

**Senate Armed Services Committee**  
**Advance Policy Questions for the Honorable Frank Kendall, III**  
**Nominee to be Secretary of the Air Force**

**Duties and Responsibilities**

**Q1. What is your understanding of the duties and functions of the Secretary of the Air Force?**

Answer: The Secretary of the Air Force is responsible for the supervision and control of the U.S. Air Force and the U.S. Space Force and any other activities as may be prescribed by law, the President, or the Secretary of Defense. By statute, the Secretary of the Air Force is the senior official and head of the Department of the Air Force with authority and responsibility for conducting all affairs of the Department of the Air Force, subject to the authority, direction, and control of the Secretary of Defense (10 U.S.C. §9013). The Secretary of the Air Force is solely responsible for the functions of recruiting; organizing; supplying; equipping; training; servicing; mobilizing; demobilizing; administering; maintaining; construction outfitting and repair of military equipment; construction maintenance and repair of buildings, structures and utilities; and real property acquisition and management. Subject to the authority, direction, and control of the Secretary of Defense, the Secretary of the Air Force is responsible for the functioning and efficiency of the Department of the Air Force; the formation of policies consistent with national security objectives and policies established by the President or the Secretary of Defense; the effective and timely implementation of policy program and budget decisions and instructions of the President or the Secretary of Defense; fulfilling the current and future operational requirements of the unified and specified combatant commands and effective cooperation between the Department of the Air Force and other military departments and agencies of the Department of Defense; the presentation and justification of the positions of the Department of the Air Force on the plans, programs, and policies of the Department of Defense; the effective supervision and control of the intelligence activities of the Department of the Air Force; and such other activities as may be prescribed by law or by the President or Secretary of Defense, after first informing the Secretary of Defense. The Secretary of the Air Force may make such recommendations to Congress relating to the Department of Defense as he considers appropriate. (10 U.S.C. §9013).

**Q2. What background and experience do you possess that render you most highly qualified to perform these duties and responsibilities?**

Answer: My background includes a number of positions in the national security arena. I am a West Point graduate and served over ten years in the U.S. Army on active duty and for approximately twenty years as a member of the U.S. Army Reserve. I am a graduate of the Army War College. I commanded an Army air defense unit in West Germany during the Cold War, giving me an invaluable background in troop leadership. I have two graduate degrees in aeronautical engineering from Caltech, have taught aeronautical engineering at West Point, worked as a civil servant and a systems engineer on defense systems development, and worked in industry as the chief engineer of a major defense company. In government I have held several positions of responsibility for U.S. weapon systems development, including as Deputy Director of Defense Research and Engineering for Tactical Warfare Programs, Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics and then as Under Secretary for approximately five years. In these positions I was responsible for oversight of a broad range of programs including all major Air Force and Space Force programs. I hold MBA and law degrees

from Long Island University and Georgetown, respectively, and have been the co-founder and a managing partner in an aerospace and defense industry consulting business, as well as an independent consultant. I have also served on various advisory boards for government and industry and on fiduciary boards of several aerospace and defense contractors. Finally, my experience includes positions as a senior fellow and senior advisor for national security think tanks where I was involved in a range of defense related issues, including many affecting the Department of the Air Force.

**Q3. 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 Secretary of the Air Force?**

Answer: No. While I would have a great deal to learn in office, I believe that, if confirmed, I am prepared to perform the duties of the Secretary of the Air Force.

**Q4. What other duties and responsibilities do you anticipate the President or the Secretary of Defense would prescribe for you, if confirmed?**

Answer: At this time, I am not aware of any additional duties the President or Secretary of Defense would prescribe if I am confirmed.

**Q5. If confirmed, what innovative ideas would you consider providing to the Secretary of Defense regarding the organization and operations of the Department of the Air Force?**

Answer: At this time, I do not have any specific recommendations for the Secretary of Defense regarding the organization and operations of the Department of the Air Force. If confirmed, I would particularly evaluate the progress being made on standing up the U.S. Space Force and executing the direction from the Congress in that regard. Based on that assessment, and if I am confirmed, I might have recommendations for the Secretary of Defense in this area. If confirmed, I would be committed to making the Space Force a success and a first step would be to evaluate the plans and directions currently being implemented.

**Q6. To the extent that the functions of the Air Force overlap with those of other Department of Defense (DOD) components, what would be your approach, if confirmed, to consolidating and reducing unnecessary duplication?**

Answer: If confirmed, I would work with the Secretaries of the Army and Navy and with the Office of the Secretary of Defense to identify and to reduce unnecessary duplication. Some degree of operational capability overlap is beneficial, as it compounds the problem set that our potential adversaries would face. In other cases, duplication and redundancy are wasteful and should be eliminated as much as possible. I have a long history of trying to get the Military Departments and Services to work together and I am open to initiatives in this area that would benefit the Department of Defense and the Department of the Air Force.

**Q7. If confirmed, what specifically would you do to ensure that your tenure as Secretary of the Air Force epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?**

Answer: I am a firm believer in civilian control of the military. I have always been impressed with the way in which America's senior military leaders accept civilian control and direction. If confirmed, I would work closely with senior military leaders, especially the Chief of Staff of the Air Force and the Chief of Space Operations. If confirmed, I would view their inputs as invaluable, but the direction of the Department of the Air Force is by statute the responsibility of

the Secretary of the Department of the Air Force.

**Q8. If confirmed, what duties and responsibilities would you assign to the Under Secretary of the Air Force?**

Answer: The Under Secretary of the Air Force has a very short set of statutory responsibilities; in general, it is to carry out the direction and duties assigned by the Secretary of the Air Force. Having worked at a senior level in DOD in the past, I understand the importance and value of a capable second in command. If confirmed, I would assign specific responsibilities to the Under Secretary consistent with the skill sets and experience that person brings to the table, taking into account our relative strengths and weaknesses. I have held some preliminary discussions with the nominee to be the Air Force Under Secretary, but it is premature prior to possible confirmations to be overly specific in those conversations. That said, the nominee's experience as an Air Force officer who has deployed overseas on multiple occasions, led Air Force personnel, experienced life on Air Force bases, and who has special expertise in intelligence, suggests a lead role in these related areas. I would also expect any Under Secretary to work as my partner in managing the Secretary's office and ensuring the military staff and secretariat are aligned, in representing the Air Force in various fora – as a leader with full authority when representing me or the Department of Air Force, and with various stakeholder and oversight communities.

**Q9. If confirmed, over which members and organizations of the Air Force would you direct the Chief of Staff of the Air Force to exercise supervision and what would be the scope of such supervision?**

Answer: The Chief of Staff of the Air Force is the senior military advisor to the Secretary of the Air Force and senior military officer of the Air Force. The Chief of Staff presides over the Air Staff, communicates plans and recommendations of the Air Staff to the Secretary of the Department of the Air Force, and advises the Secretary of the Department of the Air Force on those plans and recommendations. In addition to his role as an advisor, the Chief of Staff of the Air Force is responsible for the effective and efficient functioning of Air Force organizations and commands in executing their statutory missions and assisting the Secretary of the Department of the Air Force in the performance of other functions assigned by statute to the Secretary of the Department of the Air Force. Furthermore, the Chief of Staff of the Air Force also performs the duties prescribed for him as a member of the Joint Chiefs of Staff under section 10 U.S.C. §151. This response also applies to the Chief of Space Operations.

**Q10. What other duties would you assign to the Chief of Staff of the Air Force?**

Answer: At this time I have no other specific duties that I would assign to the Chief of Staff of the Air Force (or to the Chief of Space Operations). My intention, if confirmed, is to ensure that the Department of the Air Force Secretariat, the Air Staff, and the Space Staff work closely together and that the standup of the Space Force is supported as fully and as efficiently by the Air Force as possible to maximize mission performance and minimize costs. If confirmed, I would give direction to achieve this objective as needed.

**Major Challenges and Priorities**

**Q11. What do you consider to be the most significant challenges you would face if confirmed as Secretary of the Air Force?**

Answer: If confirmed, I would consider the following to be significant challenges: mission performance, people issues, and teambuilding. With regard to mission performance, I have been

beating the drum about the need to respond aggressively to Chinese, and to a lesser extent Russian, military modernization programs. The Chinese have invested heavily in capabilities intended to defeat the power projection capabilities of the U.S. While the level of attention to this threat has increased and some steps have been taken, I do not feel that there have been adequate responses to this challenge to date. If confirmed, I intend to move the needle significantly to improve the fielded conventional deterrent capabilities of the United States. In addition, and tightly coupled to mission performance, there is a financial challenge associated with recapitalizing the two nuclear triad legs for which the Department of the Air Force is responsible and in maintaining current mission capabilities while simultaneously investing in future capabilities. Next, there are a number of personnel-related challenges on which I do not believe the Department of the Air Force has made adequate progress. These include gender issues and others including sexual assault, racial inequities, extremism, and suicide. I am also aware of issues in areas like housing and support to families in which more progress is needed. Finally, I believe there are challenges in making the Air and Space Forces more effective contributors to joint and combined operations. Specifically, the operational resilience and support to operations provided by the Space Force, and the achievement of integrated command and control between both the Space Force and the Air Force and with other Services and allies are areas where the Department of the Air Force will play a critical role.

**Q12. What plans do you have for addressing each of these challenges, if confirmed?**

Answer: As a first step in each case, if confirmed, I would need to assess the current situation to better understand the posture of the Department of the Air Force. I have been out of government for four years and am not fully current on the situation I would face if confirmed. I was not previously directly involved in some personnel issues that I would be responsible for, and a number of new programs have been started in each of the areas in which I believe the Department of the Air Force has challenges. In addition to assessing the current situation, I would need to understand how performance is being measured in each of the areas in which I see challenges and I would have to evaluate the current plans to achieve improvements in each of these areas. I am aware that the Department of the Air Force is addressing each of these challenges and that plans are in place or being prepared. Once I have completed these assessments I would be in a position to direct any changes I thought were necessary. In some areas, I am sure there will be relevant direction from the Congress, the President, and the Secretary of Defense that I would be charged to carry out, if confirmed.

**2018 National Defense Strategy (NDS)**

**The 2018 NDS prioritized “great power competition and conflict” with China and Russia as the primary challenge with which the United States must contend, while also recognizing the need to deter and counter rogue regimes like North Korea and Iran, and move to a more resource sustainable approach to counterterrorism. Secretary of Defense Austin has announced that the Department will review and update the 2018 NDS and conduct a Global Posture Review to assess requirements for military capability.**

**Q13. If confirmed, what role would you expect to play in the review and update of the NDS?**

Answer: I understand the DoD has kicked off a review of the 2018 NDS. The Department of the Air Force will have a significant role to play in this review, and I would focus my efforts on providing my best advice regarding how the evolving security environment impacts the organize,

train, and equip function of the Department. I agree with Secretary Austin that the 2018 NDS helped consolidate a bipartisan consensus around the threat posed by the growth of China's military capabilities and his prioritization of China as the DoD's pacing challenge. It is also my understanding that since 2018, the Department of the Air Force has made significant progress in developing new operational concepts and identifying the capabilities needed to implement the strategy. If confirmed, I would also review these efforts and evaluate them to determine how to best inform Secretary of Defense-led efforts to review the strategy.

**Q14. In your view, what, if any, changes should be considered in reshaping the NDS, taking into account developments since 2018?**

Answer: While the 2018 NDS accurately assesses the strategic environment, it underemphasized the importance of our allies and partners. It is important that the Department of the Air Force work in conjunction with its counterparts and the Office of the Secretary of Defense to continue revise the NDS in light of those changes. For example, the pace of China's military modernization – it's increasingly aggressive actions in the INDO-PACIFIC, and its ability to threaten the homeland should be continually assessed. In my view, the NDS should involve deliberate prioritization to guide decisions regarding tradeoffs between short-term, mid-term, and long-term risks the nation will face.

**Q15. If confirmed, what role would you expect to play in the Global Posture Review?**

Answer: Ensuring an effective, survivable and affordable Defense posture that allows the United States to deter our adversaries, reassure our allies and partners, maintain our global power projection capabilities, and is responsive to anticipated changes in the strategic environment is essential. Tough choices on how and where we posture our forces are needed. It is my understanding that the Air Force is providing comprehensive analyses that explore our posture needs and requirements, but there is still much work to do. If confirmed, I look forward to continuing these vital efforts and having these discussions.

**Q16. In your view, what new requirements for Air Force capabilities should be incorporated in the Global Posture Review?**

Answer: I believe the Global Posture Review (GPR) should help inform discussions on new operational concepts to address current and anticipated capability gaps and shortfalls. An understanding for the need to make some global presence trade-offs as we reprioritize for near-peer competition is critical. If confirmed, I look forward to learning more about investments and work being done in these areas and participating in deliberations about the most cost effective way forward.

**Air Force Readiness**

**Q17. How would you assess the current readiness of the Air Force—across the domains of materiel and equipment, personnel, and training—to execute its require missions?**

Answer: At this time, I do not have an adequate basis to assess the current and prospective readiness of the Department of the Air Force. The nation relies upon the Air Force to be “first in” due to its unique capabilities of global reach, agility of employment, speed of response, and lethal precision. If confirmed, I will be committed to ensuring the force is manned, trained, and equipped to provide the

readiness needed to meet the growing global security challenges that face our nation. The Chief of Staff of the Air Force and the Commandant of the Marine Corps have recently articulated the need for a more expansive approach to readiness over time. I am in agreement with that perspective.

**Q18. In your view, what are the priority missions for which *current and future* Air Force and Space Force forces should be trained and ready in the context of day-to-day activities, as well as for contingencies?**

Answer: Air Force and Space Force capabilities are critical contributors to both strategic and conventional deterrents and to achieving our military objectives if called on to do so. The Space Force provides critical missile attack warning and nuclear command and control assets for the nation. The Air Force executes two thirds of the nuclear triad and essential elements of the nuclear command and control network. Both the Air and Space Forces provide essential connective fabric for command, control and communications of the Joint Force across all domains. The Air Force provides both global strike capabilities and forward based tactical airpower to support operations in all geographic combatant commands. Both the Air and Space Forces provide essential supporting capabilities to the Joint Force and in support of our allies. Examples include position, navigation, and timing (PNT) services and global air mobility services. All of these missions and function are critical to the Department of Defense and the nation.

These missions and functions remain a priority in deterring would-be adversaries, defending the homeland, and winning today and in the future fight.

**Q19. Does the Air Force have the requisite analytic capabilities and tools to support you, if confirmed as the Secretary of the Air Force, in measuring its readiness to execute the broad range of potential Air Force missions envisioned by 2018 NDS and associated operational plans—from low-intensity, gray-zone conflicts to protracted high intensity fights? Please explain your answer.**

Answer: I don't know the answer to this question. One of my first goals, if confirmed, will be to assess the analytic capacity and capability the Department has available to support decision making on future investments and in analyzing the new operational concepts that I believe will be necessary to deal with current and emerging threats. As a person who spent 20 years involved with operational analysis during the Cold War, I am concerned that the Department's capability in this area has atrophied. We may not have the tools needed, and the requisite skills in place, to conduct the high quality analysis necessary to support sound modernization decisions.

**Q20. If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Air Force to ensure future readiness?**

Answer: I would follow the guidance of the President and Secretary of Defense and the direction implicit or explicit in statutory requirements. My own view for over a decade is that threats to our military superiority, in all domains, are increasing over time and that the Department of the Air Force should be making plans and decisions with that reality in mind.

**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). The President has released budget totals that indicate that the DOD budget for fiscal year 2022 will *not* increase from**

**Fiscal Year (FY) 2021, but will essentially remain flat.**

**Q21. If confirmed, by what standards would you measure the adequacy of funding for the Air Force?**

Answer: The Department of the Air Force should be funded adequately to execute its missions with acceptable risk today, tomorrow, and in the future. This requires a balance of funding between current force structure and readiness, recapitalization and upgrading of aging equipment and investment in both technologies and systems that will be necessary to perform the Department's missions for the foreseeable future. People, airmen and guardians and their families, are essential to the Department's current and future success. So are the government civilians and the industrial base that supports the Air and Space Force. If confirmed, I would try to strike the best possible balance of each of these contributors to our national security. I would measure the adequacy of funding against the degree of risk of current or future mission failure.

**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.**

**Q22. If confirmed, would you agree to support the Chief of Staff of the Air Force and the Chief of Space Operations in providing their unfunded priorities lists to Congress in a timely manner?**

Answer: Yes.

**Alliances and Partnerships**

**Mutually beneficial alliances and partnerships are one of our greatest comparative advantages in competition with near-peer rivals.**

**Q23. What do you see as the role of the Air Force and Space Force in building relationships and interoperability with allies and partners?**

Answer: In an era of strategic competition, the Department of the Air Force should work closely with our allies and partners to deter and influence our adversaries in the air, space, and cyber domains. The Air and Space Forces should proactively engage in security cooperation and relationship building events with Air and Space components of our allies and partners, in coordination with the geographic combatant command priorities. Increasing interoperability with allies and partners strengthens the position of the United States vis-à-vis its strategic competitors.

