prepared to meet future combat demands.

Military Compensation

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

Answer: The overall pay and benefits package appears to be sufficient to meet requirements. If confirmed, I will review the overall package and work with the Congress on any required adjustments especially for the ever-growing competition in the market, particularly for high-tech skills.

156) What recommendations would you have for controlling the rising cost of personnel?

Answer: The Air Force must balance our nation’s precious resources with the need to attract and retain our best Airmen. As such, if confirmed I will work to ensure we build an effective Air Force that is appropriately sized for what the nation requires in the most efficient manner that provides our Airmen with the quality of service and quality of life they need to be successful.

Voluntary Education Programs

An important feature of the Post-9/11 GI Bill is the ability of career-oriented service members to transfer their earned benefits to spouses and other family members.

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

Answer: The Post 9/11 GI Bill is one of our most sought after benefits for new recruits and is critical to attracting young men and women to serve in the Air Force. In a 2017 Joint Advertising Marketing Research and Studies (JAMRS) study on new recruits, 51% said that paying for future education was the main reason they enlisted.

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

Answer: The Post 9/11 GI Bill is one of our most sought after benefits for new recruits and is critical to attracting young men and women to serve in the Air Force. In the 2019 Air Force Retention Survey, the Post-9/11 GI Bill was among the top 10 reasons enlisted Airmen choose to stay. While a key retention factor, we do not find transferability influencing recruiting as much.

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

Answer: The Air Force places great value on the tuition assistance program, as it not only leads to a more highly trained and educated workforce, but also supports recruitment and retention efforts. The Air Force has witnessed a steady increase in participation, currently at 24 percent; the highest among the Services. Moreover, new recruit and survey data relays “Education Opportunities within Service” ranked #12 (out of 23) reasons for joining the Air Force, while Retention Survey results listed “Tuition Assistance” and “Opportunities to further your academic education” among the Top 10 influences for staying in the Air Force. Unfortunately, while the value of a higher education and professional development is shared from both a Service and member perspective, support for the program comes at an

increased cost when coupling tuition expenses with increased participation. Accordingly, moving forward, the Air Force must continue to balance program demands and overall risk within the overall Air Force budget.

160) What is your understanding of the role and mission of Air University?

Answer: Air University (AU) has a rich history, dating back to 1946, of educating warrior-leaders in support of the National Defense Strategy and is the lead agent within the Department of the Air Force for education. It provides a full spectrum of education that spans pre-commissioning, professional military education, professional continuing education, and STEM (science, technology, math and engineering) disciplines. Air University offers degree and non-degree programs, via in-resident or distance learning instruction, to all members of the total force (officer/enlisted: active duty, guard, reserve, & civilian), and to all US military branches of service, international partners, and interagency personnel. Our Professional Military Education programs hone critical thinking skills that enable air and space professionals to employ air, space, and cyberspace power to meet national security objectives. Specialized professional continuing educational programs provide scientific, technological, managerial, and other specific expertise to meet the needs of the Department of the Air Force. AU also conducts research on the evolving security environment; emerging threats; future uses for air, space, and cyberspace power; working in joint and coalition teams and multicultural environments to build partnership capacity; and a variety of other topics that inform senior Air and Space Force leaders.

Non-Deployable Service members

Recently, the Department published DODI 1332.45, *Retention Determinations for Non-Deployable Service members*.

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

Answer: The defense of our nation requires the Air Force to be ready to deploy at all times. If an airman is nondeployable for 12 consecutive months, the Air Force will assess, on a case-by-case basis, whether the airman is capable of returning to duty in his or her current or other specialty, or whether referral into the Disability Evaluation System is best for the Air Force and the airman. If confirmed, I will work with Air Force leadership and based on the Secretary of Defense's guidance, ensure each airman is properly assessed for a determination as to whether they are fit or unfit for continued service to evaluate the measures used to consider separation or referral to DES. The defense of our nation requires Airmen and the Air Force to be ready to deploy at all times.

DODI 1332.45 provides that the Secretaries of the Military Departments may “retain . . . those service members whose period of non-deployability exceeds the 12 consecutive month limit . . . if determined to be in the best interest of the Military Service.”

162) In your view, under what circumstances might the retention of an airmen who has been non-deployable for more than 12 months be “in the best interest of the [Air Force]”?

Answer: These are all individual cases where the Airman’s rank, specialty, and medical condition impact the decision. Not all Service members must deploy outside the CONUS to perform their wartime mission. For example, ICBM Missileers and Remotely Piloted Aircraft Operators conduct their wartime mission from CONUS while deployed in place. Although these members do not deploy overseas, they are absolutely deployed “in place” to execute a wartime mission. It may be that retaining them is in the best interest of the DoD. If confirmed, I will ensure the Air Force considers the skills and occupational specialty of each airman on a case-by-case basis and the Air Force’s needs to determine whether the airman may be retained.

163) In your view, how should this policy be applied to airmen with HIV? To airmen who identify as transgender?

Answer: All Service members with deployment limiting or chronic medical conditions must be evaluated equally. Service members with HIV would be evaluated for continued service by the Disability Evaluation System. Service members who self-identify as transgender with a medical condition (such as gender dysphoria) would be evaluated in the same manner as any other Service member with a medical condition.

164) Has the Air Force established any class or group of personnel deemed “deployable with limitations,” such that the class or group is exempt from the 12-month non-deployable retention determination requirement?

Answer: The Air Force has not established any such class or group but rather, Airmen are reviewed on a case-by-case bases. If confirmed, I will continue to monitor if there is such a need for a group or class, based on the needs to meet the Air Force mission.

165) In your view, what percentage of airmen in the active Air Force and what percentage in Air Force Reserve Components can be non-deployable at any given time without adversely affecting the readiness of the force to execute the NDS and associated operational plans?

Answer: The Air Force has been, and will continue to be, ‘all-in’ in order to rebuild readiness, execute the NDS and fulfil Combatant Commander’s operational plans.

166) If confirmed, what would you do to improve the timeliness of active and reserve component airman referral to, and processing through the Disability Evaluation System?

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

National Commission on Military, National, and Public Service

In March 2020, the National Commission on Military, National and Public Service—a Commission chartered by the Senate Armed Services Committee in the NDAA for FY 2017, released its report and recommendations. Congress had charged the Commission with two primary tasks, one of which was to review the selective service process.

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

Answer: The armed forces benefit by fully utilizing the nation's available talent pool in support of national security. Expanding the Selective Service System to include 100% of the eligible United States population would ensure equality of military service opportunities and increase awareness among potential candidates. As women make up nearly half of the Selective Service age bracket, and earn more degrees at all education levels than men, it would seem consistent to capitalize on their skills and ability to serve in times of national emergency.

