

**Advance Questions for Peter Teets**  
**Nominee for the Position of Under Secretary of the Air Force**

**Defense Reforms**

**Almost 15 years have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms.**

**Do you support full implementation of these defense reforms?**

Yes.

**What is your view of the extent to which these defense reforms have been implemented?**

My understanding is that these reforms have been institutionalized and made part of the daily operations, oversight, and management of the Department of Defense in general and the U.S. Air Force in particular. I am aware that the sweeping changes produced by Goldwater-Nichols require continued diligence to ensure full compliance with the intent of the legislation.

**What do you consider to be the most important aspects of these defense reforms?**

Goldwater-Nichols has been remarkably successful in getting the Services to work together as a Joint Team. For a decade and a half now, they've been a much more effective instrument of National Security policy due, in part to the clearly defined position and authority of the Chairman, Vice Chairman, and combatant commanders.

**The goals of the Congress in enacting these defense reforms, as reflected in section 3 of the Goldwater-Nichols Department of Defense Reorganization Act, can be summarized as strengthening civilian control; improving military advice; placing clear responsibility on the combatant commanders for the accomplishment of their missions; ensuring the authority of the combatant commanders is commensurate with their responsibility; increasing attention to the formulation of strategy and to contingency planning; providing for more efficient use of defense resources; and enhancing the effectiveness of military operations and improving the management and administration of the Department of Defense.**

**Do you agree with these goals?**

Yes, I support full implementation of the Goldwater-Nichols reforms and agree with its goals. The enactment of Goldwater-Nichols significantly improved the organization of the Department of Defense, focused the joint warfighting capabilities, enhanced the military advice received by the

Secretary of Defense, and increased the integration of service capabilities.

**Recently, there have been articles which indicate an interest within the Department of Defense in modifying Goldwater-Nichols in light of the changing environment and possible revisions to the national strategy.**

**Do you anticipate that legislative proposals to amend Goldwater-Nichols may be appropriate? If so, what areas do you believe it might be appropriate to address in these proposals?**

Fifteen years of experience under Goldwater-Nichols has meant significant changes in the way the Defense Department operates. I am certain that legislative changes could provide further improvements. However, I would prefer reserving judgment on this until, if I am fortunate enough to be confirmed, I have studied any specific proposals and acquired some experience as the Under Secretary of the Air Force. At that time, I would be pleased to share my thoughts with the Committee as appropriate.

### **Duties**

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

The Secretary of the Air Force, pursuant to 10 U.S.C. 8013 and Secretary of the Air Force Order 100.1, is responsible for and has the authority necessary to conduct all affairs of the Department of the Air Force. Subject to the Secretary's direction and control, the Under Secretary is authorized to act for and with the authority of the Secretary of the Air Force on all matters for which the Secretary is responsible. In addition, the Under Secretary of the Air Force will serve as the Director of the National Reconnaissance Office, and will have Milestone Decision Authority for Department of Defense (DoD) Space Major Defense Acquisition Programs and designated space programs as described in Secretary Rumsfeld's Memorandum of October 18, 2001 on the subject of National Security Space Management and Organization.

**What background and experience do you possess that you believe qualifies you to perform these duties?**

As President and Chief Operating Officer of Lockheed Martin Corporation, I was responsible for a broad range of defense programs for all the Services from 1997 through 1999. I have an extensive background and experience in space systems, having started working on the Titan III Space Launch Vehicle in 1963 for Martin Marietta Astronautics in Denver, and serving as President of the Denver Operation from 1985 to 1993. In addition, I served as President of Martin Marietta Space Group prior to its merger with Lockheed Martin in 1995. In all of these roles I have had the

opportunity to develop excellent working relationships with talented career military personnel, civilian Air Force and DoD personnel, and a broad range of industrial counterparts. As a result, I feel well qualified to take on the unique challenges associated with this position of Under Secretary of the Air Force.

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

A complete understanding of current Air Force and Defense Department issues is essential to my ability to discharge these important duties. I pledge to diligently study the broad national security issues that will require my attention if I am confirmed.

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

If confirmed, I expect the Secretary to prescribe for me duties that will assist him in carrying out his responsibility to conduct all affairs of the Department of the Air Force. A central focus will be on space activities as designated by the Secretary of Defense, consistent with my planned role as DNRO.