**Q24. If confirmed, what specific actions would you take to prioritize and strengthen existing U.S. alliances and partnerships, build new partnerships, and take advantage of opportunities in international cooperation?**

Answer: If confirmed, I will continue the efforts outlined in President Biden's Interim National Security Strategic Guidance to build mutually beneficial partnerships through security cooperation. By leveraging the Department's resources for security cooperation through key-leader engagements, international armaments cooperation, and supporting arms export for the air and space domains, the Department can empower our allies and partners to meet those challenges beside us. Together we will close gaps, reduce costs, and increase resilience in our

collective capabilities.

## **Indo-Pacific Region**

**Q25. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to deter Chinese aggression and, if necessary, prevail in a potential conflict with China?**

Answer: As I testified during the Obama Administration, the fundamental vulnerability the Chinese anti-access/area denial investments have attacked is the limited resilience of American high value power projection assets including forward air bases and satellites as well as forward logistics nodes and naval assets. China is attempting to acquire the ability to defeat American power projection forces in the region referred to as inside the first, (and increasingly the second) island chain off China's coast in the Western Pacific.

**Q26. How would you assess the threat to Air Force forces and facilities from Chinese missile forces?**

Answer: In my view, the threat is severe and growing.

**Q27. In your assessment, have Air Force investments, posture shifts and/or new operational concepts sufficiently addressed this threat?**

Answer: The short answer is that I don't know. I do know that significant attention has been paid to this problem and that some efforts are underway. My concern at this point is that those efforts are not adequately focused or moving fast enough to provide meaningful military operational capability to our forces in the region. If confirmed, I will assess the adequacy of the efforts currently underway and work with the military leadership of the Air and Space Forces to make any necessary adjustments.

**Q28. In your assessment, what are the priority investments the Air Force could make that would help implement the NDS in the Indo-Pacific?**

Answer: I believe priority investments for the Air Force in the Indo-Pacific include those that enable the Air Force to perform its key missions in a complex anti-access/area denial threat environment. Air Force modernization must ensure that the service is able to accelerate meaningful and cost effective change to adapt to these challenges.

**Q29. 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: I believe that the emerging capabilities of China to disrupt and attack our logistics pose a significant risk. I understand that the National Defense Authorization Act for Fiscal Year 2021 identifies posture and logistics as a requirement equally as important as modern aircraft and advanced weapons to maintain a credible military deterrent. Military logistics planning must be re-aligned to account for China's anti-access/area denial systems and the simultaneous temporal and geographic demands placed on operations in the Western Pacific.

## **Europe**

**Q30. What are the key areas in which the Air Force must improve to provide the necessary capabilities and capacity to the Joint Force to deter Russian aggression and, if necessary, prevail in a potential conflict with Russia?**



Answer: I have not had the opportunity to assess the adequacy of Air and Space Force capabilities to support European combatant command and NATO operational needs. At the time I left government in 2017, the Department of Defense had taken some steps to improve our posture in Europe, but I am not familiar with the current capabilities relative to the threat posed by Russia. If confirmed, I would assess the adequacy of existing and planned forces to support U.S. and NATO requirements in the region.

**Q31. In your view, are there investments the Air Force should prioritize for the competition with Russia below the level of direct military conflict in order to counter Russian malign influence and hybrid warfare operations?**

Answer: In my view, the Russian threat continues to evolve, combining both hard and soft power through the use of hybrid tactics. Countering these tactics will require a comprehensive approach involving our allies and partners and other U.S. government departments and agencies. The Department of the Air Force has a key role to play in this effort. If confirmed, I would examine the areas in which the Department of the Air Force is investing and how it works with the interagency, our allies and partners to support a comprehensive approach.

**Acquisition**

**Congress has expanded and refined the acquisition-related functions of the Service Chiefs.**

**Q32. If confirmed, how would you synchronize your acquisition-related responsibilities with those of the Chief of Staff of the Air Force and the Chief of Space Operations?**

Answer: If confirmed, I would work closely with both the Chief of Staff of the Air Force and the Chief of Space Operations to meet the needs of our combatant commanders. Congress has provided for a formal role for the Service Chiefs in the acquisition process and if confirmed I would ensure that role is filled by the Service Chiefs who would report to me as required.

**Q33. If confirmed, what role would you assign to the Chief of Staff of Air Force and/or the Chief of Space Operations for delivering acquisition programs on time and on budget?**

Answer: If confirmed, I would assign both the Chief of Staff of the Air Force and the Chief of Space Operations the role of providing appropriate resources to acquisition units and programs, as well as establishing cost effective and achievable requirements for future programs.

**Q34. In your view, who should be held accountable for large-scale acquisition failures?**

Answer: The leaders who made the key decisions that caused the failure. Often this individual or individuals have retired or been reassigned before a failure becomes apparent, but that is not a reason for the individual to avoid responsibility. The most important decision in an acquisition program is the approval of the plan to enter development for production, usually the Milestone B in a program. At this point requirements, schedule, and cost are approved and any technical or engineering risks should be understood and mitigated. Programs can fail in many ways for many reasons, but this decision generally sets in motion all that will follow. In most programs it takes three or more years after this point for the scale and severity of problems to be apparent.

**Section 804 of the FY 2016 NDAA authorized DOD to employ an acquisition approach (“Middle Tier Acquisition”) intended to support the rapid delivery of new capability to meet emerging operational needs.**

**Q35. In your view, what benefit has the Air Force derived from its robust utilization of Section 804 authority?**

Answer: If confirmed, I will review how the Department of the Air Force is using these authorities to the fullest extent while still maintaining sound acquisition practices and achieving the fielding of meaningful operational capability. I am aware that the Department of the Air Force has used these authorities extensively, but I am not familiar with the status of each of the Section 804 programs. I will review them if confirmed.

**Q36. What risks accrued?**

Answer: If confirmed, I will review how the Department of the Air Force is using these authorities and will ensure the Department of the Air Force is appropriately mitigating program risk.

**Q37. What processes would you put in place to ensure appropriate oversight of the Air Force’s use of 804 authorities? Please explain your answer.**

Answer: If confirmed, I would expect the Air Force and Space Acquisition Executives to ensure that the programs they were responsible for had sound acquisition strategies tailored to fielding meaningful military operational capability as cost effectively as possible, taking into account operational urgency. I will review how the Department of the Air Force is using these authorities and will ensure we are focused on program execution and discipline, while also providing transparency to support Congressional oversight.

**One of the challenges facing many acquisition programs—ranging from weapons systems to business systems—is unrealistic and infeasible technical specifications.**

**Q38. What best practices can the Air Force employ to generate realistic and feasible specifications, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?**

Answer: Everything in a program flows from the nature of the product being acquired. It is a best practice to identify the challenges and risks associated with a product and to design the acquisition strategy around the need to manage and mitigate those specific risks. In some cases, for example, they are software related, in others propulsion or aerodynamic performance, or often some combination. The basic rule of thumb is to do the hardest things first, and if necessary to revise requirements to be consistent with the results achieved. Experimentation and prototyping are tools that can mature technology and balance desired requirements with prototype demonstrations so that ultimately Airmen and Guardians can receive capability faster and at lower cost. Another important best practice is to focus programs on the most efficient path to the true goal – meaningful capability in the hands of military operators; everything else is a distraction.

**Q39. Would you expect the Air Force to derive benefits from participation in a greater number of joint acquisition programs? Please explain your answer.**

Answer: There are exceptions, but joint acquisition programs, especially C3 programs, have an

abysmal record. The most successful Joint programs have a single-service lead and are purchased by other Services once they get into serial production. It is difficult to answer this question abstractly, but I would encourage joint programs where there was a clear lead service, strong commitments by all participants, and strong economic incentives.

**Q40. Do you perceive any unique requirements, capabilities, or processes that are, or should be associated with the Air Force's acquisition of software?**

Answer: Software engineering is continuously improving, paced by commercial practices. In my previous position I found the Defense Digital Service to be invaluable in identifying commercial best practices and helping to proliferate them across the Department of Defense. I am not current on how the Department of the Air Force is managing software intensive acquisition programs, but I understand this has been the focus of significant attention. Critical and in some ways unique factors for the Air Force will be the security of its software products and the reliability and responsiveness of its software development and fielding practices to meet urgent operational needs. If confirmed, I would assess the maturity of the Air Force's current practices and benchmark them against the most modern commercial practices.

**Q41. What additional acquisition-related reforms would you recommend for implementation, if confirmed?**

Answer: If confirmed, I will direct the Air Force and Space Acquisition Executives to assess the opportunities for reform in their respective areas of responsibility.

**The Acquisition Workforce**

**Q42. What is your assessment of the size and capability of the Air Force acquisition workforce?**

Answer: I do not have current information on the size and capability of the Department of the Air Force acquisition work force. If confirmed, I look forward to working with Department of the Air Force and Space Force acquisition leadership to ensure an appropriately-sized, highly-qualified acquisition workforce.

**Q43. If confirmed, what steps would you take to ensure that the Department of the Air Force has an acquisition workforce of the size and capability needed to manage acquisition challenges?**

Answer: If confirmed, I look forward to working with Department of the Air Force leadership to ensure we have an appropriately-sized, highly-qualified acquisition workforce. I believe a properly skilled and experienced acquisition workforce is vital to the Nation's military readiness, increased buying power, and achieving substantial long-term savings.

**One long-standing special civilian personnel management program is the DOD Civilian Acquisition Workforce Personnel Demonstration Project (commonly known as AcqDemo).**

**Q44. Should AcqDemo continue as a temporary authority or be made a permanent program?**

Answer: I have some experience with AcqDemo from my previous government position. AcqDemo has been proven successful for many years. I am not fully aware of its status relative to other current alternatives, however. If confirmed, I will support the Department of Defense in

determining if it should be made a permanent personnel program.

**Q45. In either case, should AcqDemo be expanded?**

Answer: If confirmed, the expansion of AcqDemo is something I would look into for the Department of the Air Force. I need to learn more about recent experience with AcqDemo and how it might compare to other alternatives before I could make such an assessment.

**Test and Evaluation**

**Q46. Under what circumstances, if any, do you believe it appropriate to procure weapons systems and equipment that have not been demonstrated through test and evaluation to be operationally effective and operationally suitable?**

Answer: In general, I believe that limited initial production should be used to support formal operational testing. In general, I believe that developmental production prototypes should be used to conduct developmental testing to some degree prior to a decision to initiate production, but this is highly dependent on the urgency of the operational need and the nature of the system being procured. I believe it may be appropriate in some circumstances to procure weapons systems and equipment that have not been fully demonstrated through test and evaluation when an urgent and clear warfighter need exists, the technical risk is low, the system has been demonstrated in some capacity (including cyber-security), and the planned procurement is limited. Even then some degree of safety and basic performance should usually be demonstrated prior to fielding.

**Q47. 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 streamlined acquisition processes?**

Answer: I believe the role of these communities is to ensure prompt fielding of systems that provide operational advantages to our warfighters and that comply with their requirements. For any program with any structure, testing sequencing and content should be tailored to the specific program, taking into account technical and operational risk, operational need, and the efficiency of the test program.

**Q48. Are you satisfied with Air Force test and evaluation capabilities?**

Answer: I have not had the opportunity to evaluate current Air Force test and evaluation capabilities. If confirmed, I will review the test and evaluation capabilities of the Department of the Air Force and make any adjustments necessary.

**Q49. In which areas, if any, do you feel the Air Force should be developing new test and evaluation capabilities?**

Answer: I believe that future opportunities exist for the Air Force to develop space, hypersonic, cybersecurity, directed energy, and autonomous systems test capabilities.

**Audit**

**Q50. Do you support efforts to drive the Air Force to obtain a clean financial audit opinion?**

Answer: Absolutely. I know from my previous service that the audit has proven to be a challenge for the Department of Defense as well as for Department of the Air Force. If confirmed, I will

work to ensure that the Department of the Air Force can obtain a clean financial opinion.

**Q51. Do you think the Air Force should invest funding as needed in audit activities and audit remediation activities to achieve the goal of obtaining a clean financial audit opinion?**

Answer: In general, Yes. With funding being a constant constraint, it is critical that the DAF utilize every dollar as efficiently and effectively as possible and make informed business decisions. A successful audit can contribute to that process. There may be some cases, however, where the cost of achieving a clean audit in a specific area vastly exceeds the value of doing so. If confirmed, I will ensure the DAF measures its audit remediation progress to maximize the audit's effectiveness and that it is adequately funded to maximize efficiencies.

**Q52. How will you hold Air Force civilian and military leadership accountable for achieving Air Force and Departmental audit goals?**

Answer: If confirmed, I will ensure that there is an executable plan to meet audit goals with well-defined milestones and metrics to track achievements leading to full audit readiness and I will ensure that senior leaders within the Department of the Air Force are held accountable for meeting the metrics for which they are responsible.

**Reform of DOD Business Operations**

**Q53. What ideas would you explore and implement, if confirmed, to reform the Air Force's business operations?**

Answer: If confirmed, I will leverage both government and industry best practices to enhance the Department of the Air Force's business operations. The introduction of best practices is particularly important as we balance the needs of both the Air Force and Space Force. Moreover, I will adjust resources as necessary to maximize the efficacy of the Department's reform activities across all functional areas so any efficiencies found are reinvested into readiness and lethality programs.

**Q54. Why is the reform of business operations relevant to Air Force missions?**

Answer: If confirmed, I would be open to any new idea or process that improve the efficiency and cost effectiveness of Department business processes and operation – whatever the source. I would be particularly interested in bringing commercial best practices into the Department where they would apply and could be tailored to be effective in a government organization. In a fiscally-constrained environment, it is critical that we ensure all available resources are directed in support of our warfighters and our mission, not only the Department of the Air Force, but as a Department of Defense. If confirmed, I will continue to promote and invest in cost effective targeted reform efforts within the Department of the Air Force while ensuring Department of the Air Force leadership is committed to establishing and executing both Department-level and Defense-wide reform initiatives.

**Nuclear Enterprise**

**The Air Force is responsible for maintaining and operating two legs of the nuclear triad, including its nuclear weapons and the majority of the 107 nuclear command, control and communications systems that link the President to the nuclear forces. There have been a number of troubling incidents since 2007, including the inadvertent transportation of six nuclear armed AGM-86 cruise missiles without authorization by a B-52 from Minot Air Force Base to Barksdale Air Forces Base, and the shipment of ICBM fuzes to Taiwan.**

**There have also been continued reports of low morale and incidents of cheating on exams at ICBM bases. These actions resulted in a loss of confidence and dismissal of the two senior leaders of the Air Force, both the Secretary and the Chief of Staff. They also resulted in number of reviews, including a DOD enterprise review in 2014 by Secretary Hagel. The reviews resulted in such actions as creation of Air Force Global Strike Command and the establishment of a Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (A10).**

**Q55. What are your overall views on responsibility of the Secretary of the Air Force as regards the nuclear enterprise?**

Answer: In my view, the nuclear enterprise is by far the most important and significant responsibility of the Secretary of the Air Force. The Secretary is responsible for overseeing the safety, security, reliability, effectiveness, and credibility of the nuclear deterrence mission of the Air Force to support national security objectives. The Secretary executes those responsibilities through the Chief of Staff of the Air Force and the Deputy Chief of Staff designated to oversee the Department of the Air Force's nuclear deterrence mission. As the Interim National Security Strategic Guidance emphasizes, this responsibility includes, "ensuring our strategic deterrent remains safe, secure, and effective and that our extended deterrence commitments to our allies remain strong and credible." If confirmed, I will do my utmost to ensure the Department of the Air Force's continued diligence in ensuring the safety, security, reliability, effectiveness, and credibility of the people, processes, procedures, and systems the Air Force utilizes to conduct, execute, and support its nuclear weapon systems and operations.

**Q56. If confirmed, what actions will you take to oversee the continued implementation of these reforms of the nuclear-focused organizational and personnel systems?**

Answer: If confirmed, I first would assess the overall status of the nuclear enterprise within the Department of the Air Force to include the status of these reforms to see if the Department of the Air Force adequately implemented them. If confirmed, I would also direct an evaluation of the success of these reforms to see if they have had the desired impact.

**Q57. If confirmed, what would be your approach to ensure these nuclear-related systems are adequately resourced?**

Answer: If confirmed, I will closely monitor and evaluate how the Department of the Air Force resources the nuclear enterprise within its corporate processes. If confirmed, I would ensure the nuclear enterprise receives sufficient resources to maintain the safety, security, reliability, effectiveness and credibility of the Air Force nuclear deterrence mission. This would include independent internal evaluation of the health of all aspects of the Department of the Air Force nuclear enterprise.

**Q58. Will you commit that, if confirmed, you will personally visit Air Force nuclear facilities and bases to gain an in-depth understanding of both the infrastructure, hardware, and especially how our airmen operate, maintain and secure them?**

Answer: Yes.