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

Answer: The strength of our nation is fully realized when we apply a "whole of government" approach as we confront the vast array of complex challenges - domestic and abroad. The success of this approach is undoubtedly linked to this nation's most incredible asset - its remarkably diverse citizenry. The U.S. demographic landscape is rapidly shifting, and our public service institutions must be postured to deliberately attract and inspire participation across the spectrum of backgrounds and cultures. I believe that a national campaign for voluntary public, national or military service would benefit our whole society as it serves the greater good and helps a new generation better understand the workings of government while engaging in the forward progress of our nation.

Military Quality of Life

The Committee remains concerned about the sustainment of key quality of life programs for military families, such as family advocacy and parenting skills programs; child care; spouse education and employment support; health care; and morale, welfare and recreation (MWR) services.

169) If confirmed, what quality of life and MWR programs would you consider a priority?

Answer: Priority programs at the top of my list will be those that help foster resilient and ready families. Programs such as health care, spouse employment, spouse education, family advocacy, exceptional family member program and dependent schools, along with MWR programs like child care, youth development, libraries, and fitness programs.

170) What factors would you consider in assessing which MWR programs are ineffective or outmoded and thus potentially suitable for elimination or reduction in scope?

Answer: I would identify MWR programs with the biggest impact on Airmen and families' health and resiliency, and on recruiting, retention, and readiness. I will reach out to the field for feedback in assessing programs' value based on usage data and mission contributions. From there I would pursue high-impact program examples and innovative modeling to guide the current and future MWR portfolio, consistent with budget availability and the quest to provide our Total Force the level of support they need.

Family Readiness and Support

171) What do you consider to be the most important family readiness issues for airmen and their families?

Answer: Let me start with spouse employment, support for our exceptional family members, accessible and affordable childcare, and dependent education as family issues that will capture a good share of my attention. Our Air Force families understand service requires sacrifice, but expect this sacrifice to be balanced with support throughout their careers, and care for their families. If confirmed, I will sustain our focus on family readiness.

172) If confirmed, how would you ensure that the family readiness issues you identified are properly addressed and adequately resourced?

Answer: I would collaborate with inter-agency and non-government partners to advance initiatives that expand our reach and support for Airmen and families. I understand the pressures and challenges they encounter and will remain cognizant of their needs. From a resourcing perspective, I will ensure we grant family readiness the attention and budget

consideration it demands as we gather and respond to input from Airmen and families to ensure our family readiness actions are on target.

173) If confirmed, how would you ensure that support related to mobilization, deployment, and family readiness is provided to Air Force Reserve Component families, as well as to active duty Air Force families who do not reside near a military base?

Answer: The Air Force has a broad range of programs that promote readiness and enhance quality of life for activated or deployed Airmen and their families. Our family readiness programs support all Total Force Airmen and families, regardless of their status or location, throughout all phases of deployment. Whether members reside on an installation or far away, our Airmen & Family Readiness Centers connect people to resources and support. If confirmed, I would continue to assess our programs and the way we deliver them, and adjust policy where it makes sense to ensure we remain connected to our Total Force and responsive to their needs.

174) In your view, what role do non-medical counseling services provided by DOD Military Family Life Counselors have in promoting the readiness of the force and family?

Answer: The Department of Defense contracted Military Family Life Counselors assist our Airmen and families with life challenges and support the need for personal growth in our dynamic military environment. We have Military Family Life Counselors providing services from established offices and also embedded in high-risk units to ensure we can offer support where needed. By normalizing the counselors' presence and integrating them into local units, we are removing the stigma that has for too long been negatively associated with help-seeking behaviors. I plan to continue lending my voice to this key issue and encouraging leaders at all levels to do the same.

The Committee often hears that active duty families have difficulty obtaining child care on base and that there are thousands of military families on waitlists to receive infant care.

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

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

176) How would you ensure that childcare services for Air Force families are properly resourced?

Answer: I recognize resourcing is critical as I assess childcare initiatives and take action to enhance availability AF-wide. If confirmed, I would continue efforts to gather input directly from military service members and their families while keeping commanders engaged to ensure we are on target with actions to eliminate the unmet childcare demand.

177) What is your view of the efficacy of the Air Force’s implementation of the MilitaryChildCare.com system?

Answer: MilitaryChildCare.com is an effective system at providing comprehensive information on military-operated or military-approved childcare programs worldwide. It allows Airmen around the world, including those not near an installation, to assess childcare options and make informed decisions. This system also provides Air Force leadership critical data vital to addressing gaps in meeting the childcare demand.

Support for Military Families with Special Needs

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

Answer: If confirmed, I will work with Air Force leadership to assess implementation of The Air Force’s Exceptional Family Member Program. This program screens registered airmen and dependents to ensure they are relocated to duty stations with required medical and educational services.

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

Answer: If confirmed, I will encourage effective implementation of and confidence in EFMP. Airmen who have knowledge and confidence in the EFMP will enroll.

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

Answer: If confirmed, taking care of Airmen and their families would be a top priority. The most important part of doing so is providing a safe, secure environment for them to live and work. If confirmed, I would continue to emphasize that this is a commander’s responsibility. Additionally, I would work closely with my staff to ensure our policies, programs, and oversight support the Exceptional Family Member Program (EFMP). Specifically, I would ensure the new Resident Advocates are trained and empowered to help EFMP families navigate military housing options.

Domestic Violence and Child Abuse in Military Families

181) What is your understanding of the extent of domestic violence and child abuse in the Air Force, and if confirmed, what actions would you take to address these issues?

Answer: Crimes of domestic violence and child abuse run counter to our Air Force culture and core values and cannot be tolerated. Domestic violence and child abuse must be addressed to ensure that victims are given the resources and support they need and that abusers are held accountable. My understanding is that pursuant to the most recent NDAA, the Air Force is in the process of setting up a program to provide legal counsel to domestic violence victims who otherwise qualify for legal assistance services and will also provide victims with a Special Victims' Counsel for cases with a military justice nexus, such as a court-martial or administrative discipline proceeding.

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

Answer: The Department must continue efforts to engage directly with those who are at the highest risk for committing domestic and intimate partner violence. We do this in a variety of ways, to include ensuring that front-line supervisors are adequately trained and equipped to recognize signs that may indicate the potential for domestic and intimate partner violence. Additionally, we must continue to ensure those at risk of engaging in such behavior are provided with the positive coping tools and assistance they need to seek help rather than resort to violence. Finally, we must continue to ensure that those who may become victims of domestic or intimate partner abuse are provided with the resources, information, and support necessary to reach out and seek help from professionals who can intervene before the abuse occurs.

