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Committee on Armed Services

**Advance Questions for General George W. Casey, Jr., USA  
Nominee for Chief of Staff of the Army**

**Defense Reforms**

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

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

**(Answer)** Goldwater-Nichols has significantly improved our ability to conduct joint operations. I have no specific recommendations for modifying the Act itself.

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

**(Answer)** There is good reason to consider the development of Goldwater-Nichols Act-like legislation to delineate roles and responsibilities of federal agencies in support of contingency operations.

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

**(Answer)** Yes.

**Relationships**

**Section 162(b) of title 10, United States Code, provides that the chain of command runs from the President to the Secretary of Defense and from the Secretary of Defense to the commanders of the combatant commands. Other sections of law and traditional practice, however, establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Chief of Staff of the Army to the following offices:**

**Secretary of Defense**

**(Answer)** The Secretary of Defense, as the head of the Department of Defense and the principal assistant to the President in all matters relating to the Department of Defense, issues guidance and direction to the Military Departments. If confirmed, I will be responsible to the Secretary of Defense and his Deputy, through the Secretary of the Army,

for the operation of the Army in accordance with such directives. As a member of the Joint Chiefs of Staff, I will serve as a military adviser to the Secretary of Defense, as appropriate. I will cooperate fully with the Secretary of Defense to ensure that the Army properly implements the policies established by the Office of the Secretary of Defense. In coordination with the Secretary of the Army, I will communicate with the Secretary of Defense in articulating the views of the Army.

#### **The Under Secretaries of Defense**

(Answer) Acting on behalf of the Secretary of Defense, the Under Secretaries perform responsibilities that require them, from time to time, to issue guidance — and in the case of the Under Secretary of Defense for Acquisition, Technology and Logistics, direction — to the Military Departments. If confirmed, in coordination with the Secretary of the Army, I will communicate with the Under Secretaries in articulating the views of the Army. I will work closely with them to ensure that the Army is administered in accordance with the guidance and direction issued by the Office of the Secretary of Defense.

#### **The Assistant Secretaries of Defense**

(Answer) The Assistant Secretaries of Defense have functional responsibilities that, from time to time, require the issuance of guidance to the Military Departments. If confirmed, I will, in coordination with the Secretary of the Army, communicate with the Assistant Secretaries of Defense in articulating the views of the Army. I will cooperate fully with them to ensure that the Army is administered in accordance with guidance promulgated by the Office of the Secretary of Defense.

#### **The Chairman of the Joint Chiefs of Staff**

(Answer) The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman plans the strategic direction and contingency operations of the Armed Forces; advises the Secretary of Defense on requirements, programs, and budgets identified by the commanders of the combatant commands; develops doctrine for the joint employment of the armed forces; reports on assignment of functions (or roles and missions) to the armed forces; provides for representation of the United States on the Military Staff Committee of the United Nations; and performs such other duties as may be prescribed by law or by the President or Secretary of Defense.

In conjunction with the other members of the Joint Chiefs, the Chief of Staff of the Army assists the Chairman in providing military advice to the President, the National Security Council, and the Secretary of Defense. If confirmed, as a member of the JCS, it would be my duty to provide frank and timely advice and opinions to the Chairman to assist him in his performance of these responsibilities. If confirmed, in addition, upon request, I will as a member of the Joint Chiefs of Staff provide my individual military advice to the President, the National Security Council, and the Secretary of Defense. As appropriate, I will provide advice in addition to or in disagreement with that of the Chairman. I will establish and maintain a close and professional relationship with the Chairman and will communicate directly and openly with him on policy matters involving the Army and the Armed Forces as

a whole.

**The Vice Chairman of the Joint Chiefs of Staff**

(Answer) The Vice Chairman of the Joint Chiefs of Staff assists the Chairman in providing military advice to the Secretary of Defense and the President. If confirmed as a member of the Joints Chiefs of Staff, it would be my duty to ensure that the Vice Chairman is provided my frank views and opinions to assist him in his performance of his responsibilities.

**The Secretary of the Army**

(Answer) If confirmed, my relationship with the Secretary of the Army would be close, direct, and supportive. My responsibilities would also involve communicating the Army Staff's plans to the Secretary of the Army and supervising the implementation of the Secretary's decisions through the Army Staff and Army commands and agencies. In this capacity, my actions would be subject to the authority, direction, and control of the Secretary of the Army. In my capacity as a member of the Joint Chiefs of Staff, I would also be responsible for appropriately informing the Secretary of the Army about conclusions reached by the Joint Chiefs of Staff and about significant military operations, to the extent such action does not impair independence in the performance of duties as member of Joint Chiefs of Staff. I anticipate that I would at all times work closely and in concert with the Secretary of the Army to establish the best policies for the Army in light of national interests.

**The Under Secretary of the Army**

(Answer) The Under Secretary of the Army is the Secretary's principal civilian assistant and performs such duties and exercises such powers as the Secretary of the Army prescribes. His responsibilities require him, from time to time, to issue guidance and direction to the Army Staff. If confirmed, I will be responsible to the Secretary of the Army, and to the Under Secretary through the Secretary of the Army, for the operation of the Army in accordance with such directives. I will cooperate fully with the Under Secretary of the Army to ensure that the policies established by the Office of the Secretary of the Army are properly implemented. I will communicate openly and directly with the Under Secretary of the Army in articulating the views of the Army Staff, Army commands, and Army agencies.

**The Assistant Secretaries of the Army**

(Answer) The Assistant Secretaries of the Army have functional responsibilities that, from time to time, require the issuance of guidance to the Army Staff and to the Army as a whole. If confirmed, I will establish and maintain close, professional relationships with each of the Assistant Secretaries to foster an environment of cooperative teamwork between the Army Staff and the Army Secretariat as we deal together with the day-to-day management and long-range planning requirements facing the Army.

**The General Counsel of the Army**

(Answer) The General Counsel is the chief legal officer of the Department of the Army. His duties include coordinating legal and policy advice to all members of the Department regarding matters of interest to the Secretariat, as well as determining the position of the Army on any legal questions or procedures other than military justice matters assigned to

The Judge Advocate General. If confirmed, I will establish and maintain a close, professional relationship with the General Counsel to assist him in the performance of these important duties.

**The Judge Advocate General of the Army**

(Answer) The Judge Advocate General serves as the Chief of Staff's principal legal advisor. He provides legal advice concerning the organization, powers, duties, functions and administrative procedures of the Army. The Judge Advocate General also advises the Chief of Staff on military justice matters, environmental law, international law issues arising from deployment of U.S. forces overseas and implementation of the Department of Defense Law of War Program. The Chief of Staff does not appoint The Judge Advocate General, and does not have the personal authority to remove him. This enables the The Judge Advocate General to provide independent legal advice to the Chief of Staff.

**The Chiefs of Staff of the other Services**

(Answer) If confirmed, as a member of the Joint Chiefs of Staff, it would be my duty to engage in frank and timely exchanges of advice and opinions with my fellow Service Chiefs in their roles as members of the Joint Chiefs of Staff. I look forward to developing strong working relationships with these colleagues, many of whom I know from previous service.

**The combatant commanders**

(Answer) Subject to the direction of the President, the combatant commanders perform their duties under the authority, direction, and control of the Secretary of Defense, and are directly responsible to the Secretary of Defense for the preparedness of their commands to carry out missions assigned to them. As directed by the Secretary of Defense, the Military Department Secretaries assign all forces under their jurisdiction, except those forces necessary to perform the missions of the Military Departments, to the combatant commands to perform missions assigned to those commands. In addition, subject to the authority, direction, and control of the Secretary of Defense and the authority of combatant commanders under Title 10, United States Code, section 164(c), the Military Department Secretaries are responsible for administering and supporting the forces that they assign to a combatant command. If confirmed, I will cooperate fully with the combatant commanders in performing these administrative and support responsibilities. I will establish close, professional relationships with the combatant commanders and communicate directly and openly with them on matters involving the Department of the Army and Army forces and personnel assigned to or supporting these commands.

**Qualifications**

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

(Answer) I have a fundamental grounding and practical experience in Army, Joint, and Coalition organizations from the tactical thru the strategic level. I spent 21 years in the Army learning my craft in tactical organizations or tactically-focused schooling including one-third of that time in command of Soldiers and numerous training and operational deployments. I served in a variety of command and staff positions where I gained

experience in strategic and combined operations including a tour as a Military Observer in the UN Truce Supervision Organization in Jerusalem, a tour of duty in the Army's Office of Legislative Liaison, service on Army, Joint Forces Command, and the Joint staffs, and as Commander of the Multinational Force Iraq deployed in Iraq for the last 30 months. I also served as the VCSA, and I believe this has provided me broad knowledge, experience, and insight into the business of running the Army in support of the requirements of the national security strategy. In particular my tour of duty in Iraq has caused me to recognize the quality of our service men and women and the need to focus on them and their families if we are to sustain the magnificent force we have today.

## **Major Challenges**

**In your view, what are the major challenges confronting the next Chief of Staff of the Army?**

**(Answer)** Growing the Army by 65K over five years in a manner that balances current war-fighting requirements, responsible allocation of resources, and future strategic needs.

- Recruiting and retaining quality Soldiers, Civilians, and Families.
- Resetting units, equipment, and personnel following deployment so they can respond to strategic requirements as rapidly as possible.
- Maintaining readiness appropriate to mission requirements while continuing to fight a war on terror.
- Balancing future investment strategies with resource realities.

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

**(Answer)** If confirmed, my first priority will be to get out and assess the situation first-hand by talking to Soldiers, Civilians and Families as well as the Combatant Commanders they serve.

My second priority will be to develop effective plans to maintain our position as the finest Army in the world in a manner consistent with future requirements and resources. I intend to work closely with appropriate agencies in both Executive and Legislative branches to develop and execute these plans.

## **Most Serious Problems**

**What do you consider to be the most serious problems in the performance of the functions of the Chief of Staff of the Army?**

**(Answer)** Management of an Army at war while preparing that Army for the long-term challenges of the global war on terror, as well as for as-yet unforeseen requirements in service to the Nation in the future.

**What management actions and time lines would you establish to address these problems?**

**(Answer)** If confirmed, I will work closely with the other Joint Chiefs, the Secretary of the Army and, thru him, the Secretary of Defense to quickly develop balanced and realistic approaches to solving these problems.

## **Vision for the Future**

**What is your vision for the Army of the future?**

**(Answer)** The current Army Vision is well accepted and relevant. If confirmed, I intend to assess the current state of the Army and its expected operating environment in the future; identify major issues, challenges, and opportunities; assess existing plans and programs; and confirm if current initiatives conform to the proper strategic direction. Where I believe change is warranted, I will, in consultation with the Secretary of the Army, propose refinement and/or resource reallocation.

**What roles do you believe the Army should play in contingency, humanitarian, and peace operations?**

**(Answer)** The Army provides relevant and ready forces to the Combatant Commanders and it develops Soldiers, leaders, equipment, and organizations for the future. To do this the Army must be resourced appropriately to accomplish these tasks consistent with the strategic direction of the Nation's civilian leadership.

**Do you see any unnecessary redundancy between Army and Marine Corps ground combat forces, particularly between Army light divisions and Marine Corps divisions?**

**(Answer)** No. The entire DOD force structure must be looked at in terms of combatant commander requirements. Infantry Brigade Combat Teams provide capabilities as unique to the Army as USMC formations do for the Marines. Some IBCTs are specially trained in airborne operations, others thru habitual association with assault helicopter organizations, are specially trained for air assault operations. At the same time USMC forces are specially trained for amphibious operations.

## **Army Role in the Joint Force**

**The U.S. military fights as a joint force and strives to achieve realistic training for military operations. The Army provides trained and equipped forces for joint military operations.**

**How do you believe the Army can best contribute to improved joint military capabilities while preserving its service unique capabilities and culture?**

**(Answer)** The Army exists to serve the American people, to protect vital national interests and to fulfill national military obligations. The Army's Title 10 responsibility to the nation is to provide responsive and ready land power—the best manned, trained, equipped, and led forces this nation can produce--to Combatant Commanders in support of national strategies. It is also charged with providing combat enabling capabilities and support to facilitate the other Services to accomplish their missions. The Army brings to the fight several capabilities to improve Joint warfighting effectiveness.