**The 2018 Nuclear Posture Review (NPR) reaffirmed long-held American doctrine that includes limiting the use of nuclear weapons to "extreme circumstances" and the need**

**to maintain the nation’s nuclear triad of land-, sea-, and air-based capabilities. The NPR also recommended both the development of a low-yield nuclear weapon to deter threats from Russia, and potentially, the return of a nuclear sea-launched cruise missile to the Navy fleet.**

**Q59. Do you believe a nuclear “No First Use” policy would be appropriate for the United States?**

Answer: I understand that the Administration has begun a series of strategic reviews that will include will direct the interagency to conduct a review of the U.S. nuclear posture, where I expect possible adjustments to U.S. nuclear declaratory policy will be considered. If confirmed, I will ensure the Department of the Air Force, as provider of two of the three legs of the triad, provides support in conducting the review and input in determining what nuclear policy and posture would be appropriate based on the threats we expect to face, the risks associated with the existing policy and with any change to that policy, and including an assessment of the impacts on our allies and partners.

**Q60. Why or why not?**

Answer: In my view, there are risks and benefits to both the current policy and a “No First Use” policy. Any change to current policy would be a Presidential decision that would carefully weigh all the implications and, as stated by President Biden, would include consultations with the U.S. military and U.S. allies. If confirmed, I would support any review of this policy undertaken by the administration.

**Q61. Do you agree that modernizing each leg of the nuclear triad and the Department of Energy (DOE) nuclear weapons complex is a critical national security priority?**

Answer: As Secretary Austin has stated, nuclear deterrence is the Defense Department's highest priority mission. An effective U.S. nuclear deterrent remains vital to U.S. national security and to the security of our allies. Updating and overhauling our nation’s nuclear forces is a critical national security priority. If confirmed, I will assess the status of the Department of the Air Force’s current nuclear weapon systems and modernization programs to evaluate how the Air Force can best maintain such a deterrent.

**Q62. Do you believe the current program of record is sufficient to support the full modernization of the nuclear triad, including delivery systems, warheads, and infrastructure?**

Answer: I have not had the opportunity to assess the current status of the programs of record. If confirmed, I would assess each of the Department of the Air Force’s nuclear programs to ensure they are sufficiently resourced.

**Q63. In your view, does the Stockpile Stewardship Program provide the tools necessary to ensure the safety and reliability of the nuclear weapons stockpile without testing? Q64. If not, what additional tools and resources are needed?**

Answer: It has been over four years since I chaired the Nuclear Weapons Council. At the time I left the Department in 2017, I believe the Stockpile Stewardship Program was adequate, and as certified by the national laboratory directors, resumption of testing was not required. I have not had the opportunity to evaluate the current status of the program.

**While serving as Undersecretary for Acquisition, Technology, and Logistics, you approved the Milestone A decisions for the Ground Based Strategic Deterrent and the Long-Range Stand Off Weapon programs.**

**Q65. Do you support the current program of record for the Ground Based Strategic Deterrent?**

Answer: I have not had the opportunity to review the status of the GBSD program. As Secretary Austin has stated, nuclear deterrence is the Defense Department's highest priority mission and updating and overhauling our nation's nuclear forces is a critical national security priority. If confirmed, I will review the details and status of the GBSD acquisition program.

**Q66. Do you support the current program of record for the Long-Range Stand Off weapon?**

Answer: I have not had the opportunity to review the status of the LRSO program. As Secretary Austin has stated, nuclear deterrence is the Defense Department's highest priority mission and updating and overhauling our nation's nuclear forces is a critical national security priority. If confirmed, I will review the details and status of the LRSO acquisition program.

**Q67. Do you support the program of record for making the F-35 a dual capable aircraft?**

Answer: I have not had the opportunity to review the status of the dual-capable F-35 program. At the time I left the Department in 2017, the dual capability was a firm requirement. As far as I am aware that is still the case.

**The Air Force owns and operates the majority of the 107 nuclear command, control and communications systems. Major reforms have been put in place at U.S. Strategic Command to set future requirements, while the Undersecretary for Acquisition and Sustainment oversees the acquisition of new capabilities to replace existing systems.**

**Q68. What are your views on the adequacy of the current Air Force nuclear, command, control and communications systems?**

Answer: In general, these systems are aging and need to be upgraded or replaced, but I am not aware of the current status. Maintaining a safe, secure, reliable, effective and credible deterrent to include nuclear command, control, and communications (NC3) systems is a top U.S. national security priority. If confirmed, I will assess the status of the Department of the Air Force's current NC3 systems and evaluate how they ensure such a deterrent.

**Q69. Do you support the current organizational approach to the acquisition and management oversight of the modernization of nuclear command, control and communications?**

Answer: I am not aware of the current status of these programs. If confirmed, I will assess the current Department of the Air Force's organizational approach to the acquisition and management oversight of the modernization of NC3, evaluate current structures, and determine if any adjustment in approaches are required.

**The E-4B National Airborne Operations Center utilizes an aging 747-200 platform that must be replaced in the 2030s to ensure the capability and continuity of a number of essential missions including nuclear, command, control and communications.**



**Q70. What are your views on the program to replace this platform?**

Answer: I am aware of the need to replace this system, but I do not know the current status of the replacement program. If confirmed, I will review the details and status of the E-4B National Airborne Operations Center replacement program. I cannot make an assessment at this time.

**Air Force Programs**

**Q71. What is your understanding and assessment of the research, development, and acquisition programs supporting Air Force modernization?**

Answer: Until I have the opportunity to be briefed in detail, I do not have enough information to assess the cost, schedule, and performance of these programs. These programs are vital to Air and Space Force execution of the National Security Strategic Guidance and for a new National Defense Strategy, when crafted by the Secretary of Defense. If confirmed, I would review these programs and work with the service acquisition executive to ensure all programs are on track to meet cost, schedule and performance criteria, and take appropriate actions if needed.

**Q72. Where do you believe the greatest gaps remain between required and current capability in both the Air and Space Forces?**

Answer: In general, I believe that more needs to be done to identify new operational concepts and to fully fund the programs that will transition those concepts into meaningful operational military capability for our combatant commanders to deter and if necessary defeat peer or near peer potential adversaries. I understand that the Department of the Air Force has been working to identify new operational concepts and addressing associated gaps and shortfalls, I also understand both the Chief of Space Operations and the Chief of Staff of the Air Force are looking closely at changes needed to implement new operational concepts. If confirmed, I look forward to more fully understanding their processes, conclusions, and recommendations.

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

**Q73. If confirmed, how would you plan to meet that minimum?**

Answer: I have not had the opportunity to assess the validity of this number or the programs and choices needed to achieve it. Alongside OSD, I understand the Air Force is currently performing a TACAIR study to evaluate how efficiently different force mixes meet future warfighting challenges. I believe the intent is that results from this study will provide well-developed recommendations on the mix to build the needed force for the Nation.

**Q74. In your opinion, what is the optimum mix of 4<sup>th</sup> and 5<sup>th</sup> generation aircraft required to meet the threat outlined in the 2018 NDS?**

Answer: Some mix of 4<sup>th</sup> and 5<sup>th</sup> generation fighters will be a reality for over a decade. In my view, based on my previous government service, it will still be some time before we can purchase enough fifth-generation fighters to have an optimal mix. I understand that the Air Force has recently analyzed various war-game scenarios and developed alternative plans to achieve the optimum mix of 4<sup>th</sup> and 5<sup>th</sup> generation and NGAD aircraft. If confirmed, I will be in a position to comment on a total force number and mix after I have had a chance to adequately review that analysis and to apply appropriate budget constraints and choices that balance near and longer

term risk.

**Q75. 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 attain that requirement?**

Answer: I have not had the opportunity to review combatant commanders' plans and their requirements for tanker support. I understand that the National Defense Authorization Act for Fiscal Year 2021 requires the Air Force to maintain 412 primary mission aircraft inventory (PMAI) tanker aircraft through 2025. If confirmed, I will look at the overall fleet requirements in light of both the NDAA direction and the Air Force's projected requirements.

**Large-scale exercises such as Red Flag have illustrated that 5<sup>th</sup> 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 to supply their own adversary air.**

**Q76. What are your views as to the appropriate balance of contract and organic adversary air capability?**

Answer: At this time, I do not have enough knowledge of this situation to offer an opinion. Training to the high-end fight described in the National Defense Strategy does require a mix of 4<sup>th</sup>- and 5<sup>th</sup>-generation adversary air threats. If confirmed, I will review this situation and evaluate the Air Force's plans to meet this requirement.

**Q77. 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 5<sup>th</sup> generation fighters are properly trained and ready for combat?**

Answer: If confirmed, I would evaluate Air Force efforts and plans to ensure its 5<sup>th</sup>-generation fighter force is combat mission ready and make any adjustments necessary to meet this objective.

**Q78. What is your assessment of the readiness of the Air Force heavy bomber fleet?**

Answer: At this time, I don't have the information needed to make this assessment. The B-1, B2, and B-52 heavy bomber fleets remain a key component of both conventional and nuclear force employment options. Acquisition of the B-21 will further enhance this capability. If confirmed, I will ensure the viability and readiness of the collective bomber force today and work to recapitalize and modernize the fleet to meet future requirements

**Q79/80/81. As to each of the airframes listed below, what improvements should be made to increase airframe readiness?**

Until I have the opportunity to be briefed in detail, I do not have enough information to assess what improvements could be made to increase airframe readiness for the B-1, B-2 and B-52.

## **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, poor program execution, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies.**

**Q82. 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: If confirmed, I will work to ensure that the Air Force has adequate munitions inventories to meet our national security needs. I would also assess the requirements system to ensure our partners remain combat relevant in support of combatant commander regional objectives. Additionally, if confirmed, I will ensure ally capability and capacity requirements are understood and integrated into DAF processes.

**Q83. What changes in budgeting and acquisition processes would you recommend to facilitate faster Air Force munitions replenishment rates?**

Answer: If confirmed, I would assess the adequacy of budgets for munitions and also assess the potential for the consolidation of program elements to generate flexibility to meet changes in replenishment rates. Additionally, I would explore the potential for more efficient business practices, such as multi-year procurement authorization based on design maturity that could provide for unit cost savings and increased replenishment rates. I would also evaluate the cost and benefits of creating additional industrial capacity to meet surge requirements to support contingencies.

**Q84. In your view, 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 should comply with directions from the Secretary of Defense including limitations on munitions. The U.S. is not signatory to the Ottawa Convention, but I understand that current policy imposes some restrictions consistent with the Convention. If confirmed, I will ensure that the Air Force continues to follow the DoD policy.

**Space**

**The United States is increasingly dependent on space, both economically and militarily—from the Global Positioning System on which many industries and military capabilities rely, to the missile warning systems that underpin U.S. nuclear deterrence. Our strategic competitors—China and Russia—are engaged in a concerted effort to leap ahead of U.S. technology and limit U.S. freedom of action in the space warfighting domain.**

**Q85. In your view, does the 2018 NDS accurately assess the strategic environment as it pertains to the domain of space?**

Answer: In identifying emerging great power competition with China and Russia and highlighting the continuing importance of our allies and partners, the 2018 National Defense Strategy accurately assesses the current strategic environment, including as it applies to space.

**Q86. In your view, what will “great power competition” look like in space and to what extent do you view China's and Russia’s activities related to the space domain as a threat or challenge to U.S. national security interests?**

Answer: Space is already an arena of great power competition. More than other nations, the United States relies on space capabilities to guarantee our security and project power. As a result, Chinese and Russian military doctrine view space as critical to modern warfare and consider the use of counter space capabilities as both a means of reducing U.S. combat effectiveness and winning future wars. Both countries consider space access and denial as critical components of

their national and military strategies and have weaponized the domain as a way to deter and counter U.S. military intervention in regional conflicts that impact American interests. I would anticipate continued Chinese and Russian development, testing, and deployment of space and counter space capabilities as a key component of their respective operations, activities, and investments across the competition continuum.

**Q87. Are there other nation-states or other actors operating in space that you perceive as a risk to the United States or as cause for concern? Q88. If so, why?**

Answer: While presenting less of an advanced threat than China or Russia, Iran and North Korea are also capable of holding U.S. space capabilities at some level of risk, principally through jamming that targets satellite communications and positioning, navigation, and timing signals. Other space-faring nations are conducting space activities of concern and the relative absence of norms or standards to shape or regulate those activities presents risk to U.S. assets. Finally, the recent increase in commercial and private activity in space, while not without benefit, is also not without risk to the U.S. as the related proliferation of satellites and launch debris contribute to an already congested space environment.

**Q89. Do you support the creation of a separate Service Acquisition Executive for Space as required under section 957 of the FY 2020 National Defense Authorization Act (NDAA)?**

Answer: Personally I am not convinced of the need for this position, but if confirmed I will ensure it is filled promptly with a qualified individual and that the position has the resources and support needed to be successful. If confirmed, I will hold each SAE accountable for the cost, schedule, and performance of the acquisition programs under their purview.

**Q90. What specific actions would you take, if confirmed, to enhance existing Air Force acquisition policies and process to move space operations projects to orbit faster and cheaper?**

Answer: If confirmed, I will work to make all Department of the Air Force programs more cost-effective including achieving faster and more efficient fielding across the board. Space programs, like other programs, should be tailored to the most efficient acquisition strategy possible, taking into account the technology, requirements, risks and opportunities for improvement. If confirmed, I would continue to work with the Office of the Secretary of Defense, the executive branch, and the Congress to improve all Department of the Air Force acquisition policies and processes, while increasing transparency of our actions, to enable the Department to operate with speed and agility in the face of an evolving and pacing threats.

**Q91. Do you believe the space launch market can sustain four launch providers?**

Answer: I have a long history with ensuring the availability of at least two national security space launch service providers and of supporting the introduction of competition into national security space launch services I also understand the statutory requirement for assured access to space requires at least two launch providers who can meet the full spectrum of national security space missions. Whether or not more than two launch providers can be sustained is highly dependent on the extent of the competitive commercial space launch market and how it will evolve – something I am unable to predict with confidence. Commercial opportunities in space and their profitability will determine how many launch providers continue to exist. If confirmed, I will ensure the Department of the Air Force uses maximum competition – and the benefits it

provides – as we look to build the future strategy beyond the existing contracts.

**Q92. If confirmed, how would you apply section 1601 of the FY 2017 NDAA regarding exceptions to purchase of the RD-180 engine for national security missions?**

Answer: In my former government position, I was part of the effort to eliminate the RD-180 and I fully support that goal. The FY15 NDAA, as amended by the FY16 and FY17 NDAAs, allows the procurement of up to 18 Atlas V launch services using RD-180 engines before 31 December 2022. I understand from media coverage that the Department of the Air Force has procured fewer than half of the allowed 18, and does not expect to procure any more. If confirmed, I would support ending the use of the RD-180 as quickly as possible.

**Cyber and Electronic Warfare**

**Section 1657 of the FY 2020 NDAA directed the appointment of an independent Principal Cyber Advisor (PCA) for each Military Department, to act as the principal advisor to the Secretary concerned on all cyber matters affecting that Department.**

**Q93. What do you see as the role of this position in the Air Force?**

Answer: The PCA will provide me and the DAF services' leadership with independent advice on all cyber matters. I expect the PCA to actively interact with key leaders throughout the Department including the CIO, cyber operators, and acquisition staff in both Services.

**Q94. If confirmed, how would you plan to utilize the Air Force PCA as part of your leadership structure?**

Answer: As an independent advisor for all cyber matters, if confirmed, I would follow NDAA guidance that states the PCA will help the SecAF, CSAF, and CSO ensure the Department's cyber posture and programs are aligned both internally and with the larger joint community. The PCA will be responsible for advising the SecAF, CSAF and CSO on the best utilization of our cyberspace operations capabilities, enterprise IT framework, as well as coordinate and oversee implementation of policy, strategies, and sustainment in partnership with key DAF stakeholders. If confirmed, I will also empower my PCA to regularly work with Congressional staff in order to maintain transparency on all of our cyber efforts.

**Q95. What are Air Force's top three cyber challenges, and how will you use the PCA to address them?**

Answer: I do not have enough information at this time to provide an understanding of the Air Force's top three cyber challenges today, but I do think the Principal Cyber Advisor could significantly help with cyber workforce readiness, advance digital modernization, and prioritizing our efforts to support Joint all-domain operations. I am also concerned about the cyber security of legacy weapons systems and business systems that could be vulnerable to cyber-attack. Every part of the entire DAF enterprise has to be protected against cyber threats and every individual involved in the enterprise has to be diligent and attentive to cyber threats.

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

**Q96. In your view, how well postured is the Air Force to meet the goals outlined in**

**the 2018 DOD Cyber Strategy?**

Answer: I am not able at this time to assess how well postured the Air Force is to meet the goals outlined in the 2018 DoD Cyber Strategy. But if confirmed, cyber security, including protection of defense-related critical infrastructure and the defense industrial base, will be among my highest priorities.