183) Do you believe that the Air Force Department's Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?

Answer: Domestic violence and child abuse must be addressed to ensure that individuals and families get the resources needed to heal from the abuse. The Family Advocacy Program is primarily focused on ensuring families are provided with the appropriate support resources. Our military justice system operates within a careful balance between the interests of the government, the rights of the accused, and the respect for the dignity of victims. We need to be focused on both aspects of this issue. If confirmed, I will ensure we continue to place an emphasis on both supporting families through the Family Advocacy Program and holding offenders accountable through the chain of command.

Military Spouse Employment

Section 580F of the FY 2020 NDAA required the Secretary of Defense to expand the DOD My Career Advancement Account (MyCAA) program to authorize financial assistance to a military spouse pursuing a license, certification, or Associate's degree in *any* career field or occupation.

184) If confirmed, what specific actions would you direct to ensure that eligible Air Force spouses are aware of this expansion of the MyCAA program?

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

185) Do you believe that MyCAA eligibility should be expanded to the spouses of airman serving in more senior ranks? Please explain your answer.

Answer: I believe we should have programs that support spouses of all levels. If there are aspects and opportunities for MyCAA to offer programs to senior spouses, they should be considered for implementation. If confirmed, I will continue to emphasize support for all our military spouses.

Transition Assistance Programs

186) In your view, how can the Transition Assistance Program (TAP)—Goals, Plans, Success, be improved, better to prepare airmen to address the challenges they and their families experience in the transition from military to civilian life?

Answer: I think TAP should continue to improve through the collaboration of the inter-agency partners with the Departments of Defense, Veterans Affairs and Labor leading the way to deliver TAP services for our military members. The FY19 NDAA mandated individualized counseling and services further out from separation or retirement to allow each Airman to better shape outcomes for transition back to civilian life. Initial feedback from these members is favorable and many have expressed they sense a greater degree of control in achieving transition Career Readiness Standards for return to the private sector. As we continue to mature these efforts, I will keep TAP on my scope and look for every opportunity to improve the program, ensuring it meets the needs of our Service and culture.

187) What is your assessment of the efficacy of TAP services and support to members of the Air Force Reserve Components as they transition from

federalized/mobilized status back to civilian life and participation in their assigned reserve and guard units or positions?

Answer: Our Air Force Reserve Component military members are seeing much improved TAP support given the Congressional authority military services now have to shape TAP for these members. We are now able to focus on how best to align resources with individual self-assessments in meeting personal transition needs. Many Reserve Component members are returning to established employment, continued active duty, or reserve status roles. As such, we team with Reserve Component members, re-affirm their status and tailor TAP support to what members need.

Military Housing Privatization Initiative

In the FY 1996 NDAA, Congress established the Military Housing Privatization Initiative (MHPI), providing DOD with the authority to obtain private-sector financing and management to repair, renovate, construct, and operate military housing. DOD has since privatized 99 percent of its domestic housing. In 2019, the Senate Armed Services Committee held three hearings to address concerns voiced by military families living in privatized housing that the program had been grossly mismanaged by certain private partners, that military and chain of command oversight were non-existent, and that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves and their military sponsor to reprisal.

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

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

189) If confirmed, specifically what would you do to establish accountability in the Air Force chain of command for sustaining the high-quality housing that airmen and their families deserve?

Answer: Ensuring Airmen and their families have safe and healthy privatized housing is a commander's responsibility. If confirmed, I would ensure Air Force leadership is engaged and at all levels taking necessary actions to hold Project Owners accountable. I would review Air Force actions to date, consider additional steps to ensure accountability, and take immediate action to implement all necessary tools to provide Airmen and their families with safe, quality housing.

190) If confirmed, specifically what would you do to establish accountability in MHPI “contractors”, particularly given that, in most cases, they have public-private partnership agreements with the government that extend for as long as 50 years?

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

The FY 2020 NDAA was clear—DOD’s Tenants Bill of Rights for military personnel living in privatized housing must include three basic items: the right to dispute resolution, the ability to withhold rent, and access to a home’s maintenance history. Yet the recently released Tenant Bill of Rights included none of these things.

191) If confirmed, what would you do to address these omissions?

Answer: If confirmed, I will work with my service counterparts and the Office of the Secretary of Defense to understand the challenges associated with implementing these rights and the way forward. I will then work with my staff to ensure the Projects Owners and privatized housing investors make the necessary changes to our existing project agreements to make these rights available to our military tenants as quickly as possible.

Environmental Contaminants

The Air Force has identified many military installations affected by known or suspected releases of Perflourooctane (PFOS) and Perfluorooctanoic acid (PFOA).

192) If confirmed, how would you further efforts to identify and remediate PFOS/PFOA contamination at Air Force installations?

Answer: The health and safety of Airmen, their families, and the communities in which they live and serve is an Air Force top priority. If confirmed, I will support the Air Force’s continuing to ensure no one is drinking water with PFOS/PFOA concentrations above the U.S. EPA’s lifetime drinking water health advisory level attributable to Air Force actions, aggressively pursue response actions under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) as warranted, and support DoD efforts to find a fluorine-free firefighting agent to meet the requirements of the FY20 NDAA.

I am aware the Department of the Air Force is an active participant in the DoD Task Force which has a primary goal of finding a fluorine-free firefighting agent. If confirmed, I will ensure Air Force resources are available to aid the effort to find an effective, fluorine-free firefighting agent that protects our Airmen and meets FY20 NDAA requirements.

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

Answer: If confirmed, I would address health concerns of service members and their families regarding potentially harmful contaminants on Air Force installations through investigating the matter, informing, remedying, reporting, and remediating. If appropriate, the Air Force would partner with the Agency for Toxic Substances and Disease Registry (ATSDR).

Encroachment on Air Force Ranges

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

194) What steps has the Air Force taken to assess encroachment risks for each testing and training range under its purview?

Answer: The Air Force works with the DoD's Test Resource Management Center to address all matters dealing with the protection of the Major Range and Test Facility Base infrastructure. The Air Force also works through the DoD Central Test and Evaluation Investment Program, the Air Force Spectrum Management Office, as well as the Assistant Secretary of the Air Force for Energy, Installations and Environment, to ensure that both physical and electromagnetic range requirements are identified and advocated to the appropriate governing bodies, both within the US Government and with industry.

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

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

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

Answer: Yes. If confirmed, I would ensure the Air Force continues to engage, build relationships, and work collaboratively with communities, states, Native American Tribes, foreign Ministries of Defense, nongovernmental organizations, federal agencies, and individual stakeholders. I would ensure the Air Force provides timely, accurate, and credible information about Air Force mission sustainment and would personally engage, where appropriate.