**In carrying out your duties, how will you work with the following officials:**

**1. The Director of Central Intelligence.**

If confirmed, I intend to work closely with the DCI, and in my role as DNRO to ensure national and Defense intelligence programs are planned and executed to achieve optimal end-to-end capabilities.

**2. The Under Secretary of Defense (Acquisition, Technology and Logistics).**

If confirmed, I will closely work with the Under Secretary of Defense (Acquisition, Technology and Logistics) to carry out the designated role of the Department of the Air Force as the Executive Agent for Space within the Department of Defense, with Department-wide responsibility for planning, programming, and acquisition of space systems. I will serve as the Acquisition Executive for Space within the DoD, with Milestone Decision Authority for all Space Major Defense Acquisition Programs and designated space programs.

**3. The Assistant Secretary of the Air Force (Acquisition).**

If confirmed, and in the absence of the Secretary, I would have full authority over the Department of the Air Force pursuant to the successorship of duties as indicated in 10 U.S.C. Section 8017. In that event, all the Assistant Secretaries, including Acquisition would report to me. If

confirmed, in my role as being responsible for space acquisition, I will work closely with the Assistant Secretary for Acquisition to ensure interoperability where appropriate, and to make efficient use of Acquisition resources.

**4. The other service acquisition executives regarding management of their space-related programs.**

If confirmed, I will work closely with the Department of Defense and our Service counterparts to ensure space acquisition planning, programming and budgeting activities are properly coordinated and implemented, and I will serve as Milestone Decision Authority for all Space Major Defense Acquisition Programs and designated space programs.

**Major Challenges and Problems**

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

If confirmed, the major challenge will be to provide leadership for all National Security Space activities. This will involve active participation by multiple organizational elements including DoD, Air Force, Army, Navy and NRO organizations.

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

If confirmed as the next Under Secretary of the Air Force, I will work closely with each of the organizations involved in National Security Space activity to first understand their unique goals, objectives and challenges and then to build a solid, integrated plan for the future that is embraced by all constituents.

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

I believe that the most serious problems include developing an integrated vision and plan for National Security Space, cultural integration of organizational elements, and span of control.

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

If confirmed, I would work diligently to have a National Security Space Program Assessment for the 2003 President's Budget and a National Security Space Plan for the 2004 POM cycle.

## **Priorities**

**If confirmed, what broad priorities would you establish in terms of issues which must be addressed by the Under Secretary of the Air Force?**

I believe that we must build an integrated National Security Space Plan embraced by diverse constituencies while maintaining a focus on Mission Success and Program execution for near term activity.

## **Managing a Wider Span of Control**

**If confirmed, you will serve two critical functions having to do with national security space policy and programs, one in the Air Force, and one as part of the Intelligence Community. Traditionally, the official serving in the position of the Assistant Secretary of the Air Force for Space has focused primarily on directing the National Reconnaissance Office (NRO) and the Assistant Secretary of the Air Force for Acquisition has been largely responsible for managing acquisition of Air Force space programs. In addition, the individual serving as the Under Secretary of the Air Force has been fully engaged in running the day-to-day activities of the corporate Air Force.**

**If confirmed, how would you intend to undertake all of these duties and responsibilities?**

For the Under Secretary of the Air Force to serve in both an official Air Force capacity as well as the appointed position of Director, National Reconnaissance Office, is not without precedent. Since 1961, the Air Force Under Secretary has been dual-hatted as the Director, NRO for four separate periods totaling 18 years. In addition, the Secretary of the Air Force has been dual-hatted as the Director, NRO three times over a period of four years. The management span of control is a challenge, but well within the capacity of the Air Force and NRO organizational structures.