First and foremost, the Army deploys and employs Army Soldiers -- boots on the ground -- a clear demonstration of our Nation's resolve to protect and defend its national interests and protect the interests of our allies. Over the past 4 years, the Army has become more expeditionary, changing from its traditional divisional structure to a modular brigade based force. This change has been extraordinary; particularly given the global force demand and the fact that we have essentially been developing and institutionalizing these capabilities while we are at war. This change is producing a rapidly deployable, power projection Army that is part of a joint team. It is of unprecedented campaign quality, with agile and adaptive leaders that are comfortable executing throughout the entire spectrum of conflict. The Army is able to achieve decisive outcomes across the full spectrum of operations. It is characterized by strategic agility, mobility, speed, survivability, lethality, sustainability and network enabled situation awareness and connectivity. Recent operations validate that the Army either possesses the right capabilities, or is developing the right capabilities and capacities, to complement and balance the joint force. The army is forward looking-a "learning" and adaptive organization that is focused on producing future capabilities to support Joint Force Commanders. Army capabilities ensure tactical and operational networked interoperability with the US Marine Corps, as well as the interdependence on seamless Air and Naval fires and joint close air support. Army logistics systems have and will continue to provide superb campaign quality support to multiple services. Our future force combat systems are being designed to maximize interdependencies and interoperability requirements based on lessons learned and future operating concepts developed by the Joint Planning Community. Army systems and capabilities will enable us to seamlessly integrate with other Services to address traditional, irregular, catastrophic, and disruptive threats to our nation and achieve desired outcomes.

Our modular formations provide the joint force with the right mix of light, medium and heavy Brigade Combat Teams (BCTs) as well as the key enabling forces. The Army will also continue to invest heavily in Special Forces, and is aggressively providing these forces today to joint commanders for world-wide employment. Army transformation improves the capabilities of Soldiers engaged in the long war against terrorism and improves the capability of the joint force to defend the homeland, deter conflict in critical regions, respond promptly to small-scale contingencies and swiftly defeat the enemy in major combat operations--all designed to support the needs of the Combatant Commanders and our Nation.

### **Joint Experimentation**

**The Army has conducted a wide range of experiments to identify the path forward toward a digitized force, but has done much less with regard to transformation to the Objective Force. In the arena of joint experimentation, while the Army has participated in a few joint experimentation activities over the last couple years, it is clear that more joint experimentation is necessary to meet future operational challenges.**

**What is your view of the need for joint experimentation and how do you see the Army participating in future joint experimentation activities as we move further into the 21st century?**

**(Answer)** There is no question as to the need for joint experimentation; our National Security Strategy clearly establishes our method of employing coherently Joint forces to achieve our security objectives. The Army fully engages with the U.S. Joint Forces Command (USJFCOM) in the planning, development, execution and assessment of experiments – examples include the co-sponsored Unified Quest wargame as well as the Urban Resolve series of experiments. In the latter case, the Army recently embedded our major annual concept development experiment – Omni Fusion – within USJFCOM’s Urban Resolve experiment. We also devote significant effort to conduct even our smaller scale experiments with a robust Joint context. The Army also partners with USJFCOM in the area of Interagency and Multinational experimentation. In support of the latter, we have developed or are developing project arrangements with our key multinational partners to enable full participation in our experimentation programs.

**Do you believe that Army experimentation has been sufficient in support of transformation to the Objective Force?**

**(Answer)** Yes, the Army has conducted a great deal of experimentation over the last several years. These include: technical prototype experiments such as the C4ISR On the Move Test Bed annual experiments and a vast array of Advanced Concept Technology Demonstrations; field experiments such as the Air Assault Expeditionary Force and those conducted by the Unit of Action Maneuver Battle Lab; large scale live, virtual and constructive experiments, specifically, the annual OMNI Fusion experiments. The Army continues to increase its experimentation capabilities as we stand up our latest experimentation asset, the Army Evaluation Task Force, which will be available for conducting future FCS experiments.

## **Missile Defense**

**Do you consider missile defense to be one of the Army's core missions?**

**(Answer)** Yes, I consider missile defense to be one of the Army’s core missions and competencies—as it has been for 51 years. As the world’s preeminent land power, providing land-based missile defense to the Homeland, our deployed forces, and our friends and allies is an essential core capability the Army provides our Nation. It supports the President’s direction in NSPD-23. The Army presently operates two ballistic missile defense capabilities -- the Patriot Advance Capability-3 (PAC-3) system and the Ground-based Midcourse Defense system (GMD) -- and we will continue to expand our role as additional capabilities are deployed such as the Theater High-Altitude Area Defense (THAAD) system.

**What is your view of the proper relationship between the Army and the Missile Defense Agency?**

**(Answer)** I view the relationship between the Army and the MDA as a critical partnership in a unique mission area in the defense of our Nation. The Army, through our Strategic



Command Army Service Component Command, and in coordination with STRATCOM, plays a key role in representing the warfighters' missile defense required capabilities to the Missile Defense Agency. This input helps to define and frame the missile defense capabilities that the defense of our Homeland, our deployed forces our friends and allies require. In general, the Missile Defense Agency should be a supporting agency to each of the Services.

**What do you think the Army's responsibilities are or should be with respect to development, procurement, and operation of missile defense systems?**

**(Answer)** The Army provides land warfighting capabilities, including force and asset protection, to the Combatant Commanders. These enduring responsibilities result in the Army serving as a principal contributor to the development, procurement, doctrine, operational integration, execution, and assessment of land-based missile defense capabilities. The Army has a strong history over the past half century of assisting in the development of missile defense technologies and systems including the current Exo-atmospheric Kill Vehicle (EKV) used as the interceptor on the currently fielded Ground-Based Interceptors (GBIs) and the Multiple-Kill Vehicle (MKV) that will replace the EKV on the GBIs when fielded.

**Military Operations in Iraq**

**What do you consider to be the most significant mistakes the U.S. has made to date in Iraq?**

**(Answer)** As articulated by the President of the United States, there are a number of areas that did not turn out as envisioned.

There was the feeling that Iraqi elections would bring a sense of nationalism for all of the population and would bring the Iraqi's together. Unfortunately, the results seem to have promoted increased sectarian divisions within the country instead.

We underestimated the ability of AQI and Sunni insurgents to provoke sectarian conflict and failed to preempt the attack against the Golden Mosque in Samarra.

We thought that as more Iraqi Security Forces were trained and equipped, we would be able to gradually shift ever increasing security responsibilities to them and thus reduce our forces proportionately. This is occurring slower than we originally projected.

We were slow to anticipate the extent of the radical Shia death squads.

We did not have enough Iraqi and Coalition forces to continue to secure neighborhoods that had been previously cleared of terrorists and insurgents.

We allowed too many restrictions to be placed upon our forces.

**Which are still having an impact?**

**(Answer)** The impact focused efforts by both Shia death squads and AQI and Sunni insurgents to provoke sectarian violence is still being felt in the greater Baghdad area. The Prime Minister's recent commitments to provide additional Iraqi Security Forces, enforce the law against all violators, not to allow safe havens, and to eliminate political interference should ensure the conditions exist to successfully provide security for the capital while reducing sectarian violence.

**You have said that 20<sup>th</sup> Century counterinsurgency efforts typically lasted nine years.**

**Do you believe the counterinsurgency campaign in Iraq could last as long as nine years? Could it last even longer?**

**(Answer)** Counterinsurgency is an extremely complex form of warfare that, at its core, is a struggle for the support of the population. Progress is measured by effects, not time. I agree that the counterinsurgency campaign in Iraq will continue for some time.

### **“Surge” of U.S. Troops in Iraq**

**What is your best estimate of how much the surge in troops the President has proposed is going to cost the Army during FY2007?**

**(Answer)** I understand that Army commands and supporting agencies are working now to refine initial estimates. Several major factors are still in play, including additional equipment requirements and final determination of the support force mix that may be needed to support of additional combat brigades. It will also be necessary to augment theater support capabilities to provide for the increased Army and Marine Corps presence.

**Can the Army deploy an additional five brigades to Iraq with only about 21,000 additional people, or will additional military, civilian, or contractor support personnel be required on top of the direct increase of 21,000 military personnel?**

**(Answer)** Brigade combat teams are designed to deploy and join an existing command and control structure already established for employment in a theater of war. This is the case with the five brigade combat teams committed for the force increase in Iraq. However, given the nature of the counterinsurgency mission, there are certain additional combat support and combat service support capabilities required to enable fully the commitment of the additional brigades. These capabilities include logistical enablers, intelligence assets, military police, and a command/control node. Based on the current mature base of support already in theater, additional civilian and contractor personnel required should be minimal.

**Given the Army's state of readiness, how long do you believe the increased troop levels and operations tempo can be sustained?**

**(Answer)** Over the past four years the troop levels in Iraq have varied based on conditions on the ground, and we have experienced surge periods before. In December 2004, 20 BCTs provided enhanced security for national elections and again in November 2005, when 19 BCTs enabled the final round of national elections. The current effort to provide five additional Brigade Combat Teams (BCTs) and enablers from the Army represents an

additional conditions-based force increase. This effort cannot be indefinitely sustained without increased resources and policy support.

**Have you done any planning for the redeployment from Iraq of U.S. forces beyond the surge?**

**(Answer)** I believe the Army can sustain the increased force levels in Iraq through the remainder of this fiscal year. We've extended several units in Iraq beyond their scheduled rotation dates and we've returned units to Iraq with less than 12 months at home station in order to meet the requirements on the ground. However, this pace exacts a toll on the force—on equipment, on Soldiers, and on their families. As the President announced, an end strength increase will help; we'll be able to field additional brigade combat teams over time. Additionally, we'll continually review and adjust our force generation model to ensure no Soldier deploys without the proper training and equipment. As you know, the Reserve Component is invaluable as a part of the total force, and I believe recent policy changes on mobilization timelines will also enhance overall readiness.

**What are the stages you would envision in such a redeployment?**

**(Answer)** When conditions permit and requirements call for fewer brigade combat teams, we would adjust the force flow to redeploy those units whose tours had been extended, while meeting Boots on the Ground (BOG) durations (of one year) for other deployed units. We would also support dwell times (of one year) for units available to deploy from CONUS back into Iraq. I would additionally make a priority of either keeping a brigade in a reserve status in Kuwait or keeping a brigade in a heightened alert status, prepared to deploy from CONUS, which would give the commander the flexibility needed to address an unexpected escalation of violence. If the requirement for fewer brigades came to pass, we would redeploy forces, or hold forces in CONUS, until we achieved the required number of brigades needed in Iraq. We would also reduce in an appropriate manner combat support, combat service support, headquarters strengths, and contractors. We would shrink our basing footprint to meet the needs of the operational commander. All of this would be a deliberate process synchronized with the transfer of security responsibility to the Iraqis.

**In testimony on January 23<sup>rd</sup>, Lieutenant General David Petraeus, nominated to become Commander, Multi-National Force – Iraq, said that he would prefer to accelerate the flow of the five additional combat brigades to Iraq as quickly as possible. The current plan calls for the deployment of roughly one brigade per month thru May.**

**Do you believe that this acceleration of the flow is practicable? By how much can it reasonably be accelerated?**

**(Answer)** The Army has rotated forces into the Central Command (CENTCOM) area of responsibility (AOR) for the past five years. Infrastructure and procedures in the AOR, enhanced over time, enable the timely deployment of forces. The Army continuously plans force rotation and prepares next to deploy forces. As such, the Brigade Combat Teams (BCTs) designated to deploy this spring have been preparing for the past eight to ten months and are approaching full mission readiness. Accelerating the deployment of these BCTs decreases preparation and training time by 45 to 60 days. As we accelerate, we will not send Soldiers without proper training and the best equipment possible. Even with the short

timeframe to execute this mission, the Army will be able to execute this reinforcement; and all of the BCTs will receive required training and equipment prior to employment in theater. Further, no accelerated BCT will fall below a 1:1 deployment to dwell ratio. The current schedule of accelerated deployments is feasible and the Army today is on track to meet the required arrival dates established by the Theater Commander for all four remaining BCTs. The Theater Commander will decide on any new requirement to further accelerate the force flow. The current plan of deployments represents the most practicable acceleration. The lead time required to provide each BCT with an appropriate mission rehearsal exercise (MRE) precludes deploying faster without increasing risk. U. S. Army Forces Command (FORSCOM) continues to refine training and equipping schedules to maximize unit readiness for deployment and COIN operations.

**What are the most acute manning, training, equipping and transportation problems that you see in trying to accelerate the deployment of all five brigades?**

**(Answer)** All five Brigade Combat Teams will deploy manned, trained, and equipped to perform their mission. The Army will not deploy any BCTs that are not ready for combat. The Army will deploy all five brigades fully manned. All five BCTs will be trained to perform their assigned mission. The greatest training challenge is available training time prior to deployment. The Army is accelerating the execution of some of the Mission Rehearsal Exercises (MREs). The Army will use a combination of organic unit equipment, TPE, APS stocks, and cross-leveling to equip the deploying BCTs. All will be equipped to perform their mission before they enter Iraq. The most acute equipping challenge is add-on armor for medium and heavy tactical wheeled vehicles. Units will cross-level as an interim solution until new production can fill the complete requirement. If I am confirmed, I will work to ensure that no Soldier deploys to Iraq without adequate force protection equipment. The increased demand for operational equipment will have a longer term impact on the Army's equipment retrograde and reset program.