Sexual Assault Prevention and Response

Despite significant efforts by the Military Services to enhance their response to sexual assaults, including measures to care for victims and hold assailants accountable, the *DOD Annual Report on Sexual Assault in the Military for Fiscal Year 2018* documented a statistically significant increase in past-year prevalence of sexual assault and unwanted sexual conduct, primarily for female service members aged 17 to 24. These findings echoed earlier reports of alarming increases in the prevalence of sexual harassment and assault at the Military Service Academies.

197) What is your view of the role of the Air Force chain of command in maintaining a command climate in which sexual harassment and sexual assault are not tolerated?

Answer: The chain of command bears the highest level of responsibility in demonstrating and communicating that sexual assault and sexual harassment are not tolerated. Maintaining an environment of respect and trust is essential to the health and lethality of the force. Commanders represent our finest officers, entrusted with protecting our Nation and employing our resources to complete the mission. Our commanders are inextricably linked to establishing the culture and climate of a unit, which allows them to execute the mission. The chain of command and these commanders, with the assistance of their staff judge advocates, ensure justice is administered fairly and impartially.

198) If confirmed, what specific role and tasks would you establish for yourself in the Air Force's program of preventing and responding to sexual harassment and sexual assault?

Answer: The true key to defeating this crime is to effectively prevent it. I believe we're on the right path with the evidence-based approach and commitment to the prevention of both sexual assault and sexual harassment. As such, I have a role in creating the environment where our Airmen can reach their full potential. I will ensure we continue to properly resource both our prevention and response efforts to include our continued implementation of the Sexual Assault Accountability and Investigation Task Force recommendations.

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

Answer: The Air Force strives to provide a fair and equitable system of accountability, but I believe that continuous assessment and improvement is necessary. We are doing this through initiatives developed to implement the findings of the Sexual Assault Accountability and Investigation Task Force (SAAITF). In August, 2019, we implemented the CATCH program. Since its inception, over 65 restricted reporters across our service and the Air Force Academy have participated, leading to a promising result: three victim matches as of April, 2020. We continue to work with our Sister Services, the DoD, and Congress to identify areas for additional improvement.

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

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

Removing the commander from the military justice process would have a significant negative effect on accountability, discipline, and readiness. Commanders are responsible for the full range of discipline for those within their command, and they take the decision to refer or not refer charges incredibly seriously, acting with the advice and recommendation of their subordinate commanders, judge advocate preliminary hearing officers, and their staff judge advocates. That decision to refer or not refer charges is not made in a vacuum, but in the context of the full range of criminal, administrative, and disciplinary options. These decisions are also reviewed by superior commanders.

201) Are Air Force policies for addressing retaliation and reprisal—most notably, social ostracism and reputation damage—for reporting sexual assault adequate in your view?

Answer: I believe the current tools to address ostracism, retaliation, and reprisal are adequate. Regular climate surveys provide accurate, responsive data to better identify and address problematic behaviors - including retaliation, ostracism, and reprisal. All current disciplinary systems, whether administrative, non-judicial, or UCMJ action are available to address the issue of retaliation or ostracism, as appropriate. When the Air Force receives any allegation of ostracism or retaliation, it is tracked, thoroughly

evaluated, and the conduct addressed at the appropriate level. I also strongly believe that the focus should be on educating and modelling behaviors to prevent the full spectrum of unprofessional behavior and negative outcomes associated with reporting sexual misconduct, and to ensure that survivors experience maximum support. In short, we have the processes in place to properly investigate an allegation, as well as the avenues to educate our Airmen, address their concerns, and discipline those who would engage in any retaliatory activity.

202) What is your assessment of the effectiveness of the U.S. Air Force Academy's implementation of a *Safe to Report* policy in increasing reports of sexual assault at the Academy? In your view, should this policy be expanded Air Force-wide?

Answer: My understanding is that the *Safe to Report* policy was created to target the unique academic environment at USAFA. Given that *Safe to Report* was only implemented on May 8, 2018, there is still too small a sample size to determine impacts on reporting at USAFA.

It is also my understanding that the Department of Defense is currently preparing a study on the feasibility and advisability of expanding *Safe to Report* across the armed forces. If confirmed, I will review the Department of Defense study and assess whether *Safe to Report* should be expanded across the Air Force.

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

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

In any sexual assault investigation, our investigators, legal team, and Victim/Witness Assistance Personnel (VWAP) implement Special Victims' Investigation and Prosecution (SVIP) protocols, which include reaching out to the victim at the earliest possible point to ensure they are receiving available support. As part of the implementation of the Sexual Assault Accountability and Investigation Task Force (SAAITF), the Air Force is conducting a thorough assessment of both SVIP and VWAP to identify potential enhancements. We also of course provide Special Victims' Counsel (SVC) to all active duty victims of sexual assault, whatever the status of the offender. These are trained and experienced judge advocates who advocate for and advise their clients both in the

military justice system and in other areas where they may be in need of legal advice. The SVC program knows no parallel in the civilian criminal justice system.

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

Suicide Prevention

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

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

Answer: The tragedy of suicide is a national issue and we can never do enough to shore up our programs. The recent loss of 2 cadets to apparent suicide is a critical reminder to remain relentless in our suicide prevention efforts and the imperative to continue to look to the latest research to inform our efforts.

Today, the Air Force Academy has a robust suicide prevention program that leverages the competencies of violence prevention integrators, chaplains, mental health providers, a college counseling center, military family life consultants and other helping agencies. This network of caregivers is a vital resource accessible to the cadets and staff. The Academy conducts Department of the Air Force developed annual suicide prevention training for active duty permanent party, all cadets, reserve, guard, and civilian employees. The Academy is also devoting significant efforts to explore research based initiatives to improve social connectedness and attachment security; both of which are proven to improve mental health and increase resilience. All of these efforts are aimed at reducing risk factors, minimizing any potential stigmas associated with seeking help and building protective factors around violence and self-directed violence. I am encouraged that the Academy is seeking out expert advice and best practices as they continue to develop their programs.

205) Has the Air Force conducted a comprehensive review of the two recent Academy suicides to determine whether there are any common causal factors? If so, what did the Air Force find?

Answer: The Air Force Office of Special Investigations is currently conducting a comprehensive review and investigation of the two suspected suicides. At the conclusion

of the OSI investigation, if suicide is determined to be the cause of death, then the Academy will convene a Suicide Analysis Review Board to help identify contributing factors. I take every suicide very seriously and will make every effort to use results from any analysis to inform and improve our suicide prevention programs if confirmed.