**Q97. What actions would you take, if confirmed, to mitigate any gap between Air Force capacity and capability and Cyber Strategy goals?**

Answer: If confirmed, I will endeavor to arm and protect our Airmen and Guardians and the combatant commanders they support with the offensive and defensive cyber capabilities they need for the Department and the Joint Force. By pursuing partnerships with the Joint Force, allies, and industry, I will work to strengthen the capability development apparatus by capitalizing on state of the art commercial cyber security developments and incorporating emerging/disruptive technologies that integrate analytics, software, platforms, waveforms and sensors.

**Q98. If confirmed, what actions would you take to improve military and civilian cybersecurity career paths?**

Answer: I believe we must elevate cybersecurity as an imperative across the government in order to defend the American people and U.S. critical infrastructure; the combined military and civilian work force is central to achieving that objective. If confirmed, I would support continued efforts to enhance and modernize our military and civilian cyberspace career fields. This initiative includes streamlining career opportunities to maximize depth in cybersecurity through partnership with private industry and academia to improve talent management strategies and opening up new pathways for transition from outside the Department to government service. I will work with Congress and DoD to find ways to better compete with industry to attract and retain the best cyber talent through incentives and targeted cybersecurity development programs.

**Q99. If confirmed, what would you do to enhance Air Force information dominance capabilities?**

Answer: Air and Space Force core missions depend on information dominance. As the Department of the Air Force looks to develop Joint All Domain Command and Control and Globally Integrated Intelligence, Surveillance, and Reconnaissance capabilities, it must consider the interconnectedness of systems and the need for actionable information at the point where operational decisions must be made. Future operations will demand near real-time flow of relevant tactical information over a global network without disruptive classification constraints or other barriers to the effective sharing of information with Joint, Allied, and Coalition partners. If confirmed, I will strive to leverage partnerships and shared objectives to field high-priority information systems that effectively support air and space power and the other Services and our partners for the joint and combined force to meet our national security priorities.

**Q100. In your view, does the Air Force need to conduct a “Cyber Readiness Review” similar to that conducted by the Navy in 2019?**

Answer: I am not familiar with the Navy’s 2019 review; however, a “Cyber Readiness Review” can bring insight into how the Department of the Air Force can improve its cybersecurity operations, identify roadblocks and gaps, and inform investment decisions on emerging technology. If confirmed, I will work with the Chief of Staff of the Air Force and Chief of Space

Operations to assess the Department's cyber posture on a continuing basis, to formulate plans to improve that posture, and establish metrics to measure and track progress at improving that posture.

**Q101. If confirmed, specifically what measures would you take or direct to improve the cybersecurity culture across the Air Force workforce—military, civilian, and contractor?**

Answer: I have not had to opportunity at this point to assess the Department's cyber security posture or culture. Cybersecurity has to be everybody's business, but we can't rely on or expect perfect human performance – the many threats we face are capable and adaptive and cover a wide range of levels of capability. The Department needs a mix of strong cyber security awareness and human performance, technology, and resilience. Managing and addressing the risks of cyber-attack must become a ubiquitous and ever present consideration in all that the Department of the Air Force does and in all our interactions and transactions. The Department must extend this culture to its business partners and stakeholders. Technology and design for resilience are certainly part of the solution, but this must be coupled with high awareness of the threat and diligence at all levels to practice correct cyber hygiene and to hold people accountable when they fail to do so.

**Q102. How would you empower and hold key leaders accountable for improvements in DOD cybersecurity?**

Answer: If confirmed, I would establish meaningful metrics for cybersecurity performance, track trends in that performance through monitoring, regularly test the adequacy of cyber security implementation and practices, and hold leaders at all levels responsible for the performance of their organizations. Leaders would be empowered to implement cybersecurity in their organizations, but I would work to ensure that they had appropriate tools and resources to address cyber security risks.

**In 2019, Air Combat Command merged the Twenty Fourth and Twenty Fifth Numbered Air Forces to better integrate cyber effects, intelligence, surveillance, and reconnaissance operations, electronic warfare operations, and information operations.**

**Q103. In your view, are there other Air Force commands and organizations that should be merged or modified to increase unity of effort across like capabilities? Please explain your answer.**

Answer: I do not have information to assess if other commands and organizations should be merged or modified. There are often benefits to a merger, providing agility and seamless coordination; however, mergers also can introduce disruption and risk to the organization and the competing priorities and multiple constituents of broader missions. If confirmed, I will assess, in coordination with the Chief of Staff of the Air Force and Chief of Space Operations, the pros and cons of this type of effort.

**Q104. Should the Space Force take a similar organizational? Please explain your answer.**

Answer: My understanding is that the Space Force was designed as a lean and agile service, dependent on the Air Force for shared services for most of its support. This includes information operations and offensive cyber operations, as the Space Force. The Space Force is currently

concentrating on defensive cyber teams. As the Service continues to develop and these capabilities mature, I will evaluate the pros and cons of the reorganization steps that have already been taken and consider options for creating a combined space ISR and cyber effects organization. In general, the Space Force as a completely new organization is at this point an experiment with uncertain outcomes. As the Department learns with experience I believe it should be open-minded about possible future changes.

**Q105. What is your vision for the future of Air Force electronic (EW) capabilities?**

Answer: I believe electronic warfare (EW) is a critical warfighting capability and an area in which the Department of the Air Force must invest to ensure future operational superiority. As part of a joint and combined multi-domain force the Air Force and Space Force will need to focus EW capabilities on the broader electromagnetic spectrum (EMS) and joint capabilities. My view is that future battlefields will require an Air Force and Space Force with distributed software-defined systems and capabilities that are rapidly updatable that operate in coordination and jointly to maintain an advantage over any adversary. If confirmed, I would support EW as a priority and the introduction of new and innovative concepts and doctrine in this area.

**Q106. What is your assessment of the adequacy and efficacy of the EW training that Air Force personnel received in an Air Force environment in specific airframes?**

Answer: I am not in a position to evaluate the adequacy of EW training at this time. If confirmed the total EW posture of the Department of the Air Force will be an item of high priority to me. I did have the opportunity to participate in an EW study conducted by IDA for the Joint staff approximately two years ago. My impression from that study, as well as from an earlier study by the Defense Science Board, was that there is significant room for improvement in all aspects of EW.

**Q107. In a joint environment with other Military Services?**

Answer: I do not have a current assessment of the adequacy and efficiency of the Department in this regard either, but my impression is that there is significant room for improvement here as well.

**Air Force Information Technology Programs**

**Q108. If confirmed, how would you improve the Air Force's development and deployment of major IT systems, including business systems?**

Answer: My experience with IT systems development and fielding has been mixed at best, but I believe I have learned a great deal about how to structure IT programs for success from that experience. The Department of the Air Force must continue to evolve its business practices and supporting IT systems to improve efficiency and to meet the changing needs of its mission and objectives. If confirmed, I will leverage my experience in both the Department of Defense and in industry to expedite and further these efforts. I will encourage the continued use of modern business methods, as they apply in a military context, leverage the expertise of both commercial industry leaders and DAF leaders, and take into consideration both government and industry best practices to help the Department reduce cost, exceed performance expectations, and meet schedule goals. If confirmed, I would seek out the most cost effective ways to invest in IT to improve the operational and business performance of the DAF enterprise.



**Q109. In your view, what is the relationship between Air Force efforts to develop and implement enterprise IT programs and efforts being undertaken by the DOD Chief Information Office, the Defense Information Systems Agency, and other Defense Agencies?**

Answer: I do not have current information about how well the Air Force and Space Force are working in conjunction with other elements of the DOD IT enterprise. My most recent experience in this area was with DOD healthcare management modernization. In general, the DAF is part of a larger DOD and government information ecosystem in which it should be a solid team player and when appropriate a leader in areas where the DAF can contribute to the total enterprise. If confirmed, I will encourage and support cooperation between the DAF, the DOD CIO, and DISA as well as with the other military departments and agencies.

**Q110. If confirmed, how would you ensure that appropriate business process reengineering is accomplished before the Air Force initiates, develops, and deploys new business IT systems?**

Answer: Yes. The business IT environment is ever-changing – one in which business process reengineering is an opportunity and a necessary element for effective modernization. If confirmed, I will direct and support the elements of a cost effective and responsive business environment, such as end-to-end re-engineering analysis of the business processes in conjunction with acquiring and deploying new business IT systems.

**Q111. Do you perceive a role for the Air Force research and testing enterprise in the development and deployment of Air Force business IT systems? Please explain your answer.**

Answer: Yes. Military environments place requirements on business IT systems that are unique. These include resilience to various forms of attack, including cyber and possibly EW or kinetic threats. The Department of the Air Force research and testing organizations should play appropriate roles in developing technology needed for these environments and in testing IT systems in those environments. We cannot assume our adversaries will allow us to operate critical business systems that support our people and operations with impunity.

**Air Force-related Defense Industrial Base**

**Q112. What is your assessment of the systems and processes for identifying, evaluating, and managing risk in the Air Force's organic and commercial defense industrial base, including the munitions industrial base?**

Answer: I am out of date on this topic, but I believe that the risks and opportunities in this area have both increased since I left government over four years ago. Industry had developed supply chain management and assessment tools which would improve the Department's ability to understand and anticipate risk on the supply chains. At the same time, the threats and vulnerabilities to disruption in those supply chains may have increased or at least become more evident. Supply chain resiliency and risk management requires persistent attention and resources. If confirmed, I will fully assess the systems and processes for identifying, evaluating, and managing risk in the Department of the Air Force's organic and commercial defense industrial base, including the munitions industrial base, and make the necessary adjustments based on that assessment.

**Q113. How should Air Force acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions?**

Answer: The industrial base impacts are one of many considerations when planning acquisition programs. Usually these impacts are not determinative of outcomes, but this is not always the case. In addition, long term implications, as well as immediate risks and benefits, should be taken into account. We need an industrial base that can meet growing warfighter readiness requirements, reduce sustainment costs, increase environmental resiliency, and posture for future threats. At the heart of achieving those goals is the availability of competition from industry – in any form. Next in importance is ensuring that there is a business incentive to supplying the Department. If confirmed, I will work with acquisition leaders and industry leaders and organizations to consider impacts on the industrial base and its ability to meet the needs of air and space power.

**Q114. If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Air Force-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?**

Answer: A robust defense industrial base is critical to providing air and space capabilities to the warfighter. If confirmed, I will fully examine the Department of the Air Force systems and processes to ensure we can manage industrial base risk and work to make changes deemed necessary to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions. I will ensure that the Department is considering both short and long term industrial base impacts in its acquisition planning and doing everything it can to sustain and grow competition. The only changes I can tentatively identify at this point are the potential greater use of modern commercial supply chain risk assessment tools and forging stronger cooperation with prime contractors who are already engaged in managing the supply chains that they depend upon.

**Operational Energy and Energy Resilience**

**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. As early as 2004, then-General James Mattis testified before Congress that DOD must “unleash us from the tether of fuel” if U.S. forces are to sustain momentum and retain freedom of maneuver. He cautioned that “units would be faced with unacceptable limitations because of their dependence on fuel” and resupply efforts “made us vulnerable in ways that would be exploited by the enemy.” Today, DOD energy requirements are projected to increase geometrically due to technological advances in weapons systems and distributed operations over longer operating distances.**

**Q115. If confirmed, how would you lead the Air Force in harnessing innovations in operational energy and linking them with emerging joint operational concepts in order to reduce contested logistics vulnerabilities for warfighters?**

Answer: If confirmed, this issue will be a high priority for me. The DOD is a major energy consumer and I have been involved in earlier efforts to improve the DOD’s operational energy posture, both in foreign deployments and in CONUS. If confirmed, I will ensure that the DAF is adequately

supporting the development of more efficient and alternative energy sources with a focus on those situations where the greatest gains are possible. These include alternative propulsion systems, more efficient engines, use of electrical power and fuel cells for example. I will also support the Department's capability development process, ensuring that operational energy is a consideration in all of our plans and I will strengthen the linkages between Department of the Air Force offices and industry to promote innovative energy concepts, particularly those that maximize combat capability in contested domains, to support both current and future requirements.

**Q116. In what specific areas, if any, do you believe the Air Force needs to improve the incorporation of energy considerations and alternative energy resources in the strategic planning processes?**

Answer: I am not aware of any place where energy generation and use would not be a consideration. The Department of the Air Force must have reliable energy to accomplish its mission, but it should acquire and use energy in ways that are efficient and environmentally friendly whenever possible. In operational energy, I believe that the Department must continue to identify operational energy opportunities and explore traditional and alternative energy options during war games, as well as throughout weapon system design and sustainment activities. In installation energy, the Department must ensure resiliency as the Department conducts and supports operations from overseas and CONUS installations.

If confirmed, I will review and analyze energy consumption data to make better-informed decisions on efficiency, impact, and affordability in the strategic planning process. I would also review and advance installation energy goals to ensure resilient operations.

**Q117. How can Air Force acquisition systems better address requirements related to the use of energy in military platforms to decrease risks to warfighters?**

Answer: The Department's acquisition processes can better address energy requirements in military platforms by considering energy as a foundational capability from day one. If confirmed, I will examine the incorporation of energy considerations into both initial capability development activities and throughout the acquisition life cycle.

**Q118. In your view, what steps can be taken to render "energy supportability that reduces contested logistics vulnerabilities" a key performance parameter in the requirements process, as compared to "check the box" consideration it is today?**

Answer: I do not know the degrees to which energy may be a "check the box" consideration today, but if confirmed I will ensure that energy considerations are taken seriously. Energy supportability is a vital key performance parameter, not only to ensure the suitability of new systems with existing and future energy infrastructure, but also to preserve compatibility with legacy systems which are critical to enabling sustained global combat capability across all domains. If confirmed, I will ensure appropriate emphasis is placed upon the energy key performance parameter, specifically by ensuring thorough analysis of campaign-level energy consumption and that expected logistics risks are addressed.

**Q119. If confirmed, specifically how would you prioritize energy resilience and mission assurance for the Air Force, including acquiring and deploying sustainable and renewable energy assets to support mission critical functions and address known vulnerabilities?**

Answer: Energy supportability is a vital key performance parameter, not only to ensure the

suitability of new systems with existing and future energy infrastructure, but also to preserve compatibility with legacy systems which are critical to enabling sustained global combat capability across all domains. If confirmed, I will ensure appropriate emphasis is placed upon the energy key performance parameter, specifically by ensuring thorough analysis of campaign-level energy consumption and that expected logistics risks are addressed.

## **Environment**

### **Q120. If confirmed, how would you ensure that the Air Force complies with environmental protection laws, regulations, and guidance from the Environmental Protection Agency?**

Answer: If confirmed, I would ensure the Department of the Air Force has the policy and resources necessary to comply with all applicable environmental protection laws, regulations and guidance from the U.S. Environmental Protection Agency.

### **Q121. What are your ideas for improving collaboration with the Department of the Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness, while protecting the environment on and around installations?**

Answer: If confirmed, I will ensure the Department of the Air Force continues to collaborate with the Department of Interior and the U.S. Fish and Wildlife Service in ways that support military readiness while at the same time protecting the environment on and around installations.

### **Q122. If confirmed, how would you further efforts to identify and remediate PFOS/PFOA contamination on Air Force installations, including reserve component locations?**

Answer: I am familiar with the PFOS/PFOA issue, and, if confirmed, I will ensure the Department addresses Department of the Air Force-caused PFOS/PFOA impacts and complies with all applicable environmental laws, regulations, and guidance from EPA for all our installations. I am committed to ensuring the safety and health of our Airmen, Guardians, their families, and the communities in which they serve, including reserve-component installations.

### **Q123. If confirmed, what would be your approach to addressing the health concerns of service members and their families regarding alleged exposures to potentially harmful contaminants on Air Force installations and in the context of performing military duties?**

Answer: Nothing is more important than the health and well-being of our people and their families. If confirmed, I will make sure health concerns reported are promptly reviewed, investigated, and mitigated as necessary.

## **Readiness and Resource Impacts from Extreme Weather**

**In 2017, three hurricanes resulted in over \$1.3 billion in damage to military installations across the U.S. In 2018, extreme weather events caused roughly \$9 billion in damage at Tyndall Air Force Base, Camp Lejeune, and Offutt Air Force Base.**

### **Q124. Based on these readiness and resource impacts, do you believe it necessary to use more resilient designs in Air Force infrastructure?**

Answer: Yes, if confirmed I will ensure the Department pursues initiatives that integrate common sense resilience practices into infrastructure planning. They are cost effective and promote

installation survivability and recovery.

**Q125. How can the Air Force better use authorities on extreme weather mitigation granted by Congress in recent NDAs?**

Answer: Severe weather and other climate change-related impacts have degraded the Department of the Air Force's ability to operate and train. If confirmed, I will work to develop a full understanding of the national security implications of extreme weather, taking a comprehensive approach that includes use of authorities, impacts on operations, installations, infrastructure, and force development.