In his 18 October memo, the Secretary of Defense stated his intent to designate the Air Force as the DoD Executive Agent for Space, to include Milestone Decision Authority for DoD space programs and appointment of the Under Secretary of the Air Force as the Service Acquisition Executive for Space. If confirmed, I will work closely with the Secretary and Chief of Staff to implement organizational realignments within the Air Force to effectively execute those responsibilities. Also I will work closely with OSD to carry out the SecDef's direction and guidance. For example, I understand the Director of Space and Nuclear Forces (SAF/AQS) and the Program Executive Officer for Space will be realigned under the Under Secretary of the Air Force (USECAF) office and will support all space-related acquisition activities. In addition, the National Security Space Architect (NSSA) will be

reassigned under the USECAF office and help develop long range space vision and architectures, assist in developing an integrated national security space plan, and participate in annual assessments of the intelligence and defense space programs and budgets. The NRO will also report directly to the USECAF, and if confirmed, I would plan to use the Best Practices of both the Air Force and NRO to deliver the most capable and affordable national security space program possible. I believe the Deputy Director of the NRO will continue to serve a key role in the daily operation of NRO activities.

### **Air Force Space Vision**

**The Air Force has been articulating a future vision in which space plays a much more significant role in terms of organization, planning, and operations.**

**In your view, what changes need to be made in the near-term to expedite this conversion?**

I have been briefed that the Chief of Staff's vision for the future, *Global Vigilance, Reach and Power* centers around four key Air Force roles: Global Strike, HUMRO (Humanitarian Relief Operations), Homeland Defense, and Coalition Building. Space will provide six key enabling roles. They include Information Superiority, Robust Communication Infrastructure, Skilled Space Professionals, Modern Equipment, and in the future, Full Spectrum Space Capabilities. When horizontally integrated with other core Air Force transformational capabilities, and those of the other Services and Agencies, Air Force space will enable fulfillment of CSAF's vision.

**In your view, over what period of time should this transformation occur?**

It is my understanding that the Air Force activated a Directorate of Space Operations and Integration (AF/XOS) just last year. As the SecDef defined responsibilities for the USecAF/DNRO solidifies and the Air Force matures in its role as the Executive Agent for Space in DoD, in my view space will be on the strong path for making significant contributions in the near term.

### **Support to the Warfighters**

**Do you believe that the NRO is providing adequate support to the Theater CINCs?**

Although I have not had the opportunity to study the details, I believe NRO systems give the Theater CINC a tremendous advantage over our adversaries. Additionally, I believe that NRO representatives to the theaters are working with their Intelligence Community and U.S. Space Command counterparts to give the Theater CINC's and their staffs the knowledge to fully exploit the complex technical capabilities of NRO systems. These NRO technical representatives ensure that the full capabilities of our nation's investment in satellite reconnaissance are exploited to meet the Theater CINCs' needs.

**If you are confirmed, what changes would you intend to make to further improve that support?**

If confirmed, I will work to focus the tremendous technical innovation found in the NRO and its industry partners to give our national leadership and Theater CINC's the information to deter conflict, and when necessary, to win in war.

### **NRO Reorganization**

**The NRO Commission recommended a number of organizational changes to the NRO.**

**If you are confirmed, what changes in NRO reorganization would you propose?**

I fully support the Director, Central Intelligence and Secretary of Defense's letter to the Congress in response to the NRO Commission. If confirmed I will work hard to implement the NRO Commission's recommendations consistent with DCI and SecDef guidance.

### **NRO and Related Acquisition Programs**

**Historically, the NRO has been effective at acquiring intelligence capabilities that are ultimately used by sister intelligence organizations (mission partners). The Committee has been increasingly concerned that related investments of mission partners have not kept pace with NRO programs, resulting in inadequate end-to-end capabilities. For example, NRO is acquiring a new system implementing a future imagery architecture (FIA). By all accounts, the National Imagery and Mapping Agency (NIMA) has not programmed sufficient investment in tasking, processing, exploitation and dissemination (TPED) system to take full advantage of the FIA program.**

**What is your view of how the Department has managed such major NRO and related acquisition programs?**

I believe the Department has put increasing focus, in both the requirements and budget processes, on the interfaces and relationships between the National Foreign Intelligence Program and the many Defense intelligence programs. Rapid shifts in information technology and information processes greatly complicate our ability to anticipate and quantify these interfaces between large acquisition programs.

**Are you satisfied that such programs fully consider optimal end-to-end capabilities?**

Given the dynamics of information technology and national security needs alluded to in my answer above, I don't know that we are fully satisfied with our end-to-end intelligence capabilities. The close and continuing working relationship between the SecDef and DCI will provide the leadership to ensure national and Defense intelligence programs are planned and executed to achieve optimal end-to-end capabilities.

**What changes in process, if any, would you intend to pursue, assuming you are confirmed, to improve this situation?**

If confirmed, I will collaborate with other Intelligence Community and Defense agencies and the users of intelligence to continuously incorporate an end-to-end approach in all of our major system acquisitions.

### **DOD Involvement in NRO Requirements Process**

**One of the major initiatives undertaken by the Joint Requirements Oversight Council (JROC) has been to conduct an in-depth review of Intelligence, Surveillance, and Reconnaissance (ISR), requirements, capabilities and shortfalls.**

**If you are confirmed, would you intend to work with the JROC in the future on this and related issues?**

Yes. If I am confirmed, I will continue to work with the JROC on this and related issues.

**In your view, does the NRO and Defense requirements process support the timely development and fielding of needed ISR capabilities?**

As the SecDef and DCI have noted, the national security challenges of this century present a far more difficult problem for requirements and plans than the Cold War. Complex space systems, such as those developed by the NRO, take several years to develop. Therefore, the requirements process must provide insight into future needs. If confirmed, I will work with Intelligence Community and Defense requirements authorities to shape future ISR architectures that are consistent with the strategic direction of the DCI and SecDef.

### **Science and Technology Investment**

**The investment in the Air Force science and technology program has declined dramatically since the end of the Cold War. With the proliferation of new and asymmetric threats, the importance of revolutionary breakthroughs in the science and technology arena are more critical today than ever.**



**In your view, is the current investment in the Air Force science and technology program adequate to face these new threats?**

There is always more that can be done to exploit the rapid advance of technology to enable our forces to more effectively and safely conduct operations. The issue is always one of balancing priorities against available funding. If confirmed, I will do by best to strike the appropriate balance.

**Does the science and technology portfolio adequately support the warfighter of today and the future?**

I understand that the Air Force science and technology portfolio supports the Air Force vision of an Expeditionary Aerospace Force in the 21<sup>st</sup> Century and is funded at a level to achieve Critical Future Capabilities.

**If confirmed, how do you plan to balance the demands of the Air Force between near-term readiness and longer-term scientific and technological discovery?**

As with all investments, I believe that the S&T program needs must be balanced with the systems acquisition requirements and the operational and maintenance demands within the Air Force topline funding allocation. If confirmed, this process of balancing priorities will be a continuing effort involving Air Force senior leadership.

**Secretary of Defense Rumsfeld has established an investment goal for the defense science and technology program of 3 percent of the total defense budget.**

**Do you support this goal?**

I am in complete agreement with Secretary Rumsfeld.

**If confirmed, would you set a similar goal for the Air Force science and technology program?**

Science and Technology is the Air Force's investment in the future and cannot be forsaken. Already, potential adversaries possess capabilities challenging our own. We cannot afford to fall behind. I believe today's Airmen must be armed with the most advanced technology possible.

**If so, what time frame would you place on reaching this investment goal?**

I would advocate reaching this goal in a reasonable time in balance, of course, with the Air Force's other priorities.

### **Science and Technology Organization**

**In Section 252 of the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, Congress required the Secretary of the Air Force to conduct a review of the long-term challenges and short-term objectives of the Air Force science and technology programs. This review is currently being completed. One of the issues Congress specifically intended to be addressed by the review is the interaction of the Air Force leadership with the Air Force science and technology executives.**

**If confirmed, how would you ensure that uniformed Air Force officers are engaged in the science and technology process for determining long-term challenges and short-term objective critical for future defense superiority?**

I firmly believe we must focus our science and technology, and acquisition efforts, on valid warfighter requirements. If confirmed, I will ardently work to foster continuing science/technology and warfighter interface. The goal of this is a streamlined acquisition and development process geared exclusively at addressing warfighter requirements.

**If confirmed, would you support organizational changes to institutionalize a direct reporting requirement from the science and technology executive to the Secretary of the Air Force?**

I don't have any specific recommendation at this time regarding organizational changes, however, if confirmed, I plan to devote appropriate attention to this area.

**If confirmed, how do you intend to facilitate communication between the science and technology community and the warfighter?**

If confirmed, I would like to see a recurring system of crosstalk whereby the warfighter and the science and technology community regularly meet to discuss requirements and possible solutions.

### **Science and Technology Workforce**

**Over the past few years, Congress has worked with the Department of Defense to waive regulations and create new hiring and promotion authorities so that the Department could become a more attractive workplace for highly trained technical workers.**

**If confirmed, how would you recommend that the Air Force address the issue of attracting and retaining the finest technical workforce possible?**

I support flexibility in both hiring and compensation that will allow the Department of Defense to attract and retain highly skilled scientists and engineers who can meet the dynamic technological challenges of the 21<sup>st</sup> century. Such flexibility is needed to help level the playing field with private industry. Although I have not had the opportunity to look at specific hiring authorities in detail, if confirmed, I will certainly focus on the challenges the Air Force faces.

**Do you have specific recommendations for legislative changes or new regulatory relief that would better enable you, if confirmed, to compete with the private sector for these types of employees?**

I have no specific recommendations at this time.

### **Technology Transition**

**Technology transition – the ability to rapidly transition mature technologies out of laboratories and into the hands of the warfighter – has been identified as a difficult hurdle for the Department of Defense. Both the lack of adequate funding for transitioning breakthrough technologies and the inadequate buy-in from the user community have been cited as primary obstacles for technology transition.**

**If confirmed, how would you ensure that technologies are rapidly transitioned from the laboratory into the hands of the warfighter?**

I believe valid warfighter requirements must drive our investment in science and technology and our acquisition efforts. The key is to foster a recurring interface between science/technology and our warfighters with a goal of streamlining the acquisition and development processes.

**Are there specific initiatives you would propose, if confirmed, to address both the funding and user buy-in issue?**

I have no specific initiatives to propose at this time.

### **Space**

**The Air Force will have an increasing role in the operation and acquisition of space systems in the future.**

**If confirmed, what steps would you take to ensure that there is good participation by the other military departments and services in space programs and that their requirements are addressed and met?**

The SecDef has directed implementation of recommendations from the Space Commission that will significantly enhance the integration and coordination of all the Department's space activities. If confirmed, I will coordinate the actions of organizations such as the Joint Staff, U.S. Space Command, the National Security Space Architect (NSSA) and others. Also, I will ensure that the equities of every member of the defense space community are protected.

**If confirmed, what role do you expect to play in the space missions of the Air Force?**

If confirmed, I expect to be charged by the SecAF with the authority and responsibilities to ensure the Air Force carries out its responsibilities as DoD's Executive Agent for Space to include organizing, training and equipping our space forces to successfully execute the missions of the Air Force.

Consistent with Air Force responsibilities as the Executive Agent for DOD-wide space planning, programming and acquisition, I would expect to play an active leadership role in overseeing defense-wide space planning, programming and acquisition to ensure the most effective national security space program across the board.

**Do you agree with the organizational recommendations of the Space Commission? Where you do not agree, please explain why and how you would address the problems identified by the Space Commission.**

I fully support the intent and specific recommendations of the Space Commission report. Centralizing space acquisition as specified by the Commission under the SAF/US-DNRO will allow a much more effective national security space program in the future. The Air Force is currently working with the NRO, OSD, the other Services and Agencies, and the Intelligence Community to fulfill the Secretary of Defense's implementation guidance released on 18 October 2001.

**Many high priority national security space missions are not necessarily high priority missions for the Air Force.**

**If confirmed, how would you ensure that the Air Forces address any such missions if the Air Force assumes greater responsibility in the future for space or if the Air Force**

## **becomes the Department of Defense executive agent for space?**

If confirmed, I would expect to play an active role within the Air Force planning and advocating space capabilities to meet the needs of both the Air Force and the Joint warfighter. Furthermore, the national security space community is developing a National Security Space Plan and Program Assessment to help guide and assess DoD and Intelligence space programs. If confirmed, I will use these processes as well as my role within the Air Force corporate structure to ensure that the Air Force and DoD increase its focus on space missions. As the DoD Executive Agent for space, the Air Force will assume a leadership role in the planning, programming, and acquisition of space systems. Our vision for the Air Force's future role in space is one that recognizes the unique contributions and advantages space provides to our national security. The organizational changes recommended by the Space Commission and directed by the Secretary of Defense will lead to streamlined acquisition, more comprehensive planning and programming, and better capabilities for the warfighter. The Air Force believes space will be a critical "center of gravity" in all future conflicts and that we must fully integrate space capabilities into current and future warfighting missions.

## **Bomber Force Structure**

**If confirmed, would you commit to study the bomber fleet and ensure that the Air Force plans for the future of the bomber fleet permit the fleet to meet all potential future missions that might be identified in either the Nuclear Posture Review, the Quadrennial Defense Review, or the National Security Strategy?**

I understand the Air Force is currently updating the bomber roadmap and that an initial draft is currently in coordination. If confirmed, I expect to support the Secretary of the Air Force as the Air Force examines the future needs and options for the bomber force.

## **Nuclear Force Structure**

**Do you support repeal of section 1302 of the 1998 National Defense Authorization Act?**

**If confirmed, would you support retirement of the W-62 warhead when the Peacekeeper ICBM is retired?**

Yes. I understand the Air Force has programmed the retirement of the MK12/W62 warhead from the active ICBM warhead fleet. The Safety Enhanced Reentry Vehicle (SERV) program will provide the design and equipment to place the MK21/W87 warhead, (being removed from the Peacekeeper) on the MMIII as a replacement for the W62.

## Unmanned Air Vehicles

**In the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, Congress set a goal that, within 10 years, one-third of U.S. military operational deep strike aircraft would be unmanned. In addition, Congress invested an additional \$50 million above the President's budget request in the Air Force Unmanned Combat Air Vehicle.**

**Do you support the 10-year goal of one-third of U.S. military operational deep strike aircraft being unmanned?**

Yes. Based on my understanding I fully support the AF/DARPA project that is underway and that was chartered to achieve that very goal. I understand that the focus today is on developing UCAVs for the SEAD/Strike mission. Other potential UCAV roles being explored include directed energy, electronic attack, and ISR missions.

## Officer Personnel

**The Air Force has in the past acknowledged problems in its officer personnel processes, including promotions, early retirement boards, and similar actions. Recently, a case involving allegations of reverse discrimination in a selective early retirement board was settled before trial.**

**What is your opinion as to the health of the officer personnel system of the Air Force? Do you believe that significant change is needed? If so, what changes would you recommend?**

I have no detailed understanding of these particular issues. However, if confirmed I will work with my staff and this Committee to review the existing promotion processes and make improvements when required.

## Enlisted Promotions

**The Air Force has long used a system in which enlisted personnel undergo standardized testing for promotion to E-5 through E-7. Recently, allegations have been made that this system is not an effective way of testing competence in specialties involving manual skills. It has also been alleged that it unfairly penalizes minority members. Lastly, there are sporadic problems reported regarding cheating on the tests, for which group study is prohibited.**

**What are your views about the Air Force's reliance on this system?**

I have no detailed understanding of these particular issues. However, if confirmed I will work with my staff and this Committee to review the existing promotion processes and make improvements when required.

**Encroachment**

**On November 27<sup>th</sup>, 2000, the Senior Readiness Oversight Council identified several "encroachment" problems confronting the Department of Defense including protection of endangered species, unexploded ordnance and other constituents, commercial demand for bandwidth and frequency, sustainability of the maritime environment, demand for use of airspace, protection of air quality, abatement of airborne noise, and growth of urban areas. At a March 20, 2001, hearing before the Readiness and Management Support Subcommittee, representatives of the military services expressed concern that this encroachment was hindering their legal responsibility under Title 10, United States Code, to train the forces.**

**If confirmed, what actions would you propose to address these problems?**

I believe there must be a balance between test, training, and readiness requirements and responsible stewardship. If confirmed, I will foster the development and maintenance of partnerships with our sister services, civilian government agencies, tribal governments, and other stakeholders that serve to address areas of mutual interest in order to sustain our required access to ranges and airspace.

**Congressional Oversight**

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

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

Yes.

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

Yes.

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

Yes.