206) What actions has the Air Force taken to prevent the suicides of other First-Class cadets assigned to the Academy, while ensuring cadet health and safety during the coronavirus pandemic?

Answer: Nationwide, this is a dynamic, evolving situation. With the recent graduation and commissioning of the Class of 2020 into the Air Force and Space Force, the Academy is now focusing its efforts on how to balance COVID-19 restrictions with actions to enhance mental health and resilience as we plan for Basic Cadet Training and Summer Programs. I will partner with the Superintendent to ensure all plans are aligned with national and Department of Defense phased guidelines to re-open and resume operations. Any transition programs and activities that the Academy executes will build in access for cadets and staff to helping agencies to include chaplains, Mental Health and Peak Performance Center Mental Health professionals and counselors. My goal is for the Academy to continue to balance mission requirements, the mental and physical health of the Cadet Wing and base personnel, and adherence to COVID-19 precautions.

207) If confirmed, specifically what more would you do to maintain a strong focus on preventing suicides in the active Air Force, the Air Force Reserve, and the Air National Guard, and their family members?

Answer: 2019 was a particularly challenging year. As a result, the DAF updated the suicide prevention strategy to align with that of the Centers for Disease Control. Five priorities for suicide prevention have been established and are being actively worked: 1. Updating suicide prevention training, 2. Strengthening implementation of the Suicide Prevention Program, 3. Implementing lethal means safety (what we call “time-based prevention”), 4. Developing products to empower and equip family members in suicide prevention, and 5. Strengthening response after a suicide occurs. These priorities and their progress are tracked at each of our DAF Community Action Team meetings with a cross-functional forum of Total Force experts and key stakeholders. If confirmed, I will ensure these priorities continue to evolve and embody the latest research on suicide prevention and mental health. I am committed to making suicide prevention a priority.

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

Answer: The tracking of dependent suicides is required by DoD policy. In order to ensure accurate and timely reporting of family member and dependent suicide, synchronicity of all available data from the DAF, DoD, and the CDC is required. If confirmed, I will work to coordinate with our DoD suicide prevention partners as they

work toward improving the speed and accuracy of suicide death reporting among DAF family members and dependents, which could include assessing the process of investigating dependent deaths and increasing the robustness of available data.

Mental and Behavioral Health Care

209) If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to airmen in theater, as well as to airmen and families at home station locations?

Answer: If confirmed, I will work with the Office of the Assistant Secretary of Defense for Health Affairs to identify current standards of care in both mental and behavioral health to both active duty and family members abroad and at home station. Because of the nationwide shortage of mental health providers, the Air Force may have to extend special incentives to attract qualified candidates and engage innovative delivery methods.

210) If confirmed, what would you do to ensure that sufficient mental and behavioral health resources are available to Reserve Component airmen and their families who do not reside near a military base?

Answer: If confirmed, I will evaluate this issue with Air Force leadership. I understand when Air Reserve Component (ARC) members are activated and eligible for care, existing mental and behavioral health resources are available for Reserves and their families at active duty Military Treatment Facilities. In addition, I have been advised that when not activated, mental and behavioral health resources are available at Air National Guard and Reserves units and at all times on-site professionals link ARC members to local resources.

Audit

211) Why is it important for the Air Force to achieve a clean audit opinion?

Answer: Funding for the U.S. Department of Defense makes up one of the largest portions of our Nation's annual spending, and the Air Force's Fiscal Year '21 budget of over \$160 billion hard-earned taxpayer dollars is a significant piece of that. If confirmed, ensuring money is spent wisely and is properly accounted for is something on which I pledge to work diligently with the Secretary. Our Airmen at the tip-of-the-spear deserve nothing less than full accountability of the money and assets they require to perform their job and keep our nation—and those of our Allies—safe. A clean audit opinion is essential to ensure we are doing everything in our efforts to spend and track our financial resources—and world's greatest mission-critical assets—to the best of our abilities, and in-line with the best accounting practices.

212) What steps has the Air Force taken to evaluate unit readiness and commander performance based on audit results?

Answer: The Air Force remains steadfast in its commitment to audit remediation, and has begun tying performance appraisals for Senior Executive Service (SES) personnel to audit remediation efforts. Additionally, we have devised the Air Force Inspection System, which consists of a Commander-led, Unit Self-Assessment Program to evaluate managing resources, leading people, preventing or minimizing fraud, waste, and abuse, and executing the mission. Audit outcomes and findings are used to shape the assigned mission of Commanders and Units across the Air Force. If confirmed, I pledge to work with the Secretary to continue pushing the Air Force to obtain and sustain a clean audit opinion.

U.S. Air Force Academy

The *Department of Defense Annual Report on Sexual Harassment and Violence at the Military Service Academies for Academic Program Year 2018-2019* documented another increase in the number of sexual assault reports by and against Military Service Academy cadets. While noting that the Academies had implemented a variety of activities aimed at the prevention of sexual assault, it called out “little evidence of change in long-standing attitudes that deter reporting and help-seeking.”

213) What is your assessment of the efficacy of the policies and processes in place at the U.S. Air Force Academy to prevent and respond to sexual harassment and sexual assault, and to ensure that those who report harassment or assault are not subject to retaliation or reprisal—most notably social ostracism and reputation damage?

Answer: Based on my recent observation, the Academy leadership has worked to implement new violence prevention programs; educate cadets about what constitutes sexual harassment and sexual assault; ensure availability of quality victim-centered services; and reduce the potential for retaliation. Similar to the DAF Total Force, I believe USAFA has worked to ensure sexual assault victims and witnesses/bystanders who intervene to prevent sexual assaults are protected and treated with dignity and respect. Still, incidents of sexual harassment and assault continue. As leaders, we need to continue to work hard to create an environment intolerant of sexual harassment and assault, and supportive of survivors.

Currently, Military Service Academy graduates incur a five year active duty service commitment following graduation. Congress last revised initial active duty service obligations for Academy graduates in 1996. Since then, the average real cost per graduate has increased by nearly 20 percent according to the Congressional Research Service. Additionally, recent studies suggest that Service Academy graduates have the lowest junior officer retention rates of all officer commissioning sources, despite being the most expensive. Meanwhile, the increasingly technical nature of officer careers has increased the length of initial skills training courses. As a result, new officers are spending less time at their duty stations during their initial active duty service obligation.

214) Do you believe a five-year minimum active duty service commitment for U.S. Air Force Academy graduates is sufficient return on investment for the U.S. military and the American taxpayer?

Answer: Yes. Retention trends are positive for USAFA graduates well beyond their 5-year active duty commitment and associated training commitments.