**Infrastructure Challenges**

**Non-DOD funding mechanisms such as energy savings performance contracts, utility energy savings contracts, and power purchase agreements are excellent means by which the Air Force can improve infrastructure, increase resilience, reduced deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without the need for upfront appropriated funds.**

**Q126. If confirmed, what steps would you take to streamline the process for the identification and use of appropriate non-DOD infrastructure funding mechanisms, and how long would it take you to resume entering into contracts that benefit Air Force installations?**

Answer: I am familiar with some of these opportunities and programs from my previous position in government. If confirmed, I will ensure the Department utilizes all available authorities, including third-party performance contracts, to strengthen energy resilience. I will work with all services, OSD, and the Department of Energy to look for opportunities to streamline the processes and expedite solutions.

**Science, Technology, and Innovation**

**Q127. What are the key technologies that the Air Force should be focused on to support modernization activities?**

Answer: The re-emergence of great power competition and the specific military modernization programs being pursued by China and Russia area central challenge to U.S. security. Focused DoD-wide effort to advance and transition technology into modernized warfighting capability through new operational concepts is critical to maintaining our technological advantage. I have been sounding the alarm about these threats since 2010 when I returned to government after being in the private sector for 15 years. The key technologies of interest include autonomy and some forms of artificial intelligence, secure high data rate networks, and advanced sensor technology, just as examples.

**Q128. What do you see as the most significant challenges (e.g., technical, organizational, or cultural) to U.S. Air Force development of these key technologies?**

Answer: I need to be better informed about ongoing development and analysis efforts to have a clear picture, but my observation at this point is that the Department in general has accepted the need for change, but may not be ready to accept the degree of change that will be required. I do not believe there is a lack of innovation per se or that the needed technologies are out of reach. In my view the challenge is to determine how to best harness those technologies into operational concepts that will be effective and resilient against current and emerging threats. There is currently a major emphasis

on speed, but going in the wrong direction is not progress. My view is that effective fielded capability at scale should be our North star and that the first and most critical task may be to ensure we are moving in the right direction, at any speed. If confirmed, I look forward to learning more about current efforts and how they align with our military needs.

**Q129. How well has the Air Force prioritized limited R&D funding across its technology focus areas?**

Answer: At this time, I am not well-enough informed to answer this question. My general experience is that the Air Force allocates R&D funding reasonably well, but I have not had an opportunity to review the current portfolio. If confirmed, doing so would be a high priority. As a nation, we must prioritize modernization efforts towards capabilities with the greatest chance of success against future adversary technologies. If confirmed, I will ensure that the DAF continues to work closely with the DoD research and engineering enterprise, including the military departments and agencies, to leverage and partner on shared technology interests, capability needs, and delivery of joint warfighting capability.

**Q130. How is the Air Force balancing revolutionary capability advancements, including investments in basic research, as compared to “quick win” incremental improvements that can be rapidly fielded?**

Answer: I am not well-enough informed at this point to be able to say how well the DAF is balancing these needs and others. In my experience, the DAF did have a balanced portfolio of technology investments, but I have had the opportunity to review the current portfolio and how it is being developed. To maintain technological advantage, the DAF must ensure a prioritized research and development investment that ensures long-term competitive advantage, development of cost-imposing disruptive capabilities, and nearer-term incremental improvements that can provide performance and lifecycle cost benefits. If confirmed, I will work to ensure the DAF has a properly-balanced portfolio focusing on near-term research and development and longer-term S&T, including basic research.

**Q131. In your view, what steps must DOD and the Air Force take to ensure that critical technical information is protected by Air Force organizations, industry, and academia?**

Answer: Preserving our technological advantage requires a comprehensive strategy that fosters technology development, integration, and fielding, while protecting critical mission capabilities and technologies against unwanted transfer or interference. All of this has to be accomplished without discouraging the participation of the talent and partners that we wish to attract and engage. While open collaborations are critical to the DoD, we must protect against those who would seek to exploit the openness that is the basis for our innovation potential, economic strength, and national security. If confirmed, I will continue the momentum the Department has created to strengthen our industrial and innovation bases, including implementation and enforcement of cybersecurity standards, cyber-threat information sharing, and guidelines for research technology protection.

**Q132. If confirmed, what would you do to increase the interaction between Air Force labs and the private sector, and between Air Force labs and the rest of the DOD innovation enterprise (i.e., the Office of the Under Secretary of Defense for Research and Engineering, Defense Innovation Unit, the Defense Advanced Research Projects Agency, and the other Military Services)?**

Answer: Innovation does not happen in a vacuum and increasingly innovation comes from global commercial and academic sources as well as DOD and other government agency-sourced efforts.

If confirmed, I would ensure that the DAF's leaders in science and technology actively engage with all sources of technology with a focus on the unique needs of the Air and Space Forces and on the efficient application of commercial technology to high priority DAF operational problems.

**Q133. What are the challenges you perceive to effectively transitioning technologies from research programs into programs of record?**

Answer: In my opinion the Department of Defense, including the Department of the Air Force continues to struggle with the so-called "valley of death" between technology research and fielded capabilities embodied in programs of record. My tentative observation is that we may have overemphasized early stage experimentation and demonstrations over the steps needed design, develop, and field meaningful operational capability to combatant commanders. If confirmed, I will review the Department of the Air Force's efforts to overcome the transition challenge, including experimentation, prototyping, and open systems architectures to enable technology insertion, and work to find ways to prioritize transition from research to warfighter capability.

**Q134. How would you address these challenges, if confirmed?**

Answer: I believe the fundamental problem is not the lack of ideas or technology but the lack of resources to effect transitions to fielded capability at scale. Resources are always limited, so difficult choices will have to be made about what capabilities to take into full scale development, production and fielding. If confirmed, I will ensure that the DAF brings technologists and operators together to make sound decisions on new operational concepts and the highest priority investments needed to make them a reality.

**Recent budget requests for defense Science and Technology (S&T) have fallen short of the Defense Science Board's recommended goal of dedicating 3% of the total defense budget to S&T. Robust investment in S&T underpins technological advances in our military capabilities and is vital to maintaining our military technological superiority over emerging adversaries. However, over the past few years, the Air Force has prioritized near-term research and development over long-term S&T.**

**Q135. If confirmed, what metrics would you use to assess whether the Air Force is investing adequately in S&T programs and whether the Air Force has achieved the proper balance between near-term research and long-term S&T?**

Answer: If confirmed, I will review the data available to benchmark the current efficiency and effectiveness of the Department of the Air Force science and technology enterprise and link the appropriate combinations of measures to enable the research and development (R&D) required for the U.S. to maintain technology advantage. I will consider various options for allocating resources to near and longer term investments. In general, I believe that the threats we face are going to be more and not less severe over time and that we cannot shortchange long-term investments in high-priority technologies, especially those that are uniquely military.

**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.**

**Q136. If confirmed, what actions would you take to increase the recruiting and retention of scientists, engineers, software coders, and in other technical positions across the Air Force's research, development, and acquisition enterprise?**

Answer: If confirmed, I will work with Department of the Air Force leadership to increase recruiting and retention of scientists, engineers, software coders, and other critical technical positions across the research, development, and acquisition workforce. As part of competing for talent with industry and developing talent for the nation, the Department of the Air Force also supports efforts to attract diverse individuals with untapped potential into technical fields, develop talent, and ensure the DAF technical enterprise provides a welcoming and inclusive opportunity.

**Q137. 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: Warfare is changing. Its technical component is constantly increasing in importance. I believe having military personnel serve in technical positions is critical for mission success. The linkage between the warfighter and the research, development, and acquisition communities makes for a much stronger organization and more capable forces for the DAF. I was trained in program management by Air Force officers decades ago. Active management of programs and deep technical knowledge is essential for supervision of contractor efforts. Experienced technical professionals in the military enhance the research, development, and acquisition community's ability to drive toward warfighter needs while informing military operators as to what is possible.

**Q138. If confirmed, what specifically would you do to provide the directors of Air Force Research Laboratories technology directorates with the workforce management tools they need to shape their science, technology, and engineering workforces consistent with their missions and local needs?**

Answer: America is in a global competition for talent. If confirmed, I will ensure that Air Force Research Laboratory leadership and others in the acquisition community are using the most effective techniques to recruit, hire, and retain top talent to shape the technology, science, and engineering workforce. We need to be open to the use of new tools to attract this critical workforce and we need to use modern personnel management tools that are appealing to the current generation of technologists coming out of our schools. In the past, cooperative programs with students have been highly effective and if confirmed I would evaluate the potential to expand these programs as well as scholarship programs that bring talent into the enterprise and inspire it with the work and the mission. If confirmed, I would also explore ways to expedite the hiring and security clearance processes.

**Q139. What are the major challenges or barriers to the Air Force being able to compete effectively for technical workforce against the private sector and other nations?**

Answer: If confirmed, I will work with Department of the Air Force acquisition leaders to understand and address barriers to effectively competing for a robust technical workforce. Compensation is clearly one barrier. Geography can be another, and if confirmed I would look for opportunities for more remote work as a means to make working for the DAF more



attractive.

**Q140. How should the Air Force engage foreign nationals with expertise in critical technology areas who are interested in staying in the United States and working to support national security missions?**

Answer: If confirmed, I will work with Department leaders to understand the challenges of recruiting foreign nationals, in particular university students, and devise strategies to ensure that the Department of Air Force has access to the best talent. If confirmed, I would explore and support options for foreign nationals with needed talent to become permanent residents and citizens.

**Q141. Are you concerned that this foreign national talent is being recruited by China?**

Answer: Yes. Programs like China's Thousand Talents program are directed at pulling top international experts toward China. The country that attracts the talent will have advantages in critical areas such as microelectronics, hypersonics, and artificial intelligence. If confirmed, I will review what actions the Department of the Air Force can take to counter these efforts.

**Q142. If so, how should the U.S. counter these efforts?**

Answer: The U.S. should grow its investment in graduate university research and facilitate American attendance at these schools. We should encourage foreign student visas and subsequent work visas for students from friendly nations and encourage those students to remain in the U.S. The dominance of graduate education in the U.S. has historically provided America a strong tool to attract and retain foreign talent. When I was a graduate student at Caltech decades ago a large fraction of the aeronautical engineering students in my class were foreign. They all hoped to stay in the U.S. and work for an American firm. Today an even larger fraction of our technical graduate school students is foreign, many of them from China. Programs such as optional practical training (OPT) and H1 visas help retain desirable U.S.-trained talent after graduation and are therefore an important tool in countering Chinese recruitment efforts. If confirmed, I would work with others in DOD and elsewhere in government and with academia to strengthen the sources of technical talent for the DAF and for the nation.

**Q143. In your view, should the Air Force develop mechanisms to employ foreign talent in DOD, Air Force, or partner organizations in some capacity, even performing unclassified work, so that this talent is not lost to the national security enterprise?**

Answer: Yes, but with appropriate caution. Our first priority should be to develop American talent, but we should not ignore the contributions that high performing immigrants can bring to the nation. Our military's success in a global technology competition will require the Department of the Air Force to engage the best global talent. If confirmed, I will look for ways to embrace open innovation as broadly as prudent security concerns will allow. The global fight for talent is becoming tighter and America should take advantage of its attractiveness to talented individuals.

**Air Force Military End Strength**

**Q144. Is the Air Force's current end strength sufficient to meet national defense objectives?**

Answer: I have not had the opportunity to review that adequacy of current Air Force end strength. If confirmed, I intend to review end-strength requirements for both the Air Force and

Space Force to ensure we continue to balance risk in maintaining legacy capabilities to support ongoing deployments and operational tempo against demands of future force requirements.

**Q145. If not, what end strength do you believe is necessary?**

Answer: If confirmed, I will be committed to the judicious use of military end strength to sustain a force structure that provides required warfighting capability and capacity to combatant commands. If confirmed, I intend to review end strength requirements for both the Air Force and Space Force to ensure we continue to balance risk in maintaining legacy capabilities to support ongoing deployments and operational tempo against demands of future force requirements.

**Q146. How will the continued stand up of the Space Force, and the related transfer of Air Force personnel, impact Air Force and Space Force end strength requirements over the next 5 years?**

Answer: From what I understand, the Space Force's overall end strength is expected to grow modestly over the next few years as it continues building out the necessary force to meet National Defense Strategy objectives and fulfill requirements of combatant commanders. I also understand that the Space Force is dependent on the Air Force for numerous shared services where the Space Force lacks the scale to justify the overhead associated with an independent capability. This appears to be the best approach to supporting the Space Force, and if confirmed I will work to ensure the Space Force receives high quality and timely support in those areas. I understand that the plan going forward includes mission transfers from Air Force, Army, Navy, and headquarters growth. The Air Force end strength should stay tied to force structure requirements in order to maintain readiness and avoid manning shortages. If confirmed, I intend to review end strength requirements for both the Air Force and Space Force to ensure we continue to balance risk in maintaining legacy capabilities to support current requirements against demands of future force requirements.

**Q147. What additional force shaping authorities and tools does the Air Force need, in your view?**

Answer: At this time, I am unaware that the Department requires any additional authorities. If confirmed, I will closely review all existing authorities to ensure we have the tools necessary to manage force strength.

**Air Force Recruiting and Retention**

**Currently, the Air Force is experiencing a 20-year high in personnel retention levels. This will challenge leaders to ensure that there is sufficient room for fresh talent to enlist or commission.**

**Q148. If confirmed, how would you ensure the Air Force can continue to bring in new talent, while balancing high retention?**

Answer: My understanding is that the Air Force and Space Force continue to maintain high standards and achieve authorized end strength. Both are warfighting imperatives and are essential to attracting, building, and retaining an effective force. If confirmed, I will work to ensure our recruiting, retention, and training remain strong while we maintain our high standards of readiness for the Nation's security. I will look for innovative and effective approaches to

improving the talent pool that enters the Air and Space Forces, with a strong emphasis on diversity, especially in the officer corps.

**Q149. How will an individual's job performance factor in to your decisions to grant enlistment extensions or officer continuation?**

Answer: If confirmed, I would ensure that individual job performance be a critical factor in all such decisions. If confirmed, I will focus on continuing service members with increased experience who are fully qualified to serve, while balancing the need to achieve targets in critical skill areas.

**Q150. If confirmed, how would you ensure that the Air Force maintains sufficiently high recruitment and retention standards?**

Answer: The quality of personnel is the hallmark of the military. If confirmed, I will work to ensure our standards remain high and the recruiting processes remain strong, while also assessing our standards to ensure there are no artificial barriers to service.

**Q151. What impact do current medical and other qualifications for enlistment in the Air Force have on the number of individuals eligible for military service?**

Answer: I understand that medical reasons disqualify most of the youth in the 17-24 age range eligible for service, a third of which are disqualified for being overweight. If confirmed, I will work with the Department of Defense, other Services, and with Congress on developing ideas and initiatives to increase the number of young Americans qualified for military service.

**Q152. If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for Air Force service without degrading the quality of recruits?**

Answer: The limited population who are eligible to serve and a low propensity to serve are concerning, as this challenge impacts the Department's ability to meet its national security objectives. While it is important to maintain the high standards for service, it is also important to make sure that there are not artificial barriers to entrance and any standard is needed to maintain the quality and readiness of the force. If confirmed, I will work to take a holistic view and assess both the propensity to serve and continually address qualifications. I am committed to working with Congress and the Department as a whole to increase interest and eligibility for military service among young Americans.

**Q153. What factors do you consider to be key to the Air Force's future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Air Force?**

Answer: To retain talented Airmen and Guardians, the Department must constantly look to maximize the quality of their service and the quality of life for the Airmen/Guardian and their families. There are inherent sacrifices associated with military service. However, if confirmed, my job will be to ensure the quality of the experience for Airmen/Guardian and their families is the best that we can make it, consistent with the demands of military service, and that our airmen and guardians recognize how much their service is valued and critical to the nation.

**Q154. Do you believe that current military entrance testing methods unnecessarily restrict the pool of eligible recruits, for example, by penalizing prospective recruits for whom English is not their native language?**

Answer: If confirmed, I will review the current efforts across the Department to ensure valid, reliable, and fair criteria and measures are used to access applicants with highest potential, to include non-native English speakers. If necessary, if confirmed, I will direct actions that achieve a wider reach to all populations while maintaining appropriate standards. The overarching goal should be to have a representative force comprised of members with the highest potential to perform.

**Q155. 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 and Space Forces recruiting?**

Answer: I believe that Department must continue to reach and inspire Americans from all backgrounds and walks of life to serve the United States. While maintaining an adequate compensation profile is important, we seek those that are inspired and looking for a challenge and the opportunity to grow. To do that, prospective Airmen and Guardians need to see themselves in the force and they need to be part of a force that treats all with dignity and respect, values every team member, and sets the conditions and environment where they can make a contribution to their nation while maximizing their talents and reaching their fullest potential.