**In your view, could accelerating the "surge" of forces reduce our leverage with the Iraqi leaders to keep their military, political and economic commitments?**

**(Answer)** No, it should not. The Government of Iraq is eager to assume greater security responsibility from the coalition and understands the need to make military, political, and economic gains during this period to maintain positive momentum and continue the decrease in violence. The increased flexibility to support Iraqi led stability operations provided by the increased force level of U.S. forces can help establish the conditions necessary for the political process to go forward.

**Do you believe that quelling the current level of violence is a necessary condition for a political solution in Iraq?**

**(Answer)** Reducing the levels of sectarian violence in the capital is key to our efforts to stabilize Iraq. The central challenge facing us is how we can best apply all of the elements of power to break the cycle of sectarian violence; this must be resolved for us to succeed. Reduction in violence will set the conditions for reconciliation to occur which will, in turn, set the stage for transition of security responsibility to the Government of Iraq and the adaptation of Coalition presence within the country.

**Do you believe that it is feasible for current and projected U.S. forces in Iraq, in conjunction with available Iraqi forces, to achieve this objective?**

**(Answer)** I believe this plan can work. I believe the Iraqi Security Forces, in conjunction with U.S. Forces assistance, can achieve stability in Iraq. The increase in U.S. forces is a key piece of our new strategy to secure Baghdad. These additional forces will work alongside the ISF to help the Iraqis secure neighborhoods, protect the local population, and ensure that the Iraqi forces left behind are capable of providing the security that Baghdad needs for recovery and reconciliation. Additionally, Prime Minister Maliki has given us his pledge that political or sectarian interference will not limit Iraqi and American forces in pursuing all those who break the law.

### **Iraqi Security Forces**

**For more than two years, you have served as Commander, Multi-National Forces – Iraq. Prime Minister Maliki asserted that U.S. refusal to provide the Iraqi security forces with weapons and equipment hurt their ability to secure Baghdad.**

**Do you agree with the Prime Minister’s assertion?**

**(Answer)** No, and we have recently briefed him on the status of equipping his forces. We’ve entered into an agreement on the size, equipment, and capabilities of the ISF with each of Iraq’s three governments and met the obligations consistent with those agreements. We have adequately trained and equipped a 325,000-man Security Force which I believe will become capable of defending Iraq from internal threats.

**What is your view of the state of training and equipping of Iraqi Security Forces and whether they have what they need to meet the military commitments of the Iraqi leaders?**

**(Answer)** The Objective COIN and Civil Security Forces are adequately sized, balanced, and equipped to counter Iraq’s internal threat with our support. With continued training and experience they will be capable of independent counter-insurgency operations.

**What concerns, if any, do you have about the ability of those units to participate in the execution of the new Baghdad security plan?**

**(Answer)** The ISF have demonstrated their increasing capability at the tactical level; however, the synchronization of unit movements, the application of enablers such as aviation and intelligence systems, and the ability to work the full spectrum required to include civil-military operations require additional training. I remain concerned about the reliability of some of the local and national police. We will watch them carefully.

**The Iraqi Government has agreed to send an additional three Iraqi Army brigades to Baghdad, two of which will apparently be predominately Kurdish.**

**What is your understanding of why Kurdish units were selected?**

**(Answer)** The forces assigned to each/any operational area, including Baghdad, are determined by a deliberate planning/estimate process. The level of forces currently identified for operations in Baghdad are assessed as being what is required for the tasks,

when balanced, militarily and politically, against the need for forces elsewhere within Iraq. This decision is made by the Prime Minister (and Commander in Chief) informed by his principal advisors; both Iraqi and Coalition.

**Do you believe that these units have a greater loyalty to the central government than other units?**

**(Answer)** I believe these units are loyal to the central government.

**How do you believe Sunni or Shia Arabs are likely to react to Kurdish troops in their neighborhoods?**

**(Answer)** All parties will accept the use of Kurdish forces. In the end, if stability is enhanced, the central government will be seen as providing a secure environment, and this is what all sides desire.

**How do you believe the Mahdi Army is likely to react to Kurdish troops entering Sadr City?**

**(Answer)** It is not clear Kurdish units will enter Sadr City as part of the Baghdad Security Plan. If they were to do so, the reaction in Sadr City would likely vary, depending upon the perception of the mission, size and composition of forces used, duration of operations, and reaction to the political situation of the moment.

**What is your understanding of where Iraqi brigades that are predominantly Sunni or Shia are likely to be deployed – among their own sect or the other? What do you see as the implications either way?**

**(Answer)** The forces that will be employed in Baghdad are a mixture of ethnic groups and religious sects. It is one of the tenets of the Baghdad Security Plan that ISF in general must gain the trust and confidence of the Iraqi people. Therefore, it is the intention of LTG Aboud to intermingle all components of the ISF so that together they can be seen as a positive force in providing security.

**The performance of the Iraqi government has been uneven. The new way forward calls for the Iraqi Security Forces to do more, especially in Baghdad.**

**Are you personally confident that the Iraqi Security Forces can meet this challenge?**

**(Answer)** I believe the ISF can meet this challenge with our support.

**Do you believe Prime Minister Maliki can achieve the benchmarks that the President has discussed? Have you seen those benchmarks? If so, please describe them for the Committee?**

**(Answer)** I believe that PM Maliki will sincerely and aggressively try to achieve the benchmarks. He has also made commitments to ensure the ISF and coalition have the freedoms of action and authority to accomplish their mission.

1. Military commander given all authorities to execute his plan
2. No political interference in security.
3. No militia controlling local security

4. Even handed enforcement of the law
5. No safe havens

**In October 2006, the Special Inspector General for Iraqi Reconstruction released three reports. One found that nearly one of every 25 weapons the U. S. military bought for Iraqi security forces was missing. A second report found that "significant challenges remain that put at risk" the U. S. military's goal of transferring all logistics operations to the Iraqi defense ministry by the end of 2007.**

**Are you familiar with these reports?**

**(Answer)** Yes.

**What actions if any have you taken in response to their findings?**

**(Answer)** We have had a very positive and productive relationship with many organizations that have helped us assess the status of the Train and Equip mission to include GAO, SIGIR, and DODIG. In every case, the recommendations of these groups have been acted upon, and accountability continues to improve. We believe that it is both our aspiration and the aspiration of the MoD and MoI to be largely self-reliant in logistics by the end of 2007 and the 2007 ISF Budget is adequate to the task; however, our ability to achieve that is assessed monthly and adapted as necessary.

### **U.S. Operations with Iraqi Security Forces**

**What is your understanding of the command and control relationships between American and Iraqi forces in the new Baghdad security plan?**

**(Answer)** US forces will operate under US command and support ISF operations in each of the nine districts of Baghdad. They will work closely with the sector brigade commander who will have command of all Iraqi security forces in that sector.

**Do you have any concerns about these relationships?**

**(Answer)** I believe these relationships are adequate but will require close coordination and liaison. The fact that the majority of forces operating in Baghdad have been working together for sometime should assist these relationships. In order to mitigate against potential problems close liaison will be required at all levels of command

**The new Baghdad security plan apparently envisions American units being co-located with Iraqi units spread out over approximately 30 mini-bases throughout Baghdad.**

**What is your understanding of how those forces and the forces which will have to resupply them on a daily basis will be protected?**

**(Answer)** Under the Baghdad Security Plan, Coalition forces will establish Joint Security Stations with the Iraqi Army, Iraqi Police, and the Iraqi National Police. The stations are strategically positioned throughout the city to accommodate dispersed, joint patrols, and to provide a central command and control hub. The establishment of Joint Security Stations includes enhancing force protection and developing essential sustainment and life support packages at each Joint Security Station. Many of the Joint Security Stations are located at

existing Iraqi Police Stations. Force protection enhancements will include improvements such as entry control points, external barriers to redirect traffic flows and / or reinforce perimeters, increased protection from indirect fires, and guard posts / towers where required.

**What changes, if any, would you recommend in the size, structure, number, or operating procedures for U.S. forces embedded with Iraqi security forces?**

**(Answer)** There is unquestionable linkage between ISF progression and the embedded Transition Team program. The current Transition Team size is insufficient to permit an optimum level of advisement to their respective ISF unit. In recognition of this, Multi-National Forces - Iraq has initiated the enhancement of transition teams to increase their effectiveness while balancing other operational requirements. Based on conditions within each MND's area of responsibility, primarily relating to the levels of violence and ISF capacity for independent operations, transition teams are undergoing enhancement.

### **The Militias and the Insurgents**

**What are your views on how the Iraqi Government should confront the militias?**

**(Answer)** There are numerous militias in Iraq; each has its own goals and motivations. The Iraqi government must make clear that armed groups operating outside the law will not be tolerated. As some militia members will not be interested in reconciling with the Iraqi government, the Iraqi security forces will have to deal with them militarily or treat them as criminal elements. In order to deal effectively with these illegal armed groups, the Iraqi government should also engage in substantive dialogue with militia leaders in order to identify their motivations and concerns. The Iraqi government must also provide for militia members in order that they might support their families while being fully reintegrated into civil society.

**Do you believe that the Iraqi government is likely to do so in a timely manner?**

**(Answer)** The Iraqi government is already confronting militias in order to curtail sectarian violence. As Iraqi security forces gain strength and confidence, their ability to confront the militias will improve as well. Success against one group could have a cascading positive effect, and place additional pressure on other illegal armed groups to terminate hostilities. However, success against militias will not be achieved on our time table, but on Iraq's.

**How effective do you believe the addition of more U.S. troops will be in securing Baghdad if the Iraqi government fails to take effective, timely action to confront the militias?**

**(Answer)** Absent a concerted effort by the Iraqi government to curtail militia activity, an increase in U.S. troop strength may reduce sectarian violence in the short term, but at the cost of increased attacks against Coalition Forces and reduced confidence in the capabilities and trustworthiness of the Iraqi security forces.

**There have been some recent news reports that the Shiite political elite are advising Moqtada al Sadr to "lay low" – much as was done after confrontations with the U.S.**



**military in Najaf in 2004, and that he and his militia are heeding that call. The fear is that they will simply re-emerge after the so-called surge of U.S. troops is over.**

**Do you believe this is a real concern, and if so, what should be done about it?**

**(Answer)** Shi'a political and religious leaders are advising Muqtada al-Sadr to rein in his militia and play a constructive role in the political process. These warnings are coming from individuals Sadr respects – and who themselves have concluded past mistakes should not be repeated. Furthermore, we have seen what we assess to be a qualitative difference in the Iraqi government's willingness to take on extremist elements – including al-Sadr's militia.

A situation where al-Sadr's militia attempted to resurge after "laying low" would clearly present a challenge the Iraqi government would need to confront, which is why our current operations must focus on having the ISF emerge as the dominant security force in the country.

**What are your views on whether American troops should enter Sadr City, and if so, under what circumstances?**

**(Answer)** If we are to provide security for the people of Iraq it is important that we do not allow safe havens for militias or terrorists. As a result American troops already regularly enter Sadr City when operational needs dictate it. I expect this to continue in the future and anticipate that, as further progress is made, American troops will be stationed in Sadr City alongside Iraqi Army and Iraqi NP units.

**How do you believe the Mahdi Army or the Iraqi residents of Sadr City would react to American troops entering Sadr City and staying there?**

**(Answer)** American troops already enter Sadr City regularly in response to operational needs, which is likely to continue. The Mahdi Army largely follows Muqtada al-Sadr's current public directives to refrain from directly engaging Coalition Forces entering Sadr City or other predominately Shi'a neighborhoods in Baghdad. Though we are still assessing the sincerity of recent statements by Sadr City leaders supporting the Baghdad Security Plan, it is a positive sign residents are willing to work with the Iraqi government to improve their security.

**Do you expect to see Sunni insurgents and Shia militia members leaving Baghdad as a result of increased U.S. and Iraqi troop presence?**

**(Answer)** We are already seeing it. Sunni extremists such as AQI will likely replicate their response to previous security operations. Their leadership is likely to relocate outside the immediate area of Baghdad to areas northwest and south of Baghdad, leaving lower level fighters in the city to continue high-profile attacks when and where possible against civilians, Shi'a militias, Iraqi security forces, and Coalition forces. Sunni Resistance fighters are locally based and will attempt to go to ground within their general areas, preparing for future operations following Coalition forces departure. We have seen numerous indications Shi'a militia leaders will leave, or have already left, Sadr City to avoid capture by Iraqi and Coalition security forces. The effectiveness of recent detainment operations is likely causing these actions.

**If so, do you believe that this could result in a higher level of violence in the rest of the country?**

**(Answer)** Robust security operations in Baghdad and a resulting movement of antagonists and weapons into the Baghdad belt areas could result in heightened levels of confrontation in these urban belts. It is unlikely the limited displacement of insurgents and Shi'a militia from Baghdad will cause a significant increase in violence in other areas of Iraq. Baghdad is the center of gravity. The movement of fighters to foment violence in other areas would diminish capabilities focused on the central struggle. However, to mitigate pressure on militias and extremists in Baghdad and the surrounding areas, other elements within these organizations may increase attacks along the southern lines of communications.

**What are your views on how we should address that possibility?**

**(Answer)** This is an operational consideration that is addressed in contingency planning prior to commencing operations. Since any significant increase in violence is unlikely to spread beyond the areas surrounding Baghdad, the key is to control of lines of communications into and out of Baghdad and as well as to secure the main supply routes, especially those to the south. Increased use of Iraqi Army and National Police to protect the lines of communications and establishment of regional reaction forces to respond to threats external to Baghdad are prudent measures to implement. A number of other options could be used to counter the dispersion of violence to areas surrounding the city. These include exerting positive control over entry-exit points and increased patrolling and intelligence collection in areas of concern.

### **Strategic Risk**

**Do you believe that the extended pace and scope of operations in Iraq and Afghanistan create higher levels of strategic risk for the United States based on the availability of trained and ready forces for other contingencies?**

**(Answer)** A fundamental challenge impacting Army readiness and strategic depth is the need to establish a proper balance between strategy and resources. Current demands exceed the strategy outlined in the Quadrennial Defense Review (QDR) and exceed the resources provided to execute the QDR-based strategy. While the U.S. Army can still meet its commitments in support of approved contingency plans, our concern is with our capacity to provide sufficient next to deploy forces capable of surging to meet other contingency requirements as they arise and to deter potential aggressors. The immediate challenge lies in the readiness of these currently non-deployed, next to deploy forces. The Army's requirements, particularly to reset, recapitalize and replace damaged equipment must be fully funded to restore the strategic depth of our Army necessary to respond decisively to potential strategic contingencies. Full, timely and predictable funding is critical for the Army to sustain the growing global commitments of our force. The recent decision to grow our ground forces and to assure access to the Reserve Component will increase the strategic depth to sustain the high levels of demand for Army forces. The size of our Army has a deterrent effect on potential enemies.

**If so, how would you characterize the increase in strategic risk in terms of the Army's ability to mobilize, deploy and employ a force for a new contingency? In your view, is this level of risk acceptable?**

**(Answer)** The current pace of operations has reduced the time between deployments, exacerbated equipment shortfalls that impact non-deployed forces and pre-positioned stocks, and degraded training for full spectrum operations. Currently, Army units focus their training on preparing for counterinsurgency operations. To meet Combatant Commander's immediate wartime needs, the Army is pooling equipment from across the force to equip Soldiers deploying into harm's way. This practice continues today, increasing risk to our next to deploy forces and limits our ability to respond to emerging strategic contingencies. The Army continues efforts to operationalize the Reserve Component, which includes a large portion of the Army's key enabling capabilities, to improve our ability to respond to new contingencies. Fully and continuously integrating the Reserve and National Guard balanced capabilities into on-going operations is critical to our effectiveness and enhances the readiness of non-deployed forces by allowing more time to reset, re-equip and conduct full spectrum training in order to be prepared for contingency operations at home and abroad. The Department is updating Reserve governance and employment policies IAW the Secretary of Defense new mobilization policy, to allow for greater access to these Forces. These policy goals include managing mobilization on a unit, instead of an individual, basis. The recently completed Chairman's Risk Assessment provides specific detail to the strategic risk of the military in meeting the National Military Strategy and risk mitigation efforts.

**What is the impact of the decision to increase Army forces committed to Iraq on our ability to meet our security obligations in other parts of the world?**

**(Answer)** Increasing force commitment to Iraq does have an impact on our capabilities. However, that the Army still has combat capability and will meet its obligations. Clearly, we must plan for and address future challenges in this dangerous and uncertain time. I agree with General Schoomaker's concern about our strategic depth and assessment against many of our contingency plans--it could take longer to execute some of those plans in terms of the timelines that are expected. In such cases, joint capabilities will mitigate those ground force capabilities delayed by the force generation timelines. The approved increase in Army end strength, though not a near term solution, will help restore this capacity and provide us with a deterrent capability. It should also be noted that the enemies that we face are not ours alone, they threaten many others as well. As such, the Army and the Department of Defense are working hard to build the security capacity of willing partners, through its security cooperation efforts, which in the long term should enable regional deterrence and greater self defense.

**How and over what period of time, in your view, will increases to Army end-strength reduce or mitigate this risk?**

**(Answer)** I would refer you to the Chairman's Risk Assessment for the specifics which are classified. However, as has been publicly announced, the recent decisions by the President and Secretary of Defense to grow our ground forces and to assure access to all components of our force will help to establish the balanced inventory required to meet and sustain demand for Army forces. It will require time and resources to man, train and equip this force. We must continue to leverage through building partnership capacity and security

cooperation efforts, the development of the security capacity of our global partners. The current plan calls for increasing the size of the active Army. The complete benefit of this growth will not be realized until the 2012 timeframe. The Army plans to increase both brigade combat teams and key enabling units in our active component, Army National Guard and Army Reserve. This growth will expand our rotational pool to 76 brigade combat teams and more than 200 enabling organizations in the operational force of the total Army. Our goal is to provide a continuous supply of brigade combat teams to meet approved global commitments. Our immediate challenge lies in the readiness of the next to deploy and surge forces. Generating whole, cohesive units that are fully manned, trained, and equipped will ensure that they are fully ready for the strategic and operational demands of the Combatant Commander. This will require a national commitment to sustain predictable resourcing over time and to build our force in a balanced, coordinated fashion while providing adequately for the needs of our all-volunteer Soldiers and their families.

**What additional actions, in your view, are necessary to reduce or mitigate this strategic risk?**

**(Answer)** Congressional support for increased total obligation authority for the Army and timely wartime Supplemental Funding remain key elements of reducing strategic risk. Expansion of the Army, continued transformation, assured access to the Reserve Components, recapitalization, and increased funding are some of the key means essential to reducing overall strategic risk. We must be able to harness the other elements of national power to shape the strategic environment and reduce the likelihood of crisis. Fully resourcing our security cooperation activities, increasing the security capacity of strategic partners, strengthening our unity of effort within our interagency, and improving and increasing our nation's expeditionary advisory and assistance capabilities are also essential to mitigate strategic risk.

### **Rotation Cycles/Schedules**

**The active Army's ratio of time spent deployed to time at home station is already approaching 1:1 – that is for each year deployed a soldier spends one year at home station. The active Army objective is 1:2 where Soldiers can expect to be home for two years for each year deployed. The Reserve Component objective is 1.5 where Soldiers can expect to be home for five years for each year deployed. Despite the desired deployed to “dwell” ratio, the increase in forces committed to Iraq is likely to drive this ratio even higher.**

**What impact do you expect the proposed troop surge in Iraq to have on the so-called “dwell time” of Army Soldiers? Is it possible that this surge could drive the Army past the 1:1 level?**

**(Answer)** Over the past five years very few units have not met the 1:1 ratio between rotations, though the Army minimum goal for Active Component units at surge is a 1:2 ratio and objective steady state goal it is a 1:3 ratio. Currently, most active component (AC) brigade combat teams (BCTs) as well as combat support and combat service support (CS/CSS) are averaging about 1:1. Reserve component (RC) units have mostly been

mobilized only once, so Army National Guard and for Army Reserve rotation goals have not been exceeded. Ultimately, the decision rests with the Theater Commander to determine his requirements. I understand that the Army is finalizing the force rotation set for the rest of this year and for 2008 in order to ensure that we continue to provide the required capabilities to the Combatant Commanders. No units in the plus up will break the 1:1 rotation level. For the OIF/OEF force rotations for FY 07-09, the recent change in mobilization policy for the RC begins to provide to the Army predictable access to required capabilities. During the implementation to resume proportional contributions to the theater some units, particularly AC BCTs, certain AC enabling capabilities (military police, engineers, and others) and RC military police and engineers, will be asked to rotate at a ratio that exceeds policy goals. The Army will identify these units as soon as possible in order to maximize time for their training, manning and equipping. The Army will deploy only trained and ready units.

**How do you think a deployed to dwell ratio of 1:1 is likely to impact the readiness of deployed and non-deployed units?**

**(Answer)** When units redeploy from Iraq and Afghanistan, their reset periods at home station are truncated due to the short time before they redeploy next. It increases the challenge to ensure units are reset and trained for their next deployment equipment and people. Stress is increased on Soldiers and families.

**What is your assessment of the impact of the decision to increase Army end-strength on the rotation schedule and how long will it take for this impact to make a difference?**

**(Answer)** The decision puts us on a path to enhance the depth and breadth of capabilities, yet will require several years, considerable resources, and a sustained national commitment to bring it to fruition. Although it will not immediately alleviate strategic risk as we assess it today, it will better posture us to meet sustained levels of force deployment for the long war.

If we grow the Army to 547K Active/ 358K ARNG /206K USAR; have recurrent, assured access to the RC, rotate at surge with the AC at 1:2 and the RC at 1:4 with a 12-month RC mobilization (9-month BOG), the Army will be able to generate about the same capacity as with today's programmed force by FY 13.

**How will the proposed surge impact the ability of the Army National Guard to respond to Homeland Security and other disaster response missions?**

**(Answer)** It is my belief that the surge will not materially impact on the ability of the Army National Guard to respond to missions here at home. The surge is composed primarily of active component units. One National Guard BCT (1-34<sup>th</sup> MNARNG) already deployed in theater was extended 120 days as part of the surge but will return home this August. The Guard will continue to be able to support the Southwest Border Mission. The Chief, National Guard Bureau, together with the Army leadership, has committed to the goal of having at least 50% of a Governor's National Guard forces available to respond to State missions.

## **Equipment Availability**

**Both deploying and non-deploying active and reserve component Army units are training without all their required equipment. Deploying units do not receive some of their equipment until late in their pre-deployment training cycle or as they arrive in theater.**

**In your view, is deploying additional brigades to Iraq likely to increase the strain on maintenance systems and further reduce equipment availability for training?**

**(Answer)** I would agree that additional brigades will increase workload, but we have demonstrated we have the depth of capacity to meet requirements. With adequate funding and lead time, we can leverage our organic capability, public and private partnerships and contracts to meet these requirements

**Do you believe that the Army has enough equipment to fully support the pre-deployment training and operations of surging units?**

**(Answer)** The Army's number one priority, and one that I would maintain if I am confirmed, is to ensure Soldiers going into the warfight have the equipment they need. Units will use a combination of organic unit equipment, Theater Provided Equipment, Army Prepositioned Stocks, and cross-leveling to equip the deploying BCTs

**What do you see as the critical equipment shortfalls for training and operations?**

**(Answer)** Due to theater requirements, some equipment is unavailable for units to train with prior to deployment. The most common shortfall occurs with force protection equipment, where equipping solutions are developed to meet specific theater threats, and production of these items go straight into theater to meet demand.

In terms of shortfalls for training items, some key pieces of equipment include Up-armored HMMWVs, Engineer Route Clearing equipment and Counter Rocket Artillery and Mortar fire system (C-RAM). In terms of shortfalls for operations, all units are fully equipped to meet operational demands.

**What steps would you take, if confirmed, to address these shortfalls and ensure that units have what they need to train and operate?**

**(Answer)** The most important element of ensuring units have what they need is ensuring sufficient, predictable, stable funding. Stable and predictable budgets that are enacted early with distribution of both base and bridge supplemental funding within 30 days of the start of the fiscal year allow us to deliver the right equipment, on-time.

### **Equipment Repair/Reset**

**Congress provided the Army with \$17 billion in fiscal year 2007 to help with the reset of non-deployed forces and accelerate the repair and replacement of equipment.**

**What impact do you expect the increased funding to have on the readiness of our ground forces, and how soon do you expect to see this impact?**

**(Answer)** Based on what I know now, I believe equipping the force will take time. We must fill the historical holes in our force, transform the Army, and modernize. The \$17.1B has a minor impact on Equipment on Hand (EOH) quantities, and the procurement dollars provided pay back the RC for equipment left in Theater and to replace battle losses. The \$17.1B has the greatest impact on the Equipment Serviceability (ES) status which is realized when depot and field level reset is completed during the 180 day reset window for redeploying units.

Further, as the \$17.1B for reset was available at the beginning of the fiscal year, the Army was able to synchronize resources, people and materiel to align with the flow of equipment from returning units into the reset process. For instance, timely funding has allowed depots to order parts in advance of equipment arrival, thus speeding the reset process.

**Is it your understanding that our repair depots are operating at full capacity to meet rebuild and repair requirements for reset?**

**(Answer)** Executing the \$17.1B reset program does not exceed the maximum capacity of our depots. I understand that the Army's depots have the capacity and are on track to execute all funding associated with the reset dollars.

As the \$17.1B for reset was available at the beginning of the fiscal year, the Army was able to synchronize resources, people and materiel to align with the flow of equipment from returning units into the reset process. For instance, timely funding has allowed depots to order parts in advance of equipment arrival, thus speeding the reset process.

The Army's organic depots have steadily increased their capability while simultaneously increasing efficiencies. For example, Red River Army Depot, will see work increase from 400 items a month in October 2006 to 700 a month in September 2007. The Anniston Army Depot will increase from 1,000 items a month in October 2006 to 3,000 per month in September 2007.

**What additional steps do you believe could be taken to increase the Army's capacity to fix its equipment and make it available for operations and training?**

**(Answer)** As I indicated previously, I believe that the most important element of ensuring units have what they need is ensuring we have sufficient, predictable, stable, funding. Stable and predictable budgets that are enacted early with distribution of both base and bridge supplemental funding within 30 days of the start of the fiscal year allow us to deliver the right equipment, on-time. The Army needs continued Congressional help in passing the 2007 main supplemental funding early this spring to properly sustain the Army.

**What impact do you believe the President's proposal to send an additional five brigades to Iraq is likely to have on the pool of equipment available for non-deployed units to train with at home?**

**(Answer)** The additional brigades will increase the need for equipment as units intensify training for deployment. Some of the deploying units will take equipment with them which will require the Army to realign available equipment for non deploying units to train with. The Army will need to better manage the equipment to ensure proper distribution.

**What impact is it likely to have on the ability of Army National Guard units to respond to Homeland Security and disaster relief missions?**

**(Answer)** This increase in deployed forces could only affect the Army National Guard's ability to respond to Homeland Security and disaster relief missions to the degree that we deploy Army National Guard units. I understand that the Army does not plan to transfer any Army National Guard equipment to other components. However, as demonstrated with last season's hurricane preparedness, the Army can provide necessary disaster support through mutual aid compacts, equipment loans, and forces from the Active and Army Reserve components

### **Reserve Deployment and Mobilization**

**In recent years, reserve force management policies and systems have been characterized as “inefficient and rigid” and readiness levels have been adversely affected by equipment stay-behind, cross-leveling and reset policies.**

**What are your views about the optimal role for the Reserve Component forces in meeting combat missions?**

**(Answer)** Today's Strategic Contemporary Operating Environment (COE) has mandated a transition of the Reserve Components of our Army from a Strategic Reserve to an integrated, vital and resourced Operational Force. Since September 11<sup>th</sup> the reserve component has been used judiciously and prudently in support of the Global War of Terror, both here and abroad, and will continue to help meet the global force requirements given the Army.

**What is your opinion about the sufficiency of current Reserve force management policies?**

**(Answer)** The changes in RC mobilization policy will facilitate consistent access to RC units. Most importantly, these changes will also provide greater predictability of deployments for our Soldiers, their families, and employers.

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

**(Answer)** No. The RC will be routinely assigned directed missions as part of ARFORGEN. The first days of any conflict or contingency response pretty much demands an active component Course of Action. Support capabilities are needed across both the active and reserve components. The distribution of what capabilities exist in what components will be the result of carefully developed and coordinated plans.

### **Low Density/High Demand Forces**

**In your professional judgment, how would you address the Army's management of low density units such as military police, civil affairs, and others which are in extremely high demand in this new strategic environment?**



**(Answer)** The Army is aggressively rebalancing its formations to reduce structure we do not need, mitigate high demand/low density shortfalls, and redistributing Soldiers to increase the size of the operating force by reducing the Institutional Army. We've identified well over 100k of capabilities to rebalance and have already rebalanced over 57k of that. I understand that the Army plans to reduce the Institutional Army from over 104k in FY03 to 80k by FY13. The Army must, however, maintain Institutional capacity to generate and sustain the force growth. As a result, we've reduced armor, field artillery, and headquarters to grow the capabilities that you've identified: infantry, special forces, civil affairs, psyops, MPs, MI, engineers. Just as importantly, the Army is changing the way it develops leaders and trains Soldiers. The Army is building pentathletes who can operate in an ambiguous environment and perform a broader range of tasks in addition to their core competencies. They are much more culturally aware, the Army has emphasized language proficiency, moreover broadening our leader's experience through advanced civilian schooling. The cumulative effects of this are leaders equally adept at non-kinetic solutions.

**Are there functional changes among the active and reserve components that you believe should be made?**

**(Answer)** The Army must continue to balance the force across all three components and maintain recurrent, assured access to the reserves. Our reserve components are now an integral part of our operational force. They are organized in modular formations and will be manned, trained, and equipped to deploy. I believe our Army is better integrated today than we have been for a long time. The Army will continue to grow the modular force across all three components to build strategic depth; provide rotational capability for steady state levels; and bring a campaign quality to our Army that will meet the global strategic demands of the long war.

### **Army Readiness**

**On January 23, General Schoomaker testified before the House Armed Services Committee that Army readiness was even worse now than it was last June. He said: "I testified in June that I had concerns about the strategic depth of the Army. That was about seven months ago. Since that time, we've got increased stress on the Army. We are using the supplemental funding to reset the Army as fast as we can but, as you know, there's latency in delivery. We've got it moving very quickly, but the delivery is yet to be taken. So my concerns are increased over what they were in June, in terms of what the pressure is on our force, both in terms of dwell time, in terms of equipment, in terms of time available to train and all the rest of it."**

**Do you share General Schoomaker's assessment that Army readiness has declined over the past six months?**

**(Answer)** Yes I do. The forces in theater are the best trained, best led, and best equipped before crossing the berm to execute the combat missions which they have been assigned. However, ensuring units in theater are properly resourced and trained has come at the expense of those units that are not deployed. To meet the combatant commander's immediate needs we have pooled equipment from across the force. Although absolutely necessary to support Soldiers deploying into harm's way, this practice has increased the un-

readiness in our-next-to-deploy forces and limits our ability to respond to emerging strategic contingencies. The 2007 supplemental will arrest the decline of the readiness in the force that GEN Schoomaker described. However, since that time operational demand has obviously increased and only serves to accentuate the fact that operational demand still exceeds strategy, which still exceeds resources.

**To what degree would the proposed surge exacerbate the readiness problems identified by General Schoomaker?**

**(Answer)** Intuitively, this increase in demand will exacerbate the stress on Soldiers, leaders, families, and equipment. Any shortfalls for units which are deploying will be met using our 'pooling concept' to ensure these units can meet their operational missions. More importantly, to actually achieve the surge force levels we must not only accelerate the deployment of five BCTs, but must also extend five BCTs already in Iraq. Finally, the Army must pull forward the deployment of five future BCTs to replace the BCTs that were accelerated in the rotation plans.

**Do you believe the current state of Army readiness is acceptable?**

**(Answer)** I am concerned that the operational demand continues to exceed the QDR strategy and available resources. America's Army remains at war and we will be fighting this war for the foreseeable future.

**How do you see the war in Iraq and operations in Afghanistan impacting the readiness of Army forces that may be called upon to respond to an attack or other incident or disaster inside the United States?**

**(Answer)** It is my understanding that the National Guard Bureau, working with the Governors and State Adjutant Generals, have identified the baseline equipment requirements so each State's units are capable of meeting their Homeland Defense and Homeland Security requirements. Additionally, the Army leadership has request \$20 Billion over the program to ensure the Army National Guard is properly equipped to respond to an attack or other incident or disaster inside the United States.

### **Permanent Bases in Iraq**

**Last year's defense authorization and appropriation acts prohibited the use of funds to establish permanent bases in Iraq.**

**Do you agree with that prohibition, or do you think the United States should reserve the right to seek permanent basing of U.S. forces in Iraq?**

**(Answer)** Yes, I agree with the Iraq basing prohibition on permanent facilities.

**If you agree, what are your views on the construction of any additional facilities inside Iraq for use by our military forces?**

**(Answer)** All current U.S. funded facilities and infrastructure for Coalition Forces in Iraq are of temporary construction, as directed by CENTCOM policy. It is built to a "good enough" standard which I have consistently instructed all OIF commands and construction

agents to implement. The plus up of forces may require the construction of additional facilities. If necessary, these will be temporary in nature and built to the same “good enough” standard.

### **Jointness of Army-Marine Corps Operations**

**For the past several years, the Army and Marine Corps have had separate areas of responsibility in Iraq, with Marine forces assigned to the Anbar province.**

**Do you believe the Army and Marine Corps forces operating in Iraq have an appropriate degree of jointness?**

**(Answer)** Unequivocally yes, US and Coalition Forces are planning and conducting joint operations everyday spanning from the platoon to MNF-I level throughout Iraq. Fundamental to all military operations is a clear delineation of three dimensional boundaries. While the land boundaries of MND-W may appear to specify a Marine only operation, I assure you they operate jointly incorporating multiple USA Brigade Combat Teams, USAF CAS and multiple Service and Inter-agency Special Operations Forces and Information, Surveillance and Reconnaissance assets.

### **End Strength Increases**

**The President recently announced the Administration’s intent to increase the Army’s end strength by 65,000 Soldiers. First, the Administration intends to make permanent the 30,000 temporary increase in end strength now in effect. Second, the Administration intends to add 35,000 new Soldiers over the next 5 years, including an additional 6,000 new Soldiers in 2007; 7,000 additional new Soldiers per year through 2011; and 1,000 additional new Soldiers in 2012.**

**What is your understanding of why the Department is now proposing a permanent increase in end strength that it has resisted in the recent past**

**(Answer)** GEN Schoomaker asked for permission to grow by 30K and Congress supported it. The Army has taken advantage of that temporary authority given in NDAA FY05 to grow its active force by 30k – we are currently at 505.4k and are now on a ramp toward 518k by the end of FY07. The Army has received considerable support to execute current operations, to reset our forces, to rebalance our components, and to build a modular Army. However, the demand has exceeded both the “supply” posited in the strategy, and the resources provided. We will need continued support to close the gap between requirements and resources, particularly as we maintain an extraordinarily high operational pace while growing the Army. The decision by the President and the Secretary of Defense to grow the ground forces will build the strategic depth and capacity necessary to meet the global demands of the long war.

**In your view, are the Administration’s proposed end strength increases achievable in the time frame stated?**

**(Answer)** Yes. The Army will to get to 518,000 in the active component by the end of FY07. I understand that the Army will be able to meet a recruiting goal of 80,000, and the

additional Military Occupation Skill goal of over 3,000. The Army will grow by at least 7,000 each year over the next 5 years on a ramp to achieve an endstrength of 547,400 by FY 12.

**Is it your understanding that these increases are consistent with the Army's requests?**

**(Answer)** Yes, this end strength increase is consistent with the Army's request, particularly with respect to growth in its operating force.

**To what extent do you believe the Army will have to rely on Stop Loss to achieve the increases in end strength?**

**(Answer)** The Army does not rely on stop loss to achieve the strength increase. We use targeted stop loss to ensure unit cohesiveness in combat zones. Approximately 1% of the total force is affected by stop loss and only for a finite time period. It is my judgment that we'll need to rely on targeted stop loss at least in the near term. I understand the Army is currently reviewing its use of stop loss at the request of Secretary Gates. The Department's initial assessment is that accessions of 1,500 per year will be needed if targeted stop loss is terminated.

**Has the Army conducted a comprehensive and forward-looking assessment of its end strength requirements? If so, please describe the assessment, its assumptions, and its conclusions.**

**(Answer)** I am confident that the Army has been and will continue to be forward looking in determining its force structure. We have a mature analytical process that's based on strategic direction from the National Military Strategy, from OSD, and the Joint Staff. It builds toward future requirements at the end of the program and beyond. The process is adaptive, however, to rebalance capabilities to meet operational demands. The underlying assumption was the requirement to fight two major combat operations, nearly simultaneously with one a win – decisively; and the other a swiftly defeat the effort. During QDR it was determined that a force designed to support 70 BCTs was sufficient. This enabled the Army to provide 18-19 BCTs per rotation to meet global demands.

The recent assessment by the Joint Staff that the Army's enduring requirement to provide up to 23 BCTs to meet strategic, global demand requires continued growth to 76 BCTs and the growth of requisite combat, combat support, and combat service support units to provide operational and strategic flexibility. This capacity is needed to sustain the long war.

**What is your understanding of the estimated steady-state annual costs of increasing the Army's end strength to 547,400 as proposed by the Administration?**

**(Answer)** My best estimate is \$8.2B, which includes both the increased cost to military pay and operations and maintenance

**Historically, increasing operating and personnel costs often crowd out spending for modernization programs.**

**If confirmed as Chief of Staff, would you be prepared to recommend curtailing or cancelling modernization programs to pay for this increase in end strength?**

**(Answer)** If I am confirmed, my role as CSA will be to provide ready forces to Combatant Commanders. Those forces must be ready today and in the future. My commitment is to apply my judgment to maintain that balance and provide ready forces consistent with resources provided.

**If not, where do you anticipate the additional resources would come from?**

**(Answer)** If confirmed, my role as CSA is to provide ready forces to Combatant Commanders. Those forces must be ready today and in the future. My commitment is to apply my judgment to maintain that balance and provide ready forces consistent with resources provided

**Do you believe that this end strength increase would continue to be needed even if our deployment of troops to Iraq ends or is significantly reduced, or do you believe that this increase is driven in significant measure by our troop requirements in Iraq?**

**(Answer)** I believe that the end strength increase must continue. The future security environment is dangerous and uncertain and the nation must continue support to the long war; increase commitment to security cooperation; increase deterrence in key areas of the world; reduce the deployment stress on the force; and, to fully prepare for future challenges. Both the superior capabilities and the size of the force combine to enable sustained global engagement, deterrence and response in order to fully protect national interests, prevent aggression, and prevail when called upon. The Army Campaign plan to develop and field capable units and systems is producing the optimum mix of land capabilities for the joint force; it is both affordable and essential for the Nation in order to win the war today and prepare for an uncertain future. Joint ground forces are proving to be the primary military instrument for creating favorable and enduring security conditions in many crisis regions around the world. Presence, or boots on the ground, sends a message of commitment and intent to our potential adversaries. Since 1989, the Army has supported 43 joint operations, many of which require a continuous rotation of forces to support our allies and attain the desired national strategic effects.

The Army is on a very much needed acceleration plan to grow six new brigade combat teams and enabling organizations in our active component and other key enabling organizations in our Army National Guard and Army Reserve. This will expand our rotational pool to 76 brigade combat teams and more than 200 enabling organizations in the operational force of the total Army. Our goal is to provide a continuous supply of brigade combat teams and key enabling capabilities to meet approved global commitments. Today, the Nation has over 258,000 American Soldiers deployed in 89 countries engaged in deterrence operations, theater security cooperation and joint and multi-national operations in support of national strategic objectives. Joint ground forces bear the heaviest burden fighting simultaneous campaigns, primarily in Afghanistan and Iraq. Over 740,000 active and reserve Soldiers have served overseas in support of the nation's war on terrorism. Active Component brigade combat teams deploy to combat at a rate of one year deployed for one year training at home station. This accelerated pace of deployment is one full year faster than the Army's surge goal of one year deployed for two years training at home

station and two years faster than our sustainable steady state rate. We must reduce this stress on the force by building our strategic depth. The end strength increase, coupled with assured Reserve Component access is critical to achieve a steady state that affords predictability and sustainable deployment effort for our Soldiers. Completion of the 76 BCT and 200 plus enabling units will provide a sustainable supply of military capabilities that meet the requirements of world-wide Joint Force Commanders now and in the future.

## **Recruiting**

**The ability of the Army to recruit highly qualified young men and women is influenced by many factors and is critical to the success of the All Volunteer Force.**

**What do you consider to be the most important elements of successful recruiting for the Army?**

**(Answer)** The most important elements for recruiting success are the support of the nation's citizens and Congress in providing the Soldiers and resources required to maintain our ability to guard our freedom against those who desire otherwise. Successful recruiting for the Army requires us to recruit qualified men and women in the numbers required to man our units.

**What are the Army's recruiting goals for FY07 and FY08? Have these goals been adjusted in light of the increased end strength?**

**(Answer)** The recruiting missions for FY 07 and FY 08 will remain 80K. In FY07, we have an additional requirement to support the acceleration of two brigade combat teams. We anticipate this MOS precision requirement will result in a mission over-achievement of 3 – 4K. Given the current planning assumptions and manpower models, these recruiting goals support the increased end strength goal for 2012.

**What is your assessment of the Army's ability to reach its active-duty recruiting goal in FY07 and FY08?**

**(Answer)** Recruiting an all-volunteer force will continue to be a challenge due to high employment rates, the improving economy, the decreasing qualified market and the war. Given continued Congressional support and funding, however, the Army can achieve the mission.

**Is it your understanding that the Army will have to change its enlistment standards to achieve these recruiting goals?**

**(Answer)** The ability to meet and maintain the DOD quality marks (90 % HSDG / 60% Mental Category I-III A / <4% Category IV) in the current and future recruiting market will be the greater challenge. The Army has and will continue to implement measures to reduce this challenge through programs and policies that lower attrition rates, increase the potential market, and utilize creative incentives. However, the Army will only enlist Soldiers who are qualified and volunteer to serve this Nation

**What is your view about the appropriate assignment and overall numbers, if any, of "Category IV" recruits in the Army, i.e., those individuals who score below the 31st percentile on the Armed Forces Qualification Test (AFQT)?**

**(Answer)** As with all recruits, the Army assigns "Category IV" recruits to military occupational specialties that they are qualified to fill. The Category IV issue is a question of "trainability". The Army has and will continue to implement measures to reduce this challenge and prepare all Soldiers for future combat and duty requirements. These Soldiers, when properly trained and led, are fully capable of supporting and defending the Nation. I do not see the Army exceeding the current DOD standard of 4% even though the Congressional limit is 20%.

**What is your understanding of trends in the Army with respect to incidents of recruiter sexual misconduct with potential recruits?**

**(Answer)** Any recruiter misconduct is unacceptable. Recruiters are the first to contact this country's most sacred and precious resource – the men and women who volunteer to serve in the Armed Forces of this great country. Sexual misconduct, with or without consent, is not and never has been acceptable. We will continue to take the appropriate action against those few who believe that they can use their position for personal gain. We have zero tolerance for this type of conduct. The recruiting leadership reviews reports of recruiter conduct and establishes policies to prevent this and other forms of misconduct

**If confirmed, what actions, if any, would you take to prevent such incidents?**

**(Answer)** Sexual misconduct in the recruiting process or in the Army is unacceptable—as it is in the rest of American society. For the Army, the consequences can be far more damaging to unit effectiveness; commanders at all levels through values based education and corrective action to enforce the standards. If I am confirmed, I will act to implement policies that decrease the possibilities of this type of misconduct. I support the use of all processes, administrative and judicial, against those who willing choose to commit these acts of misconduct.

## **Mobilization and Demobilization of National Guard and Reserves**

**In the aftermath of the attacks of September 11, 2001, the National Guard and Reserves have experienced their largest and most sustained employment since World War II. Numerous problems have been identified in the past in the planning and procedures for mobilization and demobilization, including inadequate health screening and medical readiness monitoring, antiquated pay systems, limited transitional assistance programs upon demobilization, and medical holdovers.**

**What is your assessment of advances made in improving mobilization and demobilization procedures, and in what areas do problems still exist?**

**(Answer)** Mobilization processes are vastly improved since 2001. The Army has automated its mobilization request process. These efforts are responsible for alerts/notifications that are occurring 90-180 days in advance of mobilization and ensure that

individual orders are in the hands of Soldiers at least 45 days prior to their mobilization date. The objective of the Army in ARFORGEN FOC is that units will be alerted one year in advance of possible mobilization. The recent change in RC mobilization policy will enable unit versus individual mobilization and enhance cohesion. There are now significant efforts that are underway to move a great deal of training from a post-mobilization time frame to the left of the mobilization date. This will require additional training and resources to be made available to reserve component units in the year prior to a potential mobilization.

**What do you consider to be the most significant enduring changes to the organization and policies affecting the reserve components aimed at ensuring their readiness for future mobilization requirements?**

**(Answer)** A key to success for ensuring our Reserve Components are ready for future mobilizations is to provide sufficient equipment and resources, especially in the year prior to mobilization. With Congress' continued assistance, The Army can provide RC forces that are in a higher state of readiness upon mobilization to execute missions around the world.

### **Individual Ready Reserve Recall Policy**

**A July 2006 report by the Center for Strategic and International Studies (CSIS) recommended that the Army revitalize its Individual Ready Reserve (IRR) program by culling existing IRR databases and ensuring that the Army has valid contact information on IRR members who may be recalled to serve.**

**What has the Army done to clarify the mobilization policy that applies to both officer and enlisted members of the IRR?**

**(Answer)** Increase Readiness of the IRR:

The Army's concept plan for increased IRR readiness centers on the IRR Transformation Plan which was approved for execution in November 2005 by the Secretary of the Army. Programmed initiatives are:

- Changing the culture of the IRR,
- Managing individual expectations, and
- Improving readiness reporting.

Additionally, the execution of a Department of Defense IRR Decision Point Policy mandates the removal, within two years, of IRR officers who have fulfilled their MSO unless they positively elect to remain in the IRR. To date approximately 4,000 or more Soldiers have been transferred to the inactive status list and ultimately separated. Culling these programmed initiatives and aligning the IRR with the Army Force Generation Model – Reset/Train; Ready; Available, adds more predictability in mobilization rotations. These model enforces positive contact, refresher training as individual skills degrade, and ensures the deployable readiness of the IW

**What has the Army done to update its IRR mobilization database?**



**(Answer)** The Army has two primary transformation initiatives which are data reconciliation and establishing a control IRR population. These initiative addresses methods to reset the force by conducting a systematic screening of all data records; determine disposition of individuals; and process for final resolution those Soldiers who no longer have further potential for useful military service if mobilized by a recommendation for separation. The Human Resources Command processed over 17K existing bad addresses through a credit bureau agency to provide last known addresses of Soldiers. Additionally, the Human Resources Command has identified non-mobilization assets that includes Soldiers passed over for promotion, with security violations, physical disqualifications, documented hardship, and adverse characterizations of service. Where appropriate, these Soldiers are being separated. Through these efforts the current IRR population of 82K has been reduced by 25% and could potentially be reduced down to approximately 60K Soldiers.

### **Support for Severely Wounded Soldiers**

**Improved body armor and combat casualty care have enabled many thousands of Soldiers to survive wounds received in OIF and OEF. As a result far more Soldiers survive with injuries which, in previous conflicts, would have resulted in death.**

**What are your views on the Army's commitment and responsibility for severely injured members and their families?**

**(Answer)** Our Army is committed to and accepts the responsibility for our severely Wounded Warriors and their families. In April 2004, the Army established the U.S. Army Wounded Warrior Program (AW2). AW2's guiding principle is part of our Army's Warrior Ethos, "I Will Never Leave a Fallen Comrade".

Wounded Warriors who are not part of the AW2 Program have access to robust resources and an array of support, from our hospitals, the Army Career and Alumni Program, Army Emergency Relief, Veterans Affairs, and a myriad of community support programs. These great American heroes will also benefit from the recently opened Center for the Intrepid at Brooke Army Medical Center, Fort Sam Houston, Texas.

Our Army is committed, and I am personally, committed to caring for our severely Wounded Warriors and their families who have sacrificed selflessly for our Army and our Nation.

**What suggestions do you have for improving the Army's support for severely wounded Soldiers?**

**(Answer)** The AW2 program has grown and will continue to expand as needed to accommodate our Wounded Warriors, placing more Soldier Family Management Specialists in Military Medical Treatment Facilities and Veterans Affairs Medical Centers as the need arises. I believe that the Army must continue to make this a high priority and if I am confirmed will work to ensure it is resourced appropriately.

The AW2 Program began with two Soldier Family Management Specialists and now currently has 43 on board. The AW2 program has a Soldier Family Management Specialist at 16 Veterans Affairs Medical Centers and at eight Military Medical Treatment Facilities. Two more Soldiers Family Management Specialists are planned at other Military Medical Treatment Facilities and five more are planned at additional Veterans Affairs Medical Center.

**Section 588 of the National Defense Authorization Act for Fiscal Year 2005 contains a provision intended to ensure that other than appropriate medical review and physical disability evaluation, there should be no barrier in policy or law to an opportunity for a highly motivated member to return to active duty following rehabilitation from injuries incurred in military service.**

**How would you assess the Army's compliance with this provision to date?**

**(Answer)** Our Army supports the provisions of NDAA 2005 regarding allowing our highly motivated Wounded Warriors to return to serve on Active Duty.

We recognize the value of keeping the expertise and experience of our severely Wounded Warriors in our Army. We have made business process and regulatory changes to assist these highly motivated Warriors to stay in the fight. The first priority for our severely Wounded Warriors and their families is their recovery and rehabilitation. After treatment, our Warriors are afforded the opportunity to remain on Active Duty, should they so desire.

The Army develops a five year plan that encompasses all aspects of the severely wounded Warrior's life and career such as: location of assignment, professional schools, duties, and healthcare access for their particular needs – focused on a professionally and personally fulfilling career

**If confirmed, would you continue to support the efforts of members who wish to return to active duty following recovery and rehabilitation from injuries received in military service?**

**(Answer)** Support for our Wounded Warriors is and would remain a top priority. We take care of our wounded heroes. The AW2 Program's vision is that our Wounded Warriors and their families become self sufficient, contributing members of our communities; living and espousing the Warrior Ethos, knowing our Army and Nation remembers.

### **Mental health assessments in Iraq**

**The Army's mental health assessment teams have completed 3 comprehensive assessments of the immediate effects of combat on mental health conditions of U. S. Soldiers in the Iraq theater. The most recent study, MHAT III, found that overall levels of combat stressors are increasing. In sum, increasing numbers of troops are returning with PTSD, depression and other mental health issues. According to the Army's MHAT III report, the Armed Forces Medical Examiner also reported 22**

**suicides by Army Soldiers in Iraq in CY 2005 - a rate nearly twice that reported for the previous year.**

**What do you see as the greatest challenges being faced by the Army in terms of identifying and meeting mental health needs of Soldiers and their families?**

**(Answer)** I understand that the Army has implemented most of the recommendations of the MHAT reports, including the further redistribution of mental health staff to provide uniform coverage and the further development of suicide prevention efforts in theater. However several challenges remain. We need to ensure access to care, and reduce stigma associated with behavioral health treatment. Availability of mental health professionals remains a national problem and this shortage effects the Army's ability to recruit and retain these professionals and it effects TRICARE's ability to expand networks of civilian mental health providers. Training our Soldiers, leaders, and families on the long-term signs of stress-related behavioral disorders is the best way to combat stigma and ensure that Soldiers who need help seek help. If confirmed I would fully support the development of innovative training programs for Soldiers, families, and leaders that address this important issue.

**If confirmed, what specific actions would you take to ensure the adequacy of mental health resources both in the theater and in CONUS for U. S. Soldiers and their families?**

**(Answer)** If confirmed, I would continue to support the existing programs developed by the Army and the Department of Defense. The Army Deputy Chief of Staff for Personnel (DCSPER) and The Army Surgeon General (TSG) share responsibility for the prevention and screening for PTSD for both active and reserve component Soldiers. The DCSPER manages the Deployment Cycle Support Program (DCSP) aimed at Soldiers and family members and TSG has policy oversight of the Combat and Operational Stress Control (COSC) program aimed at Soldiers serving in GWOT. TSG also has command responsibility for behavioral health services at Army medical treatment facilities around the world providing treatment for all Army beneficiaries. I also will continue to support the continued development and expansion of new programs such as BATTLEMIND training and the Respect.MIL program. BATTLEMIND provides scenario-based training for Soldiers and families in all phases of the deployment cycle. Respect.MIL trains primary care providers to diagnose PTSD and other combat stress problems and manage treatment of those disorders in the primary care clinic, improving access and further reducing the stigma associated with seeking behavioral healthcare.

**According to the MHAT III study, fewer Soldiers report that they received sufficient training to identify other Soldiers at risk for suicide.**

**If confirmed, what actions will you take to reassess the adequacy of suicide prevention programs within the Army?**

**(Answer)** An updated suicide prevention program has already been implemented, which has numerous initiatives. The Deputy Chief of Staff for Personnel is revising suicide prevention training and planning in direct response to this MHAT finding. There will be specific education provided during initial entry training and throughout the Soldier's tenure in the Army. If confirmed, I will continue to support these initiatives. One of the major

emphases of the revised training is the importance of taking care of one's buddies. Small unit leaders must encourage help-seeking behaviors, recognize warning signs of suicidal behavior, and refer for care if needed. The most common motives for suicide in our Soldiers are difficulties in intimate relationships, and occupational/legal/financial difficulties. Leaders must consider a referral to the chaplains, combat stress control teams or other behavioral health specialists anytime they see a Soldier struggling with these problems.

**Based on your experience in theater, what additional resources do you think are necessary to prevent suicides in the Army?**

**(Answer)** The Army's senior leaders are already behind the push to decrease stigma and improve access to behavioral health care. However, there is no simple solution to decreasing the suicide rate. Army's behavioral health providers are very busy, but they rely on Soldier's seeking help or the Soldier's buddies or chain of command recognizing symptoms and intervening to get the Soldier help. Our healthcare providers are supplemented by chaplains, counselors, and TRICARE network providers. The Army needs to keep doing everything possible to recruit and retain military behavioral healthcare providers and seeking additional authorities to enhance retention when necessary. If confirmed, I would also encourage civilian providers to join the TRICARE network to demonstrate their support for the sacrifices our Soldiers and families make on behalf of the Nation.

### **Officer Shortages**

**A report issued by the Congressional Research Service (CRS) in July 2006 found that the Army projects an officer shortage of nearly 3,000 in FY 2007, with the most acute shortfalls in the grades of captain and major with 11 to 17 years of service. Unless corrective action is taken, CRS found that shortages will persist through 2013 unless accessions are increased and retention improves.**

**What is your understanding of the reasons for the current shortfall, and what steps is the Army taking to meet this mid-career officer shortfall?**

**(Answer)** The current shortfall of officers is a result of the rapid increase in force structure (modularity and end strength increases). Since 2002, the Army has grown over 8,000 officer positions; roughly 88% of this growth is in the ranks of senior captain and major. Since it takes 10 years to grow/develop a major, to grow the officer force we need to retain more of our "best and brightest" officers and increase our officer accessions.

**If confirmed, what actions would you take to ensure adequate numbers of highly qualified captains and majors are serving on active duty over the next ten years?**

**(Answer)** If confirmed, what actions would you take to ensure adequate numbers of highly qualified captains and majors are serving on active duty over the next ten years? The Army is continuing to explore other options for retaining more of our best officers. Some of these options include offering captains who are completing their initial active duty service an officer critical skills retention bonus of \$20K in exchange of 4-years of active duty service. The Army is also preparing policy to

implement provisions in existing law that will enable lieutenant colonels and colonels to serve an additional 5-years past their Mandatory Retirement Date (MRD) as long as they haven't reach age 62. The Army expects this policy to be published within the next couple of months and is confident that it will be able to meet future manning needs.

### **Medical personnel recruiting and retention**

**The Army is facing significant shortages in critically needed medical personnel in both active and reserve components. The Committee is concerned that growing medical support requirements, caused by the stand-up of Brigade Combat Teams, potential growth of the Army, and surge requirements in theater, will compound the already serious challenges faced in recruitment and retention of medical, dental, nurse and behavioral health personnel. Moreover, the Committee understands that the Army continues to direct conversion of military medical billets to civilian or contractor billets.**

**Will you assure Committee that, if confirmed, you will undertake a comprehensive review of the medical support requirements for the Army, incorporating all new requirements for 2008 and beyond?**

**(Answer)** I fully support a quality medical force that can meets the Army's medical readiness requirements and can maintain our commitment of quality health care for Army families and retirees. If confirmed, I will support a comprehensive assessment of current Army manpower strategies on medical military/civilian conversion to ensure these plans remain relevant to bolstering Army operational readiness, and further, are in sync with plans to grow Army end strength.

**What policy and/or legislative initiatives do you think are necessary in order to ensure that the Army can continue to fulfill medical support requirements as its mission and end-strength grow?**

**(Answer)** Critical to our success are adequate and appropriate funding for necessary recruitment programs such as Active and Reserve Health Professions Loan Repayment Program (HPLRP), Health Professions Scholarship Program (HPSP), Specialized Training Assistance Program (STRAP), Medical and Dental School Stipend Program (MDSSP) and the other Accession Bonus programs all of which we have current legislative authority. As we develop Army wide initiatives to retain our quality and battle hardened Soldiers, we must ensure that the Army Medical Department requirements are met. Elimination or modification of the 8-year Military Service Obligation (MSO), replaced with a more flexible MSO Scale, will assist us in the recruiting efforts of qualified medical professionals. We need a comprehensive review of the Medical Special Pays and should consider restructuring our current system to include all Health Care Providers. This will be fundamental toward eliminating the shortages experienced in our Dental and Nurse Corps. Legislative initiatives which provide greater flexibility to transfer between Army Components must be explored and enhanced. This is especially true with regard to the currently required scrolling process. The current process has created impediments to the rapid accession of health care

professionals into all components of our force. Our civilian workforce has become increasingly important as the medical force is reshaped. Adequate and appropriate funding is needed to support the backfill of converted military billets.

### **National Security Personnel System**

**Congress enacted broad changes in the DOD civilian personnel system in 2004 to provide the Department with more flexible tools for the management of its civilian workforce in support of our national security. Although the Department is presently enjoined from implementation of a new labor-relations system, the Department is planning to move ahead in the implementation of a new pay-for-performance system for its non-union employees.**

**Based on your experience, what are the critical factors for successful implementation of a total transformation of work force policies and rules, including performance-based pay?**

**(Answer)** Among the factors I consider critical are leadership commitment and support and an educated and knowledgeable workforce. The Army must focus on a pay for performance system that is consistent, fair, equitable, and recognizes our top performers. The Army has successfully completed the first performance management payout which has demonstrated a clear linkage between employee performance and organizational goals. The Army's approach includes an incremental deployment schedule that allows supervisors and employees to be adequately trained and the application of lessons learned from earlier workforce conversions. If I am confirmed, am committed to ensuring that the Army workforce is trained and ready for this new system

**If confirmed, how would you monitor the acceptance of the National Security Personnel System (NSPS) and what role would you expect to play in managing the NSPS implementation in the Army?**

**(Answer)** I strongly support the need for transformation in civilian management - particularly pay for performance - and will set that tone for the leadership in the Army as we implement NSPS. The Army has established an NSPS Program Management Office that recommends Army NSPS policy, provides guidance, monitors implementation, and will keep me informed of progress and any issues that require my attention. In addition to the inclusion of NSPS-specific questions in Army's annual workforce survey, on-site evaluations to assess program effectiveness are being performed which will provide additional implementation feedback and lessons learned. Finally, Army is leading the way in the monitoring of NSPS DoD-wide. Our Civilian Personnel Evaluation Agency has been designated by DoD to evaluate the NSPS performance management system for deployment to the entire department

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

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

**What is your vision for the management and development of the Army senior executive workforce, especially in the critically important areas of acquisition, financial management, and the scientific and technical fields?**

**(Answer)** I support the Secretary of the Army's approach to SES management within the Army and share his vision of a senior civilian workforce that possesses a broad background of experiences that will have prepared them to move between positions to meet the continually changing mission needs of the Army. I recognize the value of our senior workforce, and if am confirmed, will be committed to providing for the professional development and management of civilian executives in ways similar to the management of Army General Officer Corps. If I am confirmed, I would support the Secretary's goals to strengthen the senior executive Corps contributions to leadership team and to promote and sustain high morale and esprit de corps within our civilian work force.

### **Sexual Assault**

**On February 25, 2004, the Senate Armed Services Committee Subcommittee on Personnel conducted a hearing on policies and programs of the Department of Defense for preventing and responding to incidents of sexual assault in the Armed Forces at which the service vice chiefs endorsed a “zero tolerance” standard. Subsequently, in response to Congressional direction, the Department developed a comprehensive set of policies and procedures aimed at improving prevention of and response to incidents of sexual assaults, including appropriate resources and care for victims of sexual assault.**

**What is your understanding of the practices currently in use in the Army to ensure awareness of and tracking of the disposition of reported sexual assaults?**

**(Answer)** Since 2004, the Army has implemented a comprehensive Sexual Assault Prevention and Response Program. A key element of this program is the awareness training developed and taught at every level of the Army's institutional training – from initial entry to the Army War College. Additionally, unit refresher training is an annual requirement for all Army units. Also, as part of this program, the Army collects and analyzes selected sexual assault incident data, which is provided for quarterly and annual reports to the Department of Defense for consolidation into the Secretary of Defense annual report to Congress.

**What progress has been made in ensuring that adequate numbers of sexual assault victim advocates are available in Army units worldwide?**

**(Answer)** The Army has taken significant steps to improve the assistance to victims of all sexual assaults, with enhanced recognition of the special circumstances that apply to deployments. A key element of the Army's Sexual Assault Prevention and Response Program is the victim advocacy component which is led by Sexual Assault Response Coordinators (SARCs) at every Army installation. These SARCs are supported by a cadre of full-time, professional Victim Advocates (IVA) or appointed Unit Victim Advocates (UVA) who interact directly with victims of sexual assault.

Additionally, Deployable SARC (DSARC) and Unit Victim Advocates (UVA) provide advocacy services in a deployed environment. DSARCs are Soldiers trained and responsible for coordinating the sexual assault prevention and response program (as a collateral duty) in a specified area of a deployed theater. Army policy requires one deployable SARC at each brigade level unit and higher echelon. UVA are Soldiers trained to provide victim advocacy as a collateral duty while deployed. Army policy requires two UVA for each battalion sized unit.

**If confirmed, what oversight role would you expect to play?**

**(Answer)** If confirmed, I will ensure compliance with established policies and procedures at all levels of command, including those in the Army National Guard and U.S. Army Reserves.

### **Religious Practices in the Army**

**What is your assessment of policies within the Army aimed at ensuring religious tolerance and respect?**

**(Answer)** I believe that Army regulations provide commanders and other leaders ample guidance regarding the free exercise of religion, religious tolerance and respect in the Army. AR 600-20, Army Command policy; AR 165-1, Chaplain Activities in the United States Army; and DoD directive 1300.17, Accommodation of Religious Practices Within the Military Services, provide detailed guidance on the important responsibilities of commanders and leaders in this regard. It is my understanding that these policies are consistent with the Constitution and I believe they foster religious tolerance and respect within our Army.

### **Women in Combat**

**Section 541 of the National Defense Authorization Act for Fiscal Year 2006 required the Secretary of Defense to report to Congress on his review of the current and future implementation of the policy regarding assignment of women in combat. In conducting the review, the Secretary of Defense is directed to closely examine Army unit modularization efforts and associated personnel assignment policies to ensure their compliance with the Department of Defense policy on women in combat that has been in effect since 1994.**

**What is your view of the appropriate combat role for female Soldiers on the modern battlefield?**

**(Answer)** The study requested by Congress and underway within the Department of Defense will help the Department understand the implications for, and feasibility of, current policies regarding women in combat, particularly in view of the Army's transformation to a modular force and the irregular, non-linear nature of battlefields associated with today's conflicts.



It is my understanding that the Army's transformation to modular units is expected to be based on the current policy concerning the assignment of women. Women have and will continue to be an integral part of our Army team, performing exceptionally well in all specialties and positions open to them. Women make up about 14% of the active Army, 23% of the Army Reserve, and 13% of the Army National Guard. Approximately 10% of the forces deployed in support of the Global War on Terrorism are women soldiers. Today, almost 13,000 women soldiers – 10% of the force – are serving in Iraq and Afghanistan.

These women, like their male counterparts and the Army's civilians, are serving honorably, selflessly and courageously. If confirmed, I would ensure that the Army complies with laws and regulations in this matter.

**In your opinion, is the current and planned future Army personnel assignment policy for women consistent with the Department of Defense ground combat exclusion policy in effect since October 1994?**

**(Answer)** The Army completed a thorough review of our policy late in 2005. The Secretary of the Army determined that our policy is consistent with that of DoD. I agree with the Secretary's assessment

**How do you anticipate you will participate in the review of the policy required by section 541?**

**(Answer)** The Office of the Secretary of Defense has undertaken to complete the comprehensive review requests by this Committee and the Congress. It is an important study of complex issues critical to the Department. The Army will support the Office of the Secretary of Defense to complete this review. The Army, DoD, and the Congress must work closely together on this issue. If confirmed, I will endeavor to provide the Secretary with cogent advice regarding implementation of this policy. If in the future the Army determines that there is a need to seek a change to the policy, I will, if confirmed, comply fully with all notification requirements in Title 10 United States Code.

### **Foreign Language Transformation Roadmap**

**A Foreign Language Transformation Roadmap announced by the Department on March 30, 2005, directed a series of actions aimed at transforming the Department's foreign language capabilities, to include revision of policy and doctrine, building a capabilities based requirements process, and enhancing foreign language capability for both military and civilian personnel.**

**What is your understanding of steps being taken within the Army to achieve the goals of the Defense Language Transformation roadmap?**

**(Answer)** The Army is actively engaged in all 43 tasks identified in the Defense Language Transformation Roadmap and has undertaken many initiatives to achieve the roadmap goals of: 1) Create Foundational Language and Regional Area Expertise; 2) Create the Capacity to Surge; 3) Establish a Cadre of Language Professionals and Address Language

Requirements at lower skill levels; and 4) Establish a Process to Track the accession and career progression of Military Personnel with Language Skill and Foreign Area Officers.

**What is your assessment of an appropriate time frame within which results can be realized in this critical area?**

**(Answer)** The Army is already achieving results as envisioned in the Defense Language Transformation Roadmap. Pinpointing the time frame when we will fully realize all of the goals of the roadmap is difficult to do with precision, since language training takes time, and many of the roadmap initiatives are dependent on availability of adequate resources. The Army is improving the number, quality and management of its foreign language speakers, and actively pursuing programs which provide all Soldiers appropriate linguistic skills to support current operations. Much has been accomplished but there is more to be done — within available resources and operational requirements, we are taking the appropriate steps to achieve the results envisioned in the Defense Language Transformation Roadmap in the shortest time possible.

### **Military Quality of Life**

**In May 2004 the Department published its first Quadrennial Quality of Life Review, which articulated a compact with military families on key quality of life factors, such as family support, child care, education, health care and morale, welfare and recreation services.**

**How do you perceive the relationship between quality of life and your own top priorities for recruitment, retention and readiness of Army personnel?**

**(Answer)** Strengthening the mental, physical, spiritual and material, condition of our Soldiers, civilians and their families enables them to achieve their individual goals while balancing the demanding institutional needs of today's expeditionary Army. The well-being of our people and their quality of life are my top priorities.

Army Well-Being and Quality of Life programs are extensive. They range from pay and compensation, medical, and MWR to housing and family readiness programs. Our recruiting efforts must be competitive with private industry. Our ability to reach out and gain access to our young men and women is critical. The retention of each Soldier is directly related to the value of their achievements and maintaining the vital support of their families. As we bring our Soldiers and their units to their peak readiness, we must enable the readiness of our Army families.

**If confirmed, what steps would you take to assess the adequacy of family support programs for both the Active and Reserve components?**

**(Answer)** The adequacy of family support programs is assessed annually by Installation Status Report (ISR) Services rating. In addition, the ACS accreditation program ensures that ACS centers world-wide maintain the level of quality performance specified in the Morale, Welfare and Recreation (MWR) Program standards set by the MWR Board of Directors. The family support programs are also

assessed using customer feedback at the installation level and through the Morale, Welfare and Recreation Needs and Leisure Survey.

The Multi-Component Family Support Network, a seamless array of family support services accessed by the Soldier and family – Active, Guard, and Reserve, regardless of their geographical location, will also be significant means of collecting customer feedback and improving support programs.

In addition, each year, the Active Army, Army National Guard and Army Reserve will assess requirements for GWOT funding and request the additional funds as necessary.

**What actions do you think are necessary in order to support best practices for support of family members of deployed forces, and would you attempt to replicate such practices throughout the Army?**

(Answer) There are many programs and support systems that I categorize as best practices. Deployment Cycle Support (DCS) is a comprehensive process that ensures Soldiers, DA civilians and their families are better prepared and sustained through the deployment cycle. It provides a means to identify Soldiers, DA civilians and families who may need assistance with the challenges inherent with extended deployments. The goal of the DCS process is to facilitate Soldier, DA civilian and family well-being throughout the deployment cycle. Services for DA civilians and families are integrated in every stage of the process, and they are highly encouraged to take advantage of resources provided.

The Army Information Line is an integrated system consisting of a toll-free phone service, a dynamic Web presence and on-line publications. This system provides accurate information, useful resources, and problem resolution tailored for Army Soldiers and their families to include the extended families of our Soldiers. This service includes a Web presence (Our Survivors) uniquely configured to support the survivors of our fallen Soldiers. An experienced staff answers the Army Information Line and provides responses to inquiries received through the Army Families Online Web site ([www.armyfamiliesonline.org](http://www.armyfamiliesonline.org)).

A great example is the Strong Bonds Program administered by our Chaplains. The Chaplain Corps gives our Soldiers and families the skills needed to thrive in Army life by conducting a series of marriage strengthening retreats and training events. Recognizing that even our single Soldiers are in or are beginning relationships, in FY 2005 this program was expanded to provide training to single Soldiers in how to build life-long relationships. In FY 2006 the chaplains led over 600 of these events attended by nearly 25,000 Soldiers and family members in all Army components. This and other family support programs represent a solid network that allows our Soldiers to build great lives and effectively serve their country through full careers.

**In your view, what progress has been made, and what actions need to be taken in the Army to provide increased employment opportunities for military spouses?**

**(Answer)** The Army continues to work with the nation's business community to support spouse employment opportunities. Since 2003, the Army has signed Statements of Support with 18 Fortune 500 companies. These firms pledged their best efforts to increase employment opportunities for our spouses by connecting them to new and existing jobs, portable jobs, and other methods of pursuing lifetime career goals. During the past two years, these companies have employed over 11,000 Army spouses.

## **Resource Allocation and Acquisition Processes**

**Are you familiar with the Army's resource allocation and acquisition processes?**

**(Answer)** Yes, I have familiarity with and played a role in the PPBE process during my tenure as the Vice Chief of Staff of the Army.

**What recommendations, if any, do you have for improving those processes?**

**(Answer)** QDR 06 continued us on the path of linking resources to joint capabilities. The Army provides a variety of capabilities to joint forces, and I look forward to working with OSD and the Joint Staff to continue improvement of management by capability portfolio as noted in the QDR 2006 report.

**Do you see a need for any change in the role played by the Army Chief of Staff in the resource allocation and acquisition processes?**

**(Answer)** If I am confirmed, my role as CSA is to recommend balanced allocation of resources to provide ready forces today and for future challenges. While specific processes within OSD continue to evolve, my role in focusing on readiness of forces remains constant.

## **Army Science and Technology**

**The Army invests in science and technology programs to develop advanced capabilities to support current operations and future Army systems. The Army's budget request has included a declining level of investment in science and technology programs over each of the last four fiscal years.**

**What do you see as the role that Army science and technology programs will play in continuing to develop capabilities for current and future Army systems?**

**(Answer)** The Army's Science and Technology (S&T) program is the investment that the Army makes in our future Soldiers. This program must be adaptable and responsive to our Soldiers in the field. The Army's S&T strategy should be to pursue technologies that will enable the future force while simultaneously seizing opportunities to enhance the current force.

**Do you believe that the Army should increase its level of investment in science and technology programs?**

**(Answer)** The Army's planned S&T investments will mature and demonstrate the key technologies needed to give our Soldiers the best possible equipment now and in the future.

Given the current environment and priorities, I believe our level of investment is appropriate.

**What metrics will you use to judge the value of Army science and technology programs?**

**(Answer)** The real value of S&T programs is measured in the increased capability of the force achieved when new technologies are inserted into systems and equipment. While programs are still in S&T, we use the standard Technology Readiness Levels (TRLs) to determine when technologies are mature enough to transition.

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

**(Answer)** From my vantage point, I believe that the S&T community can support current operations in three ways. First, Soldiers are benefiting today from technologies that emerged from past investments. Second, the Army should exploit transition opportunities by accelerating mature technologies from on-going S&T efforts. Third, we should also seek to leverage the expertise of our scientists and engineers to develop solutions to unforeseen problems encountered during current operations. To enhance the current force, Army S&T should provide limited quantities of advanced technology prototypes to our Soldiers deployed to the current fight.

**How will you ensure that weapon systems and other technologies that are fielded by the Army are adequately operationally tested?**

**(Answer)** The Army should not field systems that are not safety-certified nor rigorously tested in an operational environment. Current systems undergo an operational evaluation conducted by an independent organization that reports to the Army Chief of Staff. These evaluations ensure first that every system fielded to our Soldiers is safe to use, and then provide an assessment of system effectiveness, suitability and survivability. If I am confirmed, I would work with the Army testing community to ensure vigorous compliance with applicable testing standards, including those set forth in Army Regulation, AR 70-1, Army Acquisition Policy, and DoD Directive 5000.1, The Defense Acquisition System. I would also work closely with the Army's acquisition work force, to ensure weapons systems are tested and determined to be suitable, feasible, safe and validated to meet the current threat.

**Are you satisfied with the acquisition community's ability to address the operational needs of deployed forces?**

**(Answer)** Yes, from my experience it takes more than the acquisition community to quickly respond to our Soldier's needs in a wartime environment. The Army is addressing those needs through a process of requirements validation, funding allocation, and acquisition activities. The Army has streamlined the acquisition process by reducing the time required to validate requirements, approve funds, and develop solutions to meet those requirements. This change in culture has required all facets of the acquisition process. This change in culture has required all facets of the acquisition process – requirements, resources, development, test, production and fieldings – to reduce the time necessary to complete their tasks. For example, the Army has addressed our Soldier's need for better Individual Body

Armor capability. It was quickly validated as a requirement and prioritized for funding to ensure successful systems development and procurement. To date, the Army has fielded seven versions of the Individual Body Armor Suite, each better than the last.

**What recommendations would you have to speed the ability for the Army to provide operational forces with the specific systems and other capabilities that they request?**

**(Answer)** If I am confirmed, I will continuously monitor the process from requirements generation, funding, and through the acquisition process, to provide the Soldiers what they need as quickly as we can in a safe, feasible, suitable, manner within acceptable risk tolerance. The Army needs to closely examine the emerging threats and operational requirements of Soldiers in theater. I would continue the Army's commitment to providing our troops the best equipment possible and work with industry partners to pursue research development and procurement of the most advanced capabilities available. Finally, I would ensure that the Army does not purchase or field any system that is not proven, tested and validated as operationally ready and safe.

### **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?**

**(Answer)** Yes.

**Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?**

**(Answer)** 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 Chief of Staff, Army?**

**(Answer)** 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?**

**(Answer)** Yes.

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

**(Answer)** Yes.