215) In your view, does the U.S. Air Force Academy contribute to the pool of Air Force officer accessions commensurate with the attendant costs? Please explain your answer.

Answer: Yes. As previously stated, retention trends are positive for USAFA graduates beyond their 5-year active duty commitment. OSD is working with a Federally Funded Research and Development Center to explore return on investment for graduates from all of the Military Service Academies; we look forward to that report and analyzing the information collected to determine applicability at USAFA.

Religious Accommodation

216) In your view, do current Air Force policies and processes properly facilitate the free exercise of religion, without impinging on the rights of those who have different religious beliefs, including no religious beliefs?

Answer: Yes. Air Force leaders are responsible for protecting free exercise of religion for all Airmen and avoiding the appearance of an official endorsement of any particular religion. By promoting free exercise of religion in a manner that is respectful to other individuals' rights to follow their own belief systems, the Air Force creates a climate conducive to good order and discipline and maximum mission accomplishment. Supporting the right of free expression relates directly to the Air Force core values and the ability to maintain an effective team. All Airmen are able to choose to practice their particular religion or to subscribe to no religious belief at all.

217) What is your assessment of the efficacy of the policies and processes in place at the U.S. Air Force Academy to ensure the free exercise of religion and the accommodation of religious practices?

Answer: Policies and processes at the United States Air Force are highly effective in ensuring the free exercise of religion and the accommodation of religious practices. The USAFA Chaplain Corps comprised of 15 Chaplains and 8 Religious Affairs Airmen ensures and provides for the Free Exercise of Religion and Religious Accommodation through the Religious Respect Training (RRT) Program, Cadet Inter-Religious Council, faith group opportunities, Special Programs In Religious Education (SPIRE) and leaderships advisement.

General Officer (GO) Reductions

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

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

Answer: The Air Force has reduced, or identified for reduction, the number of general officer billets from 198 to 187. Currently, the Air Force has 194 general officers of the authorized 198 and will continue to reduce as those general officers in positions identified for reduction depart to meet the FY17 NDAA-mandated reduction by December 31, 2022. The Air Force GO grade pyramid has been restructured at all ranks to represent those reductions.

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

Answer: The United States Space Force has organize, train and equip responsibilities with a mandate to elevate, unify and focus on space as a distinct warfighting domain. The Space Force intends to be lean, agile, and mission focused relying on the Air Force for institutional and base operations support. Building a new Service, though, demands a baseline of general officers (GO) with sufficient experience to enable the Chief of Space Operations (CSO) to serve as a member of the Joint Chiefs of Staff and sufficiently represent the CSO in all strategy and programming forums. We expect the establishment of the Space Force requirement of 21 general officers to reduce the number of Air Force general officer requirements by 12.

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

Answer: I understand that at the time Section 1045 of the National Defense Authorization Act for Fiscal Year 2018 (Section 1045) was enacted in 2017, there was already a longstanding framework of post-government employment restrictions that applied to all federal personnel, and that Section 1045 created additional restrictions that only apply to former Department of Defense senior military and civilian personnel. I understand that the complexity of Section 1045 has caused some concern that former senior officials could inadvertently violate post-government employment laws and can also make it more difficult to understand when the rules allow them to speak to former officials. If confirmed, I will support an assessment of whether Section 1045 has affected retention and post-government employment of Air Force senior officials.

221) In your view, does the Air Force have in place sufficient training and resources to provide its GOs with the training, advice, and assistance they need to avoid and

address conflicts of interest, comply with travel regulations, and ensure that government resources—including employee time—are used only for official purposes? Please explain your answer.

Answer: In my experience, the Air Force has placed significant emphasis on leadership, decision making, culture, and ethics in its general officer and senior executive service training. Training, which is conducted at each respective rank, includes instruction from experts from across the Department of Defense, industry, and academia being invited to share their best practices. Additionally, we conduct 360-degree feedback for the entire general officer corps annually to gain feedback from subordinates, peers, and other senior leaders. If confirmed, I will continue to emphasize these areas.

Adverse and Reportable Information

Incidents of misconduct or substandard performance, and the findings of Inspectors General and command-directed investigations are documented in various ways in each of the Military Services. Procedures for reviewing and forwarding adverse and reportable information for consideration in the promotion selection process are set forth in title 10, United States Code, and in DOD Instruction 1320.4.

222) How is the Air Force ensuring compliance with the requirements of law and regulation regarding the investigation and review of adverse and reportable information in the context of both GO and below-GO promotion selection processes?

Answer: The Air Force is in full compliance with the applicable laws and regulations pertaining to the collections and reporting of adverse information to General Officer promotion selection processes. As directed by the FY20 NDAA, the Air Force is quickly adapting our adverse information collection and reporting processes for our FGO promotions. We expect to achieve full compliance with the FY20 NDAA by the December 2020 promotion board to Major.

223) Do you believe current Air Force procedures and practices for reviewing the records of officers pending the President's nomination for promotion or assignment are sufficient to enable fully-informed decisions by the Secretary of the Air Force, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President?

Answer: Yes, I believe current procedures and practices are sufficient to enable fully-informed decisions. Given the recently enacted measures, partly driven by legislation, I believe this process will increase visibility of adverse information throughout the promotion selection and approval process.

224) In your view, are these procedures and practices fair to the individual military officers proceeding through the promotion or assignment process? Please explain your answer.

Answer: Yes, the current procedures and practices are fair and equitable to the individual military officers. The current process quickly identifies records of concern, and allows the Air Force to withhold these records before a nomination list is released from the Service for consideration by OSD and beyond. Officers who are withheld from the promotion list are afforded due process. In doing so, they are allowed the opportunity to respond to any new information being considered, and their response is weighed accordingly before ultimately determining the officer's suitability to promote to the next higher grade.

Joint Officer Management

The NDAA for FY 2017 modified the Joint Qualified Officer (JQO) system established by the Goldwater-Nichols Act in two significant ways. First, it broadened the statutory definition of "joint matters" to expand the types of positions for which an officer can receive joint duty credit. Further, it reduced from three years to two the minimum tour length required for joint duty credit.

225) What is your assessment of the effectiveness of the FY 2017 modifications to the JQO system?

Answer: In my estimation, FY 2017 modifications to the JQO system provided maximum flexibility for an officer to meet key Air Force career milestones while gaining the impactful joint leadership experience required to professionally develop joint leaders capable of leading in tomorrow's conflicts.

226) In your view, are the requirements associated with becoming a JQO, and the link between attaining joint qualification and eligibility for promotion to general and flag officer rank, consistent with the operational and professional demands of Air Force officers?