**The Air Force reversed recently a decision to cancel ROTC scholarships for hundreds of high-performing cadets. Included in this group of cadets were scholarship recipients pursuing technical majors at some of the nation's most elite universities.**

**Q156. How do you view the effectiveness and utility of the various officer commissioning sources?**

Answer: I view each of the Air Force's commissioning sources as important and necessary. The Department of the Air Force needs an officer force representative of a wide variety of skills, demographics, backgrounds, and experiences. Having multiple avenues of commissioning enhances the Air Force's ability to attract and commission those who will lead our force into the future.

**Q157. Do you believe the Air Force should prioritize available officer slots for cadets who pursue technical degrees or who attend selective universities?**

Answer: The future of warfare will increasingly be about the application of technology to operations. The Air Force and Space Force are technical forces and having technically competent Airmen and Guardians is essential. In order to ensure the Department's continued success, we must ensure our officers have the right knowledge and competencies necessary to propel the service into the future. As such, I believe the Air Force does and should prioritize officer slots based on the needs of each career field as well as those of the Air and Space Forces.

**Pilot Retention**

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

**Q158. What impact, if any, has the COVID-19 pandemic had on Air Force pilot retention?**

Answer: I understand that pilot retention increased in FY20, which was likely a result of reduced

airline hiring and economic uncertainty. However, the Air Force expects a return to pre-COVID retention by FY23. If confirmed, I will ensure that the Air Force continues to look for opportunities to increase retention. I am concerned that the post COVID period may bring a surge in demand for commercial pilots and if confirmed I would be monitoring that situation closely.

**Q159. What are the Air Force’s current efforts to address this critical problem?**

Answer: I have not had the opportunity to review the DAF’s efforts in this area. If confirmed, I will ensure that the DAF creates a sustainable plan that will increase both pilot production and retention, allowing for sustainable officer corps personnel management.

**Q160. How would you assess the effectiveness of these efforts to date?**

Answer: I have not had the opportunity to assess the effectiveness of current plans and efforts in this area. I understand that the Air Force has developed targeted retention programs, and is seeing high take rates for bonuses with up-front payment options, but still not reaching required retention levels. If confirmed, I will review retention and production initiatives to assess additional opportunities to improve pilot manning health.

**Q161. What monetary and non-monetary incentives and initiatives implemented by the Air Force have yielded the most positive impacts on pilot retention?**

Answer: I have not had the opportunity to review data on this, but I understand that higher payment options and up-front payment have seen the most success. There may be several non-monetary options available, and if confirmed I will evaluate these options.

**Q162. What additional authorities does the Air Force need from Congress to address this shortfall definitively?**

Answer: If confirmed, I will review whether there are additional authorities that I would recommend Congress provide the Department to address the pilot shortfall.

**Q163. In your view, was it prudent to disestablish the Air Mobility Command (AMC) “flying-only” career track? Please explain your answer.**

Answer: I do not have a basis to offer an opinion on this program, but I am told that AMC found there was little interest in the program. If confirmed, I will consider and evaluate this and other available options for improving the retention and morale in AMC flying units.

**Q164. In your view, how will AMC’s Resource Driven Allocation Project contribute to pilot readiness?**

Answer: I understand the Readiness Driven Allocation Process helps units predict their operations pace. I do not have an in-depth knowledge, but, if confirmed, I will review how this project will contribute to pilot readiness.

**Q165. How has the Air Force increased pilot production capacity commensurate with the demands of the NDS?**

Answer: I have not seen data on this, but I understand that the Air Force strategy to retain more pilots for longer periods combines production increases with retention adjustments. If confirmed, I will evaluate the effectiveness of this approach.

**Q166. As the Air Force prepares for competition with a peer-adversary, what steps is it taking to increase quality standards within and screening rates for flight school,**

**and the pipeline beyond?**

Answer: I have no basis to assess this situation at this time, but I understand and believe the Air Force continually looks for ways to improve and enhance its training. If confirmed, I will look for ways the Air Force can incorporate new technologies, tactics, and procedures into its pilot training programs.

**Q167. If confirmed, how would you implement the Air Force’s Remotely Piloted Aircraft (RPA) “Get Well” plan?**

Answer: I have not reviewed this plan; however, I understand that the “RPA Get-Well Plan” was created in 2015 with the objective of increasing pipeline training capacity and operational unit manpower. I also am told that those objectives were met in 2016 by increasing MQ-9 instructors, growing the RPA pilot inventory, and achieving better crew-to-combat ratios. If confirmed, I will ensure instructor manning and necessary contractor support will be in place to continue sustainable student throughput.

**Reserve Components**

**Q168. In your view, what is the appropriate relationship between the active Air Force and the Air Force Reserve and Air National Guard?**

Answer: All the components of the total Air and Space Forces are necessary to mission success. The Total Force’s capabilities and lethality are greater than the sum of the individual contributions of the active Air Force, Air Force Reserve, and Air National Guard. I do not have access to DAF-internal data which would be needed to provide a view of how appropriate the current relationship is or whether it needed to be modified. If confirmed, I will work with DAF leaders to ensure the active Air Force, Air Force Reserve, and Air National Guard individually and in concert are ready and resourced to meet operational requirements.

**Q169. What is your vision for the roles and missions of the Air Force Reserve Components?**

Answer: I have not evaluated these relationships and it would be premature for me to provide my vision for the roles and mission of the Air Force reserve components at this point. If confirmed, I would work with DAF and Air Force reserve component leaders to ensure we are fully leveraging the strategic depth and operational capacity within the reserve components and to identify any needed changes in respective roles and missions.

**Q170. If confirmed, what new objectives would you seek to achieve with respect to the Air Force Reserve Components’ organization, force structure, and end strength?**

Answer: It would be premature for me to provide an assessment of new objectives with respect to the Air Force reserve components’ organization, force structure, and end strength. If confirmed, I would assess the current situation and existing plans and I would work with DAF and Air Force reserve component leaders to ensure we were fully leveraging the strategic depth and operational capacity within the reserve components.

**Q171. Are you concerned that continued reliance on Air Force Reserve Components to execute operational missions—both at home and around the globe—is adversely affecting the ability to meet their recruiting and retention missions? Q172. Why or why not?**

Answer: I do not have access to DAF-internal data regarding the ways in which the operational tempo of Air Force reserve components may be affecting – adversely or positively – their ability to meet their recruiting and retention missions. If confirmed, I would work with reserve component leaders to understand how the operational tempo may be affecting these missions and how best to address any potential adverse effects.

**Q173. If confirmed, what would be your approach to creation of a Reserve Component of the Space Force?**

Answer: As a former Army reservist, I appreciate the value that the reserve component can bring to a military service. At the same time, I recognize that the Space Force has unique features. In general, I can see significant value in a reserve component for the Space Force. If confirmed, I would work with DAF leaders to review Space Force requirements and to evaluate how a reserve component can best satisfy Space Force needs, especially in wartime or an emergency.

**Military Compensation**

**Q174. What is your assessment of the adequacy of military compensation and benefits?**

Answer: I have not had an opportunity to assess this situation. In general, my impression is that military compensation and benefits are adequate and appropriate. The cost of maintaining an all-volunteer force is high, but the Congress has consistently increased pay and benefits for service members across the board. That said, there may be special situations and skill sets in which national security needs cannot be satisfied at current levels of compensation. If confirmed, I will work with DAF and DOD leaders to ensure we are continually identifying how DAF-internal requirements and/or factors external to the DAF may be affecting the competitiveness of military compensation and benefits as compared to the private sector.

**Q175. If confirmed, what steps would you take to control the rising cost of military personnel?**

Answer: I do not have access to DAF-internal data to understand why and how the cost of military personnel are rising, and whether those costs are in line with inflation rates. At the time I left government in 2017, healthcare costs were increasing at a greater pace than inflation and imposing an increasing burden on military budgets, but I do not have data to indicate whether that trend continued or not. If confirmed, I will work with DAF leaders to understand the nature of the rising costs and what may be done to address them while remaining sufficiently competitive with private sector compensation and benefits to attract and retain the people essential to DAF mission success.

**Military Health System Reform**

**Q176. Do you support the purpose and implementation of section 702 of the FY 2017 NDAA, as clarified by sections 711 and 712 of the FY 2019 NDAA?**

Answer: Yes. If confirmed, I will work with OSD and DAF leaders to ensure we are efficiently and effectively transitioning the administration of military treatment facilities to the Defense Health Agency while continuing to provide first-rate care for our Airmen, Guardians, and their families.

**Q177. If confirmed, how would you ensure the rapid and efficient transfer of the administration and management of Air Force military treatment facilities to the Defense Health Agency?**

Answer: Yes. If confirmed, I will work with DAF leaders to review these timelines, and identify ways to potentially expedite transfers while ensuring our Airmen, Guardians, and their families continue to receive first-rate medical care.

**Non-Deployable Service members**

**Q178. In your view, should airmen and guardians who are non-deployable for more than 12 consecutive months be subject either to separation from the service or referral to the Disability Evaluation System, as is current Department policy?**

Answer: I do not have DAF-internal data that would help me understand how significant this problem is or how the Disability Evaluation System is working in practice and how changes to the current policy may affect readiness. If confirmed, I will implement the current policy while I assess this situation unless the Secretary of Defense provides different guidance.

**Q179. Under what circumstances would the retention of a service member who has been non-deployable for more than 12 months be “in the best interest of the service”?**

Answer: I do not have DAF-internal data to understand how frequent this situation is or if this criterion has traditionally been defined nor the potential consequences of deviating from that definition and its application. If confirmed, I would work with DAF leaders to understand the costs and benefits of the current approach, and ensure any changes in criteria meet the spirit and intent of the provision while satisfying operational readiness requirements.

**Q180. In your view, how should this policy be applied to service members with HIV?**

Answer: I do not have sufficient data to answer this question. I understand the Department of Defense is continuing to review HIV-related policies in light of medical science regarding the treatment and prevention of HIV. If confirmed, I will work with the Department of Defense to ensure the DAF experiences are understood and taken into consideration in any changes to DOD policy and I will implement any related changes in policy by the Secretary of Defense.

**Q181. In your view, should an airman’s or guardian’s readiness to perform the required specific missions, functions, and tasks in the context of a particular deployment also be considered in determining whether that service member is deployable?**

Answer: Generally speaking, yes, but I do not have enough data to answer this hypothetical question. If confirmed, I would work with DAF leaders to ensure Airmen and Guardians had the training and resources needed to be successful in their deployment and to reduce non-deployable rates. If confirmed, I will also ensure that policies that support non-deployment decisions are administered fairly and uniformly, taking into account individual circumstances as warranted

**Q182. What are your ideas for addressing the challenges of medical non-deployability in the reserve components?**

Answer: At this point, I do not have access to the non-deployability rate for the Air Force reserve components, nor a sufficient understanding of factors contributing to that rate to offer an opinion.



If confirmed, I will work with DAF leaders to assess the current rate of medical non-deployability in the DAF reserve components and work to address any challenges identified.

**The new DOD transgender policy (DODI 1300.28) states, “any determination that a transgender Service member is non-deployable at any time will be consistent with established Military Department and Service standards, as applied to other service members whose deployability is similarly affected in comparable circumstances unrelated to gender transition.” The same policy requires commanders to review and approve service member requests to transition gender in a manner that “maintains military readiness by minimizing impacts to the mission (including deployment, operational, training, and exercise schedules, and critical skills availability).”**

**Q183. What Air Force standards and policies related to an airmen’s or guardian’s ability to deploy will be applied to transgender service members undergoing gender transition procedures or treatment?**

Answer: I have not had the opportunity to review DAF-internal standards and policies that govern an Airman or Guardian’s ability to deploy; therefore, it is premature for me to identify those which would apply to transgender service members undergoing transition procedures or treatment. If confirmed, I will work with DAF leaders and medical professionals to understand what current standards may be applicable and to assess the need for additional standards.

**Q184. As the Air Force implements the DOD policy, what level of commander will be responsible for balancing Service member requests to transition gender while maintaining military readiness?**

Answer: I do not have access to DAF-internal deliberations that informed the current level of commander involved in those decisions. If confirmed, I would work with DAF leaders to understand how that decision was reached, determine if that level of commander remained the most appropriate, and review the suite of resources afforded to any commander so that she/he can make an informed decision when presented with member requests to transition gender. If confirmed, I will also follow any policies promulgated by the Secretary of Defense.

**Q185. If confirmed, how would you ensure that commanders are permitted to deny or delay gender transition requests if it such a request would degrade unit readiness and deployability?**

Answer: I do not have sufficient data to answer this question because I do not understand the potential medical and mental health consequences of delaying a service member’s transition. If confirmed, I would work with DAF leaders and medical professionals to balance readiness and deployability with the medical needs of affected Airmen and Guardians.

### **Military Quality of Life**

**Q186. If confirmed, what quality of life and morale, welfare, and recreation (MWR) programs would you consider to be a priority?**

Answer: I do not have data on the full suite of MWR programs, which programs are a priority for our Airmen and Guardians, the relative state of each program, nor whether additional programs have been requested. If confirmed, I would work with DAF leaders, including senior enlisted leaders and families to answer these critical questions before determining how best to support the quality of life and MWR programs. As a former Army officer, I know MWR programs provide

critical resources for our service members and their families and if confirmed I am committed to supporting those programs.

**Q187. What metric would you apply in determining which MWR and quality of life programs should be sustained or enriched and which should be eliminated or reduced in scope as ineffective or outmoded?**

Answer: In general, I would listen to the views of our Airmen and Guardians in making these decisions. I do not have data on the full suite of MWR programs, which programs are a priority for our Airmen and Guardians or their families, the relative state of each program, nor whether additional programs have been requested. If confirmed, I would work with DAF leaders, including senior enlisted leaders and families to answer these critical questions before determining how best to support the MWR programs. As a former Army officer, I know MWR programs provide critical resources for our service members and their families.

**Military Family Readiness and Support**

**Q188. What do you consider to be the most important family readiness issues for service members and their families?**

Answer: I do not have sufficient data to answer this question at this point. If confirmed, I look forward to working with DAF leaders and military families to understanding and addressing the most pressing readiness issues facing our Airmen, Guardians, and their families. If confirmed, I will support programs that reinforce a strong DAF community and focus on those that build and sustain resilient families.

**Q189. If confirmed, what specific actions would you take to ensure that military families are provided with accessible, high-quality childcare, at an appropriate cost?**

Answer: As a former military parent of young children I understand how important high-quality childcare is to military families first hand. I do not have DAF-internal data regarding the demand for accessible and affordable, high-quality childcare and the DAF's ability to meet that demand. If confirmed, I would work with DAF leaders including senior enlisted leaders and with families to understand how we are meeting that demand and potentials ways to improve doing so. Quality childcare is critical to early childhood development as well as to our sacred obligation to support our people and our ability to retain the talented people needed to perform the DAF's missions.

**Support for Military Families with Special Needs**

**Q190. What is your view of the overall effectiveness of the exceptional family member program (EFMP)?**

Answer: I do not have DAF-internal data regarding the objectives and measures of effectiveness for the EFMP program, so it would be premature for me to provide an assessment at this point. If confirmed, I will work with DAF leaders to ensure this program is best supporting our Airmen and Guardians and that commanders and supervisors are well-versed in the full scope of what the program provides.

**Q191. If confirmed, how would you incentivize service member enrollment in EFMP?**

Answer: I do not have DAF-internal data that would help me understand the current challenges with service member enrollment. If confirmed, I would work with DAF leaders to understand

why incentives may be needed for service member enrollment and how best to craft those. If confirmed, my ultimate objective would be ensuring our Airmen and Guardians and their families feel and are in fact supported.

**Q192. If confirmed, how would you empower military families to advocate and access individualized educational programs and other support to which their family members may be entitled under the Individuals with Disabilities Education Act, including from public schools in the vicinity of military installations?**

Answer: I do not have DAF-internal data that would help me understand the current challenges service members and their families face in accessing their entitlements under the Individuals with Disabilities Education Act. If confirmed, I would work with DAF leaders to understand the scope of the challenges and as necessary enlist the support and expertise of others within the U.S. government, and as needed members of Congress, to ensure our military families' rights are protected.

**Q193. If confirmed, how would you enhance support to a service member in navigating the TRICARE system to obtain the medical services and support required by a family member with special needs, regardless of where that family member is located?**

Answer: I do not have DAF-internal data that would help me understand the current challenges service members and their families face in navigating the TRICARE system. If confirmed, I would work with DAF leaders to understand the scope of the challenges and potential solutions to ensure our service members' families have the support they deserve, regardless of their location.

**Q194. If confirmed, how would you work with Military Housing Privatization Initiative partners and military commanders to ensure that the needs of service members with an exceptional family member are considered in the military housing assignment process?**

Answer: I do not have DAF-internal data that would help me understand the current challenges service members with an exceptional family member face with respect to the availability of housing that meets their special needs. If confirmed, I would work with DAF leaders to understand the scope of the challenges and ensure that our Military Housing Privatization Initiative partners meet the housing needs of service members with exceptional family members in accordance with the privatized housing project legal agreements, the Fair Housing Act, and the Americans with Disabilities Act.

