Advance Policy Questions for Richard Spencer
Nominee for Secretary of the Navy

Department of Defense Reforms


Do you support these reforms?

Yes. If confirmed, I will work closely with the Secretary of Defense and the Deputy Secretary of Defense to implement the reforms enacted in the NDAA for Fiscal Year 2017 within the Department of the Navy. I will also keep the defense committees updated on the progress of implementation.

What other areas for defense reform do you believe might be appropriate for this Committee to address?

If confirmed, I will closely monitor the implementation of the reforms enacted in the NDAA for Fiscal Year 2017 and assess the impact to the Department of the Navy. Further, I will assess the operations of the Department of the Navy in all areas, and will make recommendations for further reforms to the Secretary of Defense in cases where I find such reforms to be advisable.

Qualifications

The National Defense Authorization Act for Fiscal Year 2017 amended section 5013 of title 10, United States Code, to require that the Secretary of the Navy “to the greatest extent practicable, be appointed from among persons most highly qualified for the position by reason of background and experience, including persons with appropriate management or leadership experience.”

What background and experience do you possess that qualify you for this position?

Over the past 36 years, I have successfully led large, complex operations and businesses that were ever growing in scale and complexity. Being responsible and accountable for strategy, budget development, productivity, execution of business plans and profitability of organizations ranging in size from divisions to international organizations provides a strong foundation and experiences for leading the Navy-Marine Corps enterprise. During my tenure at Intercontinental Exchange, Inc. we planned, developed and built the foundation for a disruptive technology that now is a leader in the industry and spans the global markets. Successful implementation of technological advances in the face of ever changing competitive markets honed my ability to identify
critical issues, provide the vision to organize people and large organizations toward
development of solutions and, ultimately to be personally responsible for outcomes. That
skillset is needed to manage today’s Department of the Navy. Upon leaving active duty, I
have remained close to both the Marine Corps and the Navy. From 2010 to 2015, I served
on the Defense Business Board and was directly involved in studies that ranged from
increasing organizational productivity, to Pentagon reformation, to assisting our veterans.
During that appointment, I garnered an appreciation for the operation and environment of
the Pentagon. Most recently, I served as an advisor to the Chief of Naval Operations to
assist with sourcing private sector insights to specific strategic issues facing the Navy and
its future. I am confident that my service in uniform, success and accountability in the
business world and on boards advising key leaders throughout the Department of
Defense, have prepared me well to be a leader of the entire Department of the Navy and
assume the responsibilities of the office of the Secretary of the Navy.

Duties

Section 5013 of title 10, United States Code, provides that the Secretary of the Navy
is responsible for, and has the authority necessary to conduct, all affairs of the Department
of the Navy.

What is your understanding of the duties and functions of the Secretary of the Navy?

If confirmed, I understand I will be responsible for the duties and functions
specified in Section 5013 of Title 10 for the Department of the Navy. Paramount
to the execution of those duties will be the manning, training, equipping and
delivery of Naval Forces to meet global requirements. I will ensure the entire
staff assigned to the Department of the Navy remains focused on those tasks and,
collectively, that we closely plan, collaborate and assess our success with both the
Chief of Naval Operations and Commandant of the Marine Corps.

Major Challenges and Priorities

If confirmed, what broad priorities will you establish?

My priorities flow from those of the President and the Secretary of Defense. The Navy
Marine Corps team is the Nation’s forward deployed force, and as such must always be
ready to deliver the fight in a moment’s notice. In order to accomplish that task we must
ensure our people are highly trained and well equipped, and we must improve and
modernize our capabilities and streamline our processes. We must restore direct authority
to those decision makers who are immediately responsible for solving critical issues,
thereby increasing their span of control and minimizing hierarchical overhead. Our
highest priority is to address fleet wide readiness by strengthening and leveraging our
capabilities, while setting the conditions to modernize and grow capacity. At the same
time, we must improve how we deliver capabilities to the fight. Finally, it is imperative we analyze and improve those processes that affect the mission of “man, train, equip and deliver.”

**In your view, what are the major challenges that you would confront if confirmed as Secretary of the Navy?**

The historical analogy most apt to frame today’s environment comes from October of 1957 when, in surprise, the United States watched the flight of Sputnik in space. The technological and operational advantage we have had over our adversaries is shrinking. It is imperative that we immediately increase the level of urgency in every way we operate as an enterprise. We must work with Congress to find immediate and long-term solutions that address reliable access to the funds that are necessary to fulfill the requirements of the combatant commanders. We must expeditiously review every aspect of the way we “man, train, equip and deliver” in order to ensure effective use of the resources we are granted. We must think about problems differently, by eliminating latency and causing a migration to a culture saturated with the sense of urgency. This attitude is a critical ingredient to address the current readiness situation and the future need to modernize and grow the fleet forces.

**Relations with Congress**

**What are your views on the state of the relationship between the Navy and the Senate Armed Services Committee in particular, and with Congress in general?**

The Department of the Navy must have a strong relationship and partnership with the Senate Armed Services Committee and the Congress. If confirmed, I look forward to ensuring these relationships return to the times of maximum cooperation, coordination and transparency.

**If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and the Navy?**

If confirmed, I will ensure that the Department of the Navy will closely partner with the Congress and be transparent, proactive and responsive to all Congressional matters of importance and provide robust justification for all budget requests.

**Torture and Enhanced Interrogation Techniques**

Do you support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2-22.3, issued in September 2006, and in DOD Directive 2310.01E, the Department of Defense Detainee Program, dated August 19,
2014, and required by section 1045 of the National Defense Authorization Act for Fiscal Year 2016 (Public Law 114-92)?

Yes. I support these documents and compliance with domestic and international legal obligations in relation to detention operations and the treatment of detainees.

National Security Budget Reductions/Sequestration

The original discretionary caps imposed by the Budget Control Act (BCA) will be in effect for Fiscal Year 2018 through Fiscal Year 2021, unless there is agreement to change budget levels.

In your assessment, what would be the impacts of continued implementation of the BCA discretionary caps through 2021 on the Department of Defense and national security?

The sequester caps, and continuing resolutions to date, continue to be very harmful to warfighting readiness in both the Navy and Marine. These immediate shortfalls need to be remedied in order for the Navy Marine Corps team to support the missions required by the military strategy and combatant commanders. If confirmed, I will work closely with this Committee and Congress to provide you with the requirements for both people and programs needed by the Navy-Marine Corps team.

Do you believe that any future budget agreements must maintain that dollar-for-dollar principle?

I believe that a strong global naval presence is vital to our national security. If confirmed, I will advocate for the appropriate level of funding for the Department of the Navy.