Answer: In my estimation, the requirement for attaining joint qualification for promotion to General Officer is consistent with the operational and professional demands of our Airmen. National security and the all-domain global environment of any future conflict demand that our Airmen be more joint than we've been in the past.

227) In your view, what additional modifications, if any, to JQO prerequisites are necessary to ensure that Air Force officers are able to attain both meaningful joint and Air Force-specific leadership experience and adequate professional development?

Answer: In my estimation, the prerequisites of Joint Professional Military Education Phase II completion, experiential requirements, and minimum grade of O-4 are more than adequate to ensure that Air Force officers are able to immerse in a joint environment, attain Air Force-specific leadership experiences, and provide for the professional development of our Airmen. The Air Force continues to purposefully develop joint

leaders through initiatives to start joint experience earlier in a career and more deliberately manage officer assignments.

Professional Military Education

The 2018 NDS asserts that Professional Military Education (PME) has stagnated—that it focuses on the accomplishment of mandatory credit at the expense of lethality and ingenuity.

228) In your judgement, what is the most significant shortcoming of today’s Air Force PME system?

Answer: While we’re getting better, I’d say it is our ability to develop the curriculum as well as recruit and retain faculty with the knowledge, skills, and abilities necessary to address rapidly emerging concepts and threats to our national security. Over time, we have allowed PME to become entrenched in a requirements-driven focus, where different communities across the service and the Department of Defense, for that matter, seek to inject topics that may have less relevance to the operational and strategic challenges laid out in our National Defense Strategy. This approach consumes the time, energy, and resources needed to develop truly adaptive and innovative curricula.

229) If confirmed, what specific actions would you take to enhance the Air Force’s PME system to ensure that it fosters the education and development of a cadre of strategic thinkers and planners with the intellectual acumen, military leadership proficiency, and sound judgment to lead the Joint Force in a globally integrated, multi-domain fight?

Answer: Three elements are most critical: relevant curricula, a highly qualified faculty, and the “right” students. If confirmed, I would review our curricula development process to evolve from a requirements-driven focus to one that is truly adaptive and innovative to address relevant operational and strategic challenges in a multi-domain fight. I would build on the success achieved thus far by my predecessor in recruiting, retaining and developing an outstanding faculty, especially from among our uniformed air and space professionals. Instructor and faculty duty should be one of our most valued assignments within our officer and enlisted force and I will give this issue my personal attention. We will also continue to attract and retain a diverse body of accomplished civilian educators drawn from the best universities and who bring a depth of knowledge and intellectual rigor to our programs. I would also demand of our leaders at all levels that they, in turn, nominate truly high-performing and intellectually capable air and space professionals to attend PME. My expectation for these students is that when they arrive at our schools or enroll in one of our distance learning programs, they come ready to learn, to reflect upon their experiences in the field, and capitalize on the opportunity provided to them to combine their expertise with the education we’ll provide. The faculty I described will develop adaptive, relevant and rigorous curricula designed to challenge these high-caliber

students so that they return better equipped intellectually and as leaders to meet the demands of the current and emerging security environment.

230) What changes or reform would you recommend to the PME system to ensure that tomorrow's leaders have the tools necessary to ensure the Air Force is able to meet the national defense objectives of the future?

Answer: As I noted in my answer to the last question, we need relevant curricula, we need to recruit, retain, and develop a diverse and highly qualified faculty who will teach, mentor, and hold accountable equally high-caliber students. Without those three elements, we will struggle to ensure that our rising leaders have the tools they require to meet our national defense objectives. A PME system in which an average faculty delivers a superior curriculum to average students will achieve nothing more than average results. In addition to those factors, I believe the vision for PME and JPME promulgated by the Chairman of the Joint Chiefs of Staff has set professional military education across the entire Department of Defense on the right path. We are moving from a PME system that is topic and requirements-driven to one based on outcomes and through which our PME programs will produce and deliver a rigorous, adaptive and innovative curricula designed to enhance the leadership traits, intellectual capital, and the critical and creative thinking skills demanded of our air and space professionals as they strive to meet our current and future national defense objectives.

Officer Personnel Management System Reforms

The John S. McCain NDAA for FY 2019 contained several provisions to modernize the officer personnel management system. These reforms were designed to align officer career management with the priorities outlined in the 2018 NDS.

231) How is the Air Force implementing these authorities today and to what effect?

Answer: Over the past 2 years, the Air Force has implemented a wide-array of officer talent management reform initiatives, including the first major change to officer competitive categories since 1947. The new authorities granted by the FY19 NDAA have given the service more flexibility to better manage the officer corps. Effective May 2020, the Air Force will no longer use below the zone promotions. Instead, the Secretary has given promotion boards the authority to reorder promotion lists based on merit—an authority granted by the FY19 NDAA. In the near future, the Air Force intends to leverage authority for officers to opt out of promotion, as well as the temporary promotion authority to help fill critical positions with critical skills. Further down the line, the Air Force is considering use of the alternative promotion authority and others to better balance the force.

232) In your view, does the Air Force need any additional authorities to modernize their management of military personnel?

Answer: Currently, the Air Force is working hard to modernize personnel management practices from both a policy and digital standpoint. At this time, there are no additional authorities needed.

233) In your view, how can the Air Force’s scrolling and appointments processes be improved so as to improve permeability between the active and Reserve components?

Answer: The Air Force has made significant improvements in our scrolling and appointments processes. In 2019, the Air Force transitioned to the Air Force Recruiting Information Support System-Total Force (AFRISS-TF) to process scrolls. This IT solution AFRISS-TF has significantly improved the efficiency and timeline for officers to transfer between the active and Reserve components.

In addition, we appreciate the flexibility afforded by the FY20 NDAA, which allows the SecDef to sign and approve scrolls for O-6 and below moving from reserve to active components, including Inter-Service transfers with a component change. The new law provided improved permeability for officers transferring from the reserve to the active component, decreasing processing time by 90 days.

The Air Force Civilian Personnel Workforce

DOD is the federal government’s largest employer of civilian personnel. The vast majority of DOD and Air Force civilian personnel policies comport with requirements set forth in title 5 of the U.S. Code, and corresponding regulations under the purview of the Office of Personnel Management. Over the years, the Senate Armed Services Committee has provided numerous extraordinary hiring and management authorities applicable to specific segments of the DOD and Air Force civilian workforces.

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

Answer: We have a professional and dedicated workforce. While we do appreciate the numerous flexibilities and authorities Congress has provided over the years, this has also tended to further complicate workforce management. We are also dealing with a personnel system designed and built for the industrial, not the information age, which lacks agility and flexibility and cannot easily compete with the private sector in certain key areas. With your support, we have made inroads and I look forward to continuing to evolve the force for the future if confirmed.