**Q195. If confirmed, how would you eliminate or reduce the bureaucratic administrative burdens currently experienced by EFMP participants?**

Answer: I do not have DAF-internal data that would help me understand the current administrative requirements in place and why some requirements may be considered overly bureaucratic and burdensome. If confirmed, I would work with DAF leaders and EFMP leaders to review administrative requirements, and understand potential areas to reduce administrative requirements while maintaining data needed to measure program effectiveness and ensure accountability.

**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.**

**Q196. What is your assessment of the efficacy of suicide prevention programs at the U.S. Air Force Academy?**

Answer: Any suicide is a tragedy, and suicides among young people and especially those at an institution like the Air Force Academy are particularly tragic and the Air Force must do everything it can to prevent these events, at the Academy and anywhere in the Department. I do not have USAFA-internal data regarding the scope of its suicide prevention program, so I am unable to provide an assessment at this point. If confirmed, I look forward to better understanding the program and working with USAFA leaders to improve it. If confirmed, I would specifically focus on ways to improve cadets' ability to identify behaviors in one another that may be markers for potentially self-harming behavior.

**Q197. Has the Air Force conducted a comprehensive review of the two recent suspected Academy suicides to determine whether there are any common causal factors? Q198. If so, what did the Air Force find and how will those findings be applied to suicide prevention efforts going forward?**

Answer: I do not have DAF-internal information regarding these two suspected suicides. If confirmed, I pledge to review the facts related to these cases and assess how the findings can be applied to future suicide prevention efforts.

**Q199. If confirmed, specifically what would you do to maintain a strong focus on preventing suicides in the Active Air Force and Space Force, in the Reserve Components, and in Air Force and Space Force families across all Components?**

Answer: At this point, I am not aware of the full suite of suicide prevention resources available to DAF personnel and their families. If confirmed, I will work with DAF leaders to review those and identify opportunities to strengthen them as needed, specifically for those in career fields and/or assigned to locations with higher rates of attempted and/or reported suicides. If confirmed, I will work with DAF leaders to ensure commanders and supervisors are knowledgeable of the knowledgeable of the support resources, including mental health and behavioral health resources, available to them and their personnel, and other critical resources to potentially identify self-harming behaviors.

**Q200. If confirmed, specifically what would you do to enhance the reporting and tracking of suicide among family members and dependents of airmen and members of the Space Force across all Components?**

Answer: If confirmed, I will do everything I can to eliminate suicide within the Department of the Air Force. I do not yet have data on DAF-internal methods to report and track suicides among family members and dependents of Airmen and Guardians across all components. If confirmed, I would work with DAF and DoD leaders as well as other outside experts to identify ways we may be able to improve the reporting, tracking, and information sharing of such data to help identify Airmen and Guardians that may benefit from proactive suicide prevention support.

**Mental and Behavioral Health Care**

**Q201. If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to airmen and guardians in an operational theater, as well as to they and their families at home station locations?**

Answer: I have not seen DAF-internal data to fully understand the demand for mental health resources and the DAF's ability to meet that demand. If confirmed, I would work to understand the severity of that deficit and work with the Office of the Assistant Secretary of Defense for Health Affairs to address the needs of those assigned in an operational theater, as well as the needs of their family members abroad and at home station. If confirmed, I would specifically look at how expanding telehealth and telepsychiatry services may help to meet demands across the force.

**Q202. If confirmed, what specifically 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 installation?**

Answer: I have not seen DAF-internal data to fully understand the demand for mental health and behavioral health resources from our Reserve Component, nor the DAF's ability to meet that demand. If confirmed, I would work to understand the challenges associated with providing mental and behavioral care based on the individual's activation status. My priority would be to ensure the service member receives the appropriate care and does not face bureaucratic hurdles that deter him/her for seeking the care they need. If confirmed, I would specifically look at how expanding telehealth and telepsychiatry services may help to meet mental health and behavioral health demands across the Reserve Component.

**Although the Department has made great strides in reducing the stigma associated with help-seeking behaviors, many service members remain concerned that their military careers will be adversely affected should their chain of command become aware that they are seeking mental or behavioral health care. At the same time, the military chain of command has a legitimate need to be aware of physical and mental health conditions that may affect the readiness of the service members under their command.**

**Q203. Regarding the provision of mental and behavioral health care, how does the Air Force bridge the gap between an airman or guardian's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect the readiness of the airman, guardian, and the unit?**

Answer: I am not familiar with DAF-internal protocols governing an Airman or Guardian's desire for confidentiality and when his/her chain of command should be notified regarding matters that may affect readiness. If confirmed, I would work with DAF leaders to understand current protocols, understand how well they are working, as well as where they may be opportunities to improve the protocols so as to encourage Airmen and Guardians to seek the mental health and behavioral health care they may need.

**Q204. In your view, do non-medical counseling services provided by DOD Military Family Life Counselors have a role in promoting the readiness of airmen, guardians, and their families? Please explain your answer.**

Answer: I am not familiar with current DAF processes used to determine when it is appropriate to utilize a DOD Military Family Life Counselor versus medical counseling services. If confirmed, I would work with DAF leaders to understand how that determination is made, the

current scope of work performed by DOD Military Family Life Counselors, and how best to utilize DOD Military Family Life Counselors moving forward.

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

#### **Q205. In your view, how adequate and effective are the policies, programs, and training been that the Air Force has put in place to prevent and respond to sexual assault?**

Answer: Not adequate and effective enough. Though my understanding is that the Air Force has attempted to leverage best practices, simply put the policies, programs, and training by themselves have not been sufficient to achieve the goal of dramatically reducing and eliminating sexual assault. The public reports indicate prevalence of sexual assault within the DAF that requires immediate attention, as the existing situation threatens Air Force and Space Force readiness. Despite years of investment into training and prevention programs, there does not appear to be the decrease in instances of sexual assault that we need to see. I understand the Independent Review Commission will release its findings and recommendations shortly, and if confirmed, I will work with OSD and Air Force and Space Force leaders to best implement directed and necessary changes within the DAF and to comply with any statutory changes that are implemented.

#### **Q206. If confirmed, specifically what would you do to increase focus on the prevention of sexual assaults?**

Answer: While encouraging victims to report and hold perpetrators accountable are of great importance, I believe that as much attention or even more should be paid to prevention. These crimes are particularly onerous when they take place in the DAF or any military institution where teamwork and a safe supportive climate for all members of the team are essential to mission success. I have not been briefed on DAF-internal deliberations focused on the prevention of sexual assaults. If confirmed, I would want to hear from DAF leaders about preventative approaches in development, as well as approaches they decided not to pursue and why. In my mind, prevention and accountability go hand in hand. Accountability is an important part of prevention, but it is not by itself enough. Individuals may not be deterred from engaging in sexual assault if they believe they will not be held accountable. If confirmed, I will work with DAF leaders to ensure we are equally focused on preventing sexual assaults and holding accountable those who engage in this unlawful behavior. I understand the Independent Review Commission will release its findings and recommendations shortly. If confirmed, I would work with OSD and Air Force and Space Force leaders to best implement changes within the DAF.

#### **Q207. What is your assessment of the potential impact, if any, of proposals to remove from military commanders case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?**

Answer: I have not participated in recent DOD or DAF-internal discussions to understand the potential impacts of such proposals, so it would be premature for me to provide an assessment. However, if confirmed, the prevention of sexual assault and sexual harassment will be a top priority, and I am committed to exploring all promising ideas to address these challenges to our ability to recruit and retain top talent. While I am open to an alternative criminal process from the current one, if confirmed, I would want to ensure that commanders are not relieved of their

responsibility for everything that happens in their units and for creating a positive command climate in which every member of the organization feels respected and safe.

**Q208. What is your assessment of the Air Force’s implementation of protections against retaliation—most notably social ostracism and reputation damage—for reporting sexual assault?**

Answer: I have not seen DAF-internal data regarding the assessed prevalence or reported instances of retaliation against those who reported sexual assault, so it would be premature for me to provide an assessment here. If confirmed, I will work with DAF leaders to ensure our processes and policies to prevent and address sexual assault prioritize confidentiality and the victim’s privacy so as to not inadvertently re-victimize the victim. Moreover, I would work with DAF leaders to ensure the DAF has a culture and a command climate in which everyone understands that retaliating against victims, or those who reported the assault, in any way is against the Air Force Core Values and will not be tolerated.

**Q209. In your view, do military and civilian leaders in the Department of the Air Force have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to, sexual assault and retaliation? Q210. If not, what additional training, authorities, or resources do you believe are needed, and why?**

Answer: I do not currently have access to the DAF-internal suite of training and resources available to military and civilian leaders to help them understand the scope of their authorities and available resources to both prevent sexual assault and address potential instances of retaliation for those who report. Therefore, it would be premature for me to provide a view here. I understand the Independent Review Commission will release its findings and recommendations shortly, some of which may address training, resources, and authorities. If confirmed, I would work with OSD and Air Force and Space Force leaders to best implement those changes within the DAF and to ensure that training, authorities and resources are adequate.

**Sexual Harassment**

**Q211. What is your assessment of the effectiveness of the military sexual harassment prevention and response programs of the Air Force?**

Answer: The public reports indicate the DAF is not making the improvements needed to dramatically reduce and eliminate sexual harassment, and this poses a threat to Air Force and Space Force readiness. Despite years of investment into training and prevention programs, there does not appear to be an appreciable decrease in instances of sexual assault and harassment. I understand the Independent Review Commission will release its findings and recommendations shortly, and if confirmed, I will work with OSD and Air Force and Space Force leaders to best implement changes within the DAF.

**Q212. In your view, do methods for tracking the submission and monitoring the resolution of informal complaints from airmen or guardians of harassment or discrimination provide DOD and Air Force and Space Force leaders, supervisors, and managers an accurate picture of the systemic prevalence of these adverse behaviors in the force?**

Answer: I do not have data on how well the process for tracking the submissions and monitoring

the resolutions of informal complaints works in practice. However, I believe critical to ensuring these methods are as effective as possible is to ensure Airmen and Guardians trust the process' outcomes, in the form of prevention and/or accountability measures. Increased trust in the process is ultimately what most helps to close the gap between what is reported and the prevalence of those behaviors. If confirmed, I would work with DAF leaders to identify ways to strengthen confidence in the reporting process to help Airmen and Guardians see the value in reporting.

**Q213. If confirmed, what actions will you take to improve the quality of investigations into allegations from airmen or guardians of sexual harassment?**

Answer: I have not seen DAF-internal data to suggest there is a deficiency in the quality of investigations conducted once allegations are made. However, if confirmed, I will review the current investigative process and take appropriate steps to ensure all Airmen and Guardians receive a thorough and fair investigation into allegations of sexual harassment.

**Q214. Does the Department of the Air Force's (including the Space Force) method for recording the outcomes of informal complaints of harassment or discrimination from airmen or guardians provide DOD leaders, supervisors, and managers with a means of identifying repeat perpetrators in the military?**

Answer: I am not familiar with how DAF records these outcomes. However, if confirmed, I would work with DAF leaders to identify how we might further improve information sharing to ensure we have as complete a picture of potential repeat perpetrators as possible.

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

**Q215. What is your assessment of the current climate in the Air Force and Space Force civilian workforce regarding sexual harassment, gender discrimination, and other harassment?**

Answer: I have not seen current DAF-internal survey responses; however, if confirmed, you have my commitment that preventing such harassment and gender discrimination from occurring and holding individuals accountable when they engage in such behavior will be a top priority. This is fundamentally a leadership issue, and we must aggressively tackle these issues that threaten readiness and degrade our ability to retain top talent.

**Q216. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment, discrimination, or other harassment from a civilian Air Force or Space Force employee?**

Answer: I would immediately notify the appropriate Human Resources and Equal Employment Opportunity offices. I would take complaints of this nature very seriously, enforce appropriate accountability at all levels, leverage opportunities to train and educate leaders and the staff, and reiterate my stance that this kind of behavior has no place in the workplace.

**Q217. Does the Air Force's method for responding to complaints of harassment or discrimination in the civilian workforce provide appropriate care and services for victims?**



Answer: I do not have data on DAF-internal methods of responding to such complaints nor the current process by which care and services are provided to victims. If confirmed, I would work with DAF leaders to ensure victims, military or civilian, are fully aware of their legal rights, avenues for reporting, and services and care to which they are entitled and to make certain that those actions are appropriate and professional.

### **Extremism**

#### **Q218. What is your view of the prevalence and effect of extremism in the Air Force?**

Answer: As a former Army officer, I know that extremism threatens good order and discipline in the ranks and degrades unit cohesion; however, I also believe that the vast majority of Airmen and Guardians serve honorably and continue to uphold their sworn oath to support and defend the Constitution of the United States. Recent events have shown however that some active duty members and veterans are susceptible to extremist ideology, from various perspectives. If confirmed, I will work with DAF and OSD leaders to ensure we have processes and policies in place to identify and address extremist behavior within the ranks, while also protecting the rights of our service members.

#### **Q219. In your view, what beliefs and actions should constitute “extremism?”**

Answer: I understand that the Department of Defense is continuing to review and refine its definition of “extremism” and unacceptable conduct in order to provide the clearest guidance possible to our service members and their leaders. In my view, any belief that advocates violence against the government or violence as a political tool should not be acceptable. America values and protects freedom of thought and belief and an open public debate about conflicting ideas. Extremism is very much in the eyes of the beholder and my view is that the military, including the DAF, needs to carefully balance the need to reduce or eliminate extremist ideology from the military with the need to also respect the freedom of thought and expression that are core American values. Establishing standards of behavior and conduct for various purposes that correctly balances these interests is not a simple task. If confirmed, I would work with DAF leaders and others to ensure all Airmen and Guardians are able to serve to their full potential, and free from the threat of actions meant to denigrate, illegally discriminate, or otherwise deprive service members of their civil rights. If confirmed, I will continue close coordination and participation with the DOD in this endeavor.

#### **Q220. In light of ongoing efforts to combat extremism, what are your views on the current DOD policy that states, “A Service member’s right of expression should be preserved to the maximum extent possible?”**

Answer: I agree with this policy, but all freedoms have limitations. As a former Army officer, I know that leaders do not stop being leaders once they leave the unit. Their off-duty words and actions continue to set the tone for an organization as much as their words and actions on duty. While I agree that the right of expression for service members should be preserved to the maximum extent possible, service members should also be held to accountable standards when their speech or expression threatens good order and discipline or our national security.

#### **Q221. If confirmed, what actions would you take to eliminate extremism within the Air Force?**

Answer: If confirmed, I will ensure that the Department of the Air Force continues to support the

comprehensive DoD review to combat and eliminate extremism. Once the report and its findings and recommendations are finalized, if confirmed, I will work with Air Force and Space Force leaders to develop clear action plans to implement the necessary changes. My expectation is that the DOD and the DAF will both go through a period of adjustment as we learn from our experience and try to get the balance between freedom of belief or speech and good order and discipline right. At the end of the day one cannot regulate thought, but one can regulate conduct. The problem in this area will be defining pragmatic and effective standards of conduct and correlating them to decisions about a person's fitness to serve or to hold positions of leadership, increased responsibility, and trust. It is not a crime to hold extremist views, but extremist views are not compatible with military service or being a member of a close knit military organization.

### **Domestic and Child Abuse in Military Families**

**Q222. Recent press reports indicate that the number of incidents of domestic and child abuse in military families has increased. What is your understanding of the extent of this issue in the Air Force, and if confirmed, what actions would you take to address it?**

Answer: The abuse of children is reprehensible. It is especially reprehensible in a military family. If confirmed, I will be committed to ensuring Air Force and Space Force families have the support and protections they deserve. Child abuse and domestic abuse have no place in our military, and if confirmed, I would work with the Family Advocacy Program and DAF leaders to understand what may be causing the spike, and how best to screen for, report, and address such abuses. As in other areas of misconduct, prevention should receive equal or greater attention than accountability and punishment. If confirmed I will do everything I can to eliminate abuse in military families.

**Q223. Do you believe that the Air Force Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?**

Answer: I do not have sufficient information to address this question. If confirmed, I would work with DAF leadership, the Family Advocacy Program, and the Judge Advocate General to understand if we are doing all that we can in both areas and to identify additional steps we can take to better serve and protect service members, and their children and families.

### **U.S. Air Force Academy**

**Q224. What is your assessment of the diversity of cadets at the Air Force Academy?**

Answer: Although I have not had an opportunity to fully assess diversity at the Academy, I am committed to ensuring our Air Force and Space Force have talent as diverse as the country itself. I understand that over the last ten years, the Air Force Academy has consistently increased the diversity of the Cadet Wing, though areas of improvement remain. I understand that the class of 2024 is the most diverse class in Air Force Academy history (women comprise 29%, while students of color comprise 31%). Despite these improvements, the Air Force must continue to devote significant focus and resources on recruiting diverse talent into the Air Force Academy as the DAF competes with the other services and the private sector for talent. If confirmed, I would work with USAFA leaders to support targeted outreach and recruiting events, field Second Lieutenant recruiters focused on diverse populations, and support the Air Force Preparatory

School, which provides significant diversity to the Air Force Academy Cadet Wing. Additionally, I would work with members of Congress, particularly those who represent diverse constituents, to ensure they have the resources to nominate competitive diverse students.

**Q225. What particular demographic does the Air Force Academy struggle to recruit most?**

Answer: It is my understanding that recruiting within the American Indian/Alaska Native communities continues to be a challenge for the Air Force Academy. While USAFA tracks with other institutions across higher education, this demographic is the most under-represented of all racial and ethnic groups. If confirmed, I am committed to improve overall representation with deliberate, targeted recruiting efforts.

**Q226. What is your assessment of the efficacy of the policies and processes in place at the Air Force Academy to prevent sexual assault and sexual harassment, and to ensure that cadets who do report assault or harassment are not subject to retaliation—social ostracism and reputation damage—in particular?**

Answer: Although I have not had a chance to review those policies and processes, to be clear: any instance of sexual assault or sexual harassment is a failure of the good order and discipline we expect, and achieving our goals to eliminate these behaviors not only requires policies and processes but also changes in climate and culture. If confirmed, I commit to work with USAFA leaders to ensure our processes and policies to prevent and address sexual assault and sexual harassment prioritize confidentiality and the victim's privacy so as to not inadvertently re-victimize the victim. Moreover, I would work with leaders of the Air and Space Forces and with USAFA leaders to create a culture that understands retaliating against victims in any way is against the Air Force Core Values and will not be tolerated.

**Q227. Do you believe the current five-year minimum active-duty service commitment for Military Service Academy graduates is sufficient return on investment for the U.S. military and the American taxpayer?**

Answer: I have not had a chance to assess the tradeoff between different commitments and recruiting and retention at the USAFA. As a West Point graduate, I understand the immense investment that American taxpayers make into our service academies and the future leaders they educate. Overall, I think that return is well worth the investment based on the actual retention beyond the five-year minimum. I would be concerned about the impact on recruiting a longer commitment might have. A five-year active-duty service commitment helps the Department manage the force and facilitates retention in mission critical career fields, which strengthens Air Force and Space Force readiness and lethality but the commitment for academy graduates has evolved over time and this isn't the only potential policy. If confirmed, I am open to understanding the potential benefits and costs of different lengths and types of active-duty service commitments for USAFA graduates.

**Q228. In your view, do the Military Service Academies contribute to the pool of military officer accessions commensurate with their attendant costs? Q229. Why or why not?**

Answer: Yes, but admittedly as a West Point graduate I am hardly objective about this. The USAFA plays an invaluable role in educating, training, and developing leaders to serve in our Air Force and Space Force. My understanding is that the USAFA provides a high percentage of

Air Force and Space Force officers. About 90 percent of Air Force Academy graduates annually serve in Air Force operations or operations support career fields. Of those, over half enter the pilot pipeline, and the remaining 10 percent commission directly to the Space Force primarily as space operators. I value all of our commissioning sources and the combination of the various sources significantly enhances our officer corps.

**Q230. Given the provisions of title 10, U.S. Code, applicable to each of the Military Service Academies, under what conditions would you deem it appropriate, if confirmed, to permit an Air Force officer to play professional sports prior to completing at least two consecutive years of commissioned service following graduation from the Air Force Academy?**

Answer: I do not have a strong opinion on this topic. I have not assessed this situation for the USAFA, but as another service academy graduate I have thought about it. The USAFA sports programs are a critical recruiting tool for the academies and for the Air Force and Space Force more broadly. They help to broaden the Services' exposure to populations and demographics that are under-represented in the services. The benefits to the DAF and overall strength of these programs may increase if USAFA graduates were provided additional media exposure through participation in professional sports soon after graduation. The prospect of playing professionally sooner would certainly help the academy recruit more capable athletes, and I have a lot of classmates from West Point who would support this. On the other hand, that is not what we have military academies for; they exist to prepare officers for service to the nation. Anyone attending, and getting the costly taxpayer provided benefits of an academy education, should do so with that intent. Athletes at the academies truly represent their schools and should not be in a separate category from other cadets. In my opinion that shared academy experience should include the same or a similar commitment to service as their classmates. If confirmed, I am open to understanding the potential benefits and costs of allowing a limited number of Air Force and Space Force officers to play professional sports prior to completing at least two consecutive years of commissioned service following graduation from USAFA, but I am not convinced that this is a net benefit to the academy or to the nation.

**General/Flag Officer Reductions**

**The FY17 NDAA reduced the number of General/Flag Officers by about 12%.**

**Q231. What progress has been made in reducing the number of Air Force General Officers (GO) and restructuring the Air Force General Officer grade pyramid?**

Answer: I have not had the opportunity to assess this situation, but I understand that the Department is on track to meet the mandated reduction in general officers. If confirmed, I will continue to implement the guidance laid out in the FY17 NDAA and work to ensure we have the right number of GOs, along with the appropriate grade pyramid within both the Air Force and Space Force, to lead and execute our missions around the globe.

**Q232. What is the impact of the establishment of the Space Force on the authorized number of Air Force GO positions?**

Answer: I have not had the opportunity to assess this situation, but I understand that most of the Space Force GO positions have been filled within the Air Force GO cap and that the Department of Defense is working to meet Space Force GO requirements within the mandated GO reductions

across DoD. If confirmed, I will assess this situation and continue to monitor it closely.

**Q233. If confirmed, what specific actions would you take to ensure the Air Force is successful in meeting this GO reduction and restructuring mandate?**

Answer: I understand that the Department is on track to meet the mandated reduction in GOs. If confirmed, I will monitor the timely implementation of this reduction to meet the required goals and I will assess the adequacy of GO billets in meeting the Air and Space Force mission requirements and restructuring mandate.

**Q234. Are you satisfied that the Air Force has in place sufficient training and resources to provide its General Officers the training, advice, and assistance they need to “play the ethical midfield”? Please explain your answer.**

Answer: We owe it to our Airmen, Guardians, and the American taxpayers to ensure that decisions made on behalf of the Air Force and Space Force are done so solely in the interest of national security and consistent with American values. If confirmed, I would work to ensure our GOs have the training, advice, and assistance to ensure they are upholding the highest ethical standards of conduct.

**Officer Personnel Management System Reforms**

**The 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.**

**Q235. How is the Air Force implementing these authorities and to what effect?**

Answer: I have not had an opportunity to assess the implementation of these authorities. It is my understanding the new authorities granted by the FY19 NDAA have given the Department of the Air Force more flexibility to better manage the officer corps. I am aware that last year the Air Force stopped using below-the-zone promotions, and the Secretary gave promotion boards the authority to reorder promotion lists based on merit. If confirmed, I intend to assess the impacts of these changes and to continue pursuing implementation of authorities that help the Department manage talent and increase flexibilities for service members and their families.

**Q236. If confirmed, how would you lead the Air Force in further leveraging these new authorities?**

Answer: It is imperative we continue to develop and modernize our talent management tools and processes to build the force we need for great power competition and to recruit and retain top talent. If confirmed, I will work to ensure Air Force and Space Force leaders understand the full extent of these new authorities so they may be best leveraged.

**Q237. Are there other authorities that the Air Force needs in order to modernize the management of its officer personnel?**

Answer: Not that I am currently aware of. If confirmed, I will work with Air Force and Space Force leaders to understand where there may be in gaps in authorities that are affecting the DAF’s ability to best modernize the management of its officer personnel. If gaps in authority are identified, I will work with DAF leaders and Congress to identify and scope additional authorities that may be helpful.

**Q238. Does the Department of the Air Force have any plans to utilize the “Alternative Promotion Authority” contained in sections 649a-619k of title 10, U.S. Code? Q239. If not, why not?**

Answer: I am not aware of the Air Force’s plans with regard to using these authorities or of the reasons for any decision to date. In general I am a proponent of flexibility in personnel management decisions. If confirmed, I would work with Air Force and Space Force leaders to ensure we use those authorities appropriately.

### **Joint Officer Management**

**Q240. In your view, do the requirements associated with becoming a Joint Qualified Officer (JQO), and the link between attaining joint qualification and eligibility for promotion to General Officer, continue to be consistent with the operational and professional demands of Air Force and Space Force line officers?**

Answer: In my view, the movement toward multi-domain operations only increases the importance of joint perspectives and experience. Fulfilling the Interim National Security Strategy and optimizing the resources and capabilities the Air Force and Space Force bring to bear requires our officers have a strong appreciation for how their sister services operate, and the introduction of the JQO qualification has gone a long way toward developing that operational knowledge. If confirmed, I would work with Air Force and Space Force services, as well as the other service secretaries to ensure the requirements for the JQO qualification continue to best prepare our officers to operate in a joint environment and prepare them for promotion to General Officer.

**Q241. What additional modifications, if any, would you recommend to JQO prerequisites necessary to ensure that Air Force and Space Force officers are able to attain both meaningful joint and Service-specific leadership experience, as well as adequate professional development?**

Answer: At this point, I do not know enough about the current implementation of this requirement to recommend modifications. However, if confirmed, leadership development will be a top priority of mine. And, as part of that, I would work with Air Force and Space Force services, as well as the other service secretaries to ensure the requirements for the JQO qualification continue to best prepare our officers to operate in a joint environment and prepare them for promotion to general officer.

### **Professional Military Education**

**Q242. What changes or reform would you recommend to the professional military education system to ensure that tomorrow’s leaders have the tools necessary to ensure the Department is able to meet the national defense objectives of the future?**

Answer: The vast majority of Airmen and Guardians have not served during a period of great power competition – against a competitor whose diplomatic, economic, and military capabilities are formidable against our own. It is important that our PME quickly help our Airmen and Guardians understand the history, worldview, and interests of these competitors to ensure our actions – from our planning activities and material investments to our engagements with partners and allies – help us maintain our strategic advantages. I believe this approach helps us accomplish the intent of the Interim National Security Strategy. If confirmed, I will work with

Air Force and Space force leaders, as well as the Joint Staff and the Office of the Secretary of Defense, to better incorporate this content into the PME curriculum of our Airmen, Guardians, and civilian workforce.

### **Department of the Air Force Civilian Workforce**

#### **Q243. How would you describe the current state of the Department of the Air Force (including the Space Force) civilian workforce, including its morale and the Department's ability to successfully recruit and retain top civilian talent?**

Answer: I do not have current data on the state of the civilian work force, but having served as a DoD civilian for many years, I know our civilian workforce makes invaluable contributions – from technical expertise to critical continuity – to our Air Force and Space Force. While I have not seen DAF-internal data regarding the morale of the civilian workforce, I know the relative increase in furloughs and government shutdowns over the last several years have generally strained the DoD civilian workforce, and more so when the private sector is relatively strong. More recently, the COVID pandemic has significantly impacted the workforce. These actions have unfortunately translated into personal financial uncertainty for the civilian workforce at times and significantly disrupted normal operations for the past year. All of this factors into our ability to recruit and retain top civilian talent. If confirmed, I look forward to working with this committee, as well as Air Force and Space Force leaders to ensure our civilian workforce is fully supported and has the training, resources, and leadership to accomplish the Department's mission.

#### **Q244. In your judgment, what is the biggest challenge facing the Air Force and Space Force in effectively and efficiently managing their civilian workforce?**

Answer: Recruiting and retaining the technical talent needed to be competitive in an increasingly technology dominated and competitive conflict environment. Having served as a DoD civilian for many years and having held a leadership role for the over 150,000 acquisition professionals in the DOD, I am a firm believer in investing in and growing our civilian workforce talent from within. However, I also recognize the value and rate of technological advancements outside of the DAF. Additionally, I recognize that there are at least three generations serving within the DAF civilian workforce at any given time, each with different expectations and time horizons for their employment with the DAF. I see these as opportunities as much as I do challenges, and if confirmed, I would work with Air Force and Space Force leaders to ensure we are right-sizing our incentives and professional growth opportunities, while also thinking creatively about how best to bring in and manage civilian workforce talent to meet mission needs.

#### **Q245. How will the Air Force and Space Force sustain requisite capacity and capability during the impending workforce “bath tub”—a descriptor used to illustrate graphically the impending loss of senior civilian workforce expertise due to the retirement of large numbers of baby boomers and the lack of experienced personnel to fill the resulting vacancies?**

Answer: At this point, I have not seen DAF-internal data to understand the scope of these challenges in the Air Force and Space Force. In my previous role we had made good progress at filling this “bathtub” in the acquisition work force at the time I left government. If confirmed, I look forward to working with Air Force and Space Force leaders to quickly understand: which fields and specialties are expected to be most affected and by when, the depth of the current DAF

talent pool to address those potential gaps, and potential options to mitigate expected leadership and expertise gaps.

**Q246. In your view, do Air Force and Space Force supervisors have adequate authorities to address and remediate employee misconduct and poor duty performance, and ultimately to divest of a civilian employee who fails to meet requisite standards of conduct and performance?**

Answer: At this point, I have not seen DAF-internal data surrounding instances of employee misconduct and/or poor duty performance, nor the ways in which current authorities were deemed inadequate to address an employee who failed to meet requisite standards of conduct and performance. If confirmed, I would work with Air Force and Space Force leaders to ensure civilian employees were provided with clear standards of conduct and performance, and that supervisors have the appropriate training and authorities to adequately address misconduct and poor duty performance.

**Q247. If so, are both civilian and military supervisors adequately trained to exercise such authorities? Q248. If not, what additional authorities or training do Air Force and Space Force supervisors require?**

Answer: I do not have sufficient information to answer this question. However, if confirmed, I would work with Air Force and Space Force leaders to understand where additional training may be needed to ensure civilian and military supervisors understand the scope of their authorities and to seek additional authority if needed.

**Q249. 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: There seems to have been a general increase in the recognition that telework is a viable, even preferred and more productive means of work for many institutions and individuals due to the COVID experience. We should all take advantage of this new knowledge. Regardless of the work setting, supervisors must still set clear expectations regarding project timelines and deliverables. This is key to a successful work environment, whether someone is physically working in the office or is working remotely. My main concern is making sure we have access to the best talent. The pandemic has reshaped workers' expectations around flexible workplace schedules for a number of reasons (e.g., caregiver responsibilities, childcare accessibility), and I think telework is a critical way to ensure the DAF remains competitive with the private sector. If confirmed, I would work with Air Force and Space Force leaders to ensure telework is used as efficiently and effectively as possible.

**Q250. Has the Department of the Air Force's (including the Space Force) 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: I have not reviewed this program or its effectiveness. Developing leaders is the most important activity taking place within the DAF, and if confirmed, I look forward to working with Air Force and Space Force leaders to ensure the DPMAP is working as intended, quantitatively and qualitatively.

**Q251. Has the Department of 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: I do not have the data necessary to answer this question. In general, we do ourselves and our people a disservice if we are not able to differentiate between our top performers and their peers. If confirmed, I look forward to working with Air Force and Space Force leaders to ensure the DPMAP is working as intended, quantitatively and qualitatively.

### **Senior Executive Service**

**Q252. Given that competent and caring leadership is one of the most significant factors in shaping a high-performing DOD civilian workforce, if confirmed, what factors and characteristics would be most important to you in selecting candidates for appointment to the Senior Executive Service?**

Answer: If confirmed, I will examine the current senior executive recruitment and selection processes and ensure it best supports selecting executives who can lead our workforce as effective professionals and managers. The Department needs executives who demonstrate executive leadership qualities with a consistent professional track record, who possess the needed level of technical expertise, are passionate about serving, and have the ability to persevere, especially in these challenging times.

**Q253. If confirmed, how would you ensure that SES under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?**

Answer: If confirmed, I will assess current SES performance management policies, ensuring goals and expectations of the Department are clearly communicated. SES members will be held accountable for their performance and that of their subordinate workforce based on meaningful and measurable performance objectives.

**Q254. Are you satisfied with the subject matter and rigor of SES professional development programs currently available across DOD and in the Air Force and Space Force? Q255. If not, what changes would you make to these programs, if confirmed?**

Answer: I do not have recent experience with these programs, but overall, I support and approve of the Department’s professional development programs which I understand remain tailored to SES developmental needs. If confirmed, I will review the current program to ensure SES members are developed and equipped to lead in a complex and challenging strategic environment.

### **Congressional Oversight**

**In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of Congress are able to receive testimony, briefings, reports, records (including documents and electronic communications) and other information from the Department.**

**Q256. 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 with a simple yes or no.**

Answer: Yes.

**Q257. 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 with a simple yes or no.**

Answer: Yes.

**Q258. 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 with a simple yes or no.**

Answer: Yes.

**Q259. 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 with a simple yes or no.**

Answer: Yes.

**Q260. 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 with a simple yes or no.**

Answer: Yes.

**Q261. 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 with a simple yes or no.**

Answer: Yes.

**Q262. 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 with a simple yes or no.**

Answer: Yes.