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

Answer: Over the past 10 years, the Air Force retained a large number of retiree-eligible employees, and these retention rates and retirement rates have overall remained stable. Notwithstanding, we have some specialties in which retention is more challenging. For these, we modernized our outreach and recruiting programs. As a result, we are reaching new target populations, which will help ensure we have a diverse and capable force for the future. For example, we recently stood up the Premier College Intern Program. This program recruits 500 juniors from universities across the Nation into a summer internship. The successful interns are placed into permanent positions upon graduation. We also have succession planning and training systems that support our ability to maintain requisite levels of expertise over time. Additional flexibilities such as phased retirement are also available to help us mitigate the loss of experience.

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

Answer: We have some great title 10 systems such as the Defense Civilian Intelligence Personnel System (DCIPS) and the Cyber Excepted Service (CES). We also have effective Title 5 personnel systems such as the Acquisition Demonstration Project (AcqDemo) and the Lab Demo project. The DoD proposed streamlined Direct Hiring Authority that together with a proposal for compensation and classification reform for competitive service positions within the DoD will assist the Air Force in meeting its human capital needs into the future. Having a single system of authorities in place would facilitate management and development of the entire Federal Defense Workforce, especially in skill areas that may be unique or highly specialized in DoD.

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

Answer: COVID-19 illustrated the Air Force’s ability to use our telework strategy as a strategic flexibility that allows us to continue mission regardless of where employees are physically located. I observed that, while telework is a valuable tool, it is by no means something that can be applied across the entirety of the workforce. I think we will need to take a hard look at how we continue to improve in this area, to include identifying the available tools we need to maximize performance and to enhance accountability. Also, there are many critical jobs in the Air Force where personnel must continue to report to work: our first responders, health care workers, installation sustainment personnel, our critical Depot maintainers, and others.

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

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

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

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

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

The President's budget includes only a 1 percent pay raise for Federal civilian employees, rather than the 2.5 percent due them under current statute, and freezes significant locality adjustments.

240) Are you concerned about the Department of the Air Force's ability to attract and retain the most qualified individuals for civilian service?

Answer: Although we are in a war for talent, I am confident the Air Force will continue to innovate to ensure we have the civilian Airmen we need. Initiatives like our Total Force recruiting center and our use of modern tools position the Air Force for success. Moreover, the Air Force prides itself in having a group of professional men and women who are dedicated to the force and to the Defense of the Nation. We appreciate the flexibilities Congress has given us to attract talent where we need it. We are leveraging those authorities and will continue to challenge convention to ensure that we have the talent we need within the resources made available to us.

241) If you confirmed, what actions would you take to enhance the ability of the Department of the Air Force to recruit and retain highly qualified civilian employees?

Answer: If confirmed, I would continue the Air Force efforts to improve civilian hiring. The Air Force has already made significant strides to reduce the time to hire by leveraging the hiring flexibilities congress has given us. Moreover, the Air Force established modern recruiting techniques that are enabling us to reach broader sets of candidates. These must continue. In addition, I would emphasize the value of public service and the many things DoD and the Air Force has to offer prospective employees. For both prospective and current employees, I would emphasize our strengths, our values, our mission in order to inspire them to join or remain on our team.

One long-standing special civilian personnel management program is the DOD Civilian Acquisition Workforce Personnel Demonstration Project (commonly known as AcqDemo). Originally implemented in 1999, AcqDemo provides tremendous flexibility in the compensation, hiring, and overall management of the DOD acquisition workforce. AcqDemo has been deemed a success by the Department and by the employees it covers, yet almost 20 years later, it remains a “temporary” authority.

242) In your view, are there sound reasons for transitioning AcqDemo to a permanent program?

Answer: AcqDemo provides tremendous flexibility in the compensation, hiring, and overall management of the DOD acquisition workforce. After more than 20 years of operation and refinements, the AcqDemo Project has proven to be an effective tool for managing Air Force employees and allowing DoD to meet its acquisition-related human capital challenges. It is clearly a success and providing permanency would be positively viewed by the workforce as a whole.

243) In your view, could the AcqDemo system be applied successfully—as it currently stands, or with modifications—to other civilian personnel functional communities?

Answer: I believe AcqDemo is fully successful and could be applied in whole, or perhaps with some minor modifications to other portions of the force. AcqDemo has numerous flexibilities, but so do other title 10 systems that we have effectively implemented. I believe there are a number of opportunities to pursue in the future for the force as a whole.

Sexual Harassment in the Civilian Workforce

In responding to the inaugural DOD Civilian Employee Workplace and Gender Relations survey administered in 2016, 14.2 percent of female DOD employees and 5.1 percent of males indicated that they had experienced sexual harassment or gender discrimination by “someone at work” in the 12 months prior to completing the survey.

244) In your view, is civilian workforce harassment prevention and response training across the Air Force adequate and useful to employees?

Answer: Similar to our military personnel, DAF civilian employees receive our Wingman and Leader Intervention training, a research-informed bystander intervention program, which moves away from a “one size fits all” approach. This training effort shifts from knowledge-based training to skill-acquisition training such that Air and Space professionals not only learn “what” to do, but also “how” to engage in healthy, proactive, and supportive behaviors. Essentially, this training focuses on improving, reducing, and eliminating negative behaviors and outcomes (e.g., domestic violence) and fosters positive culture change. We believe this training is not only adequate, but that it provides flexibility to installations to select the tools that will best address their unique and local needs and issues.

245) Does the Air Force’s method for responding to complaints of sexual harassment or discrimination in the civilian workforce provide appropriate care and services for victims?

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

246) If confirmed, what role would you establish for yourself in preventing and responding to sexual harassment in the Air Force civilian workforce?

Answer: The Secretary of the Air Force is responsible for all affairs of the Department of the Air Force in accordance with title 10 of the U.S. Code, subject to the authority, direction, and control of the Secretary of Defense. If confirmed, I will support the Secretary’s guidance and ensure that our teams continue to sustain and improve the Department of the Air Force’s Sexual Harassment Prevention and Response program for the civilian workforce. In addition, I will hold myself and our team accountable for compliance with the laws and statutes associated with sexual harassment. These laws and associated policies ensure all civilians in the Air Force are afforded a proper avenue to address their allegation or concern with the goal of stopping and preventing the harassing behavior so that all civilian airmen are treated with dignity and respect.

Congressional Oversight

In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive

timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

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

Answer: Yes

248) Do you agree, without qualification, if confirmed, and when asked before this committee, its subcommittees, or other appropriate committees of Congress to give your personal views, even if those views differ from the position of the Administration? Please answer yes or no,

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes

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

Answer: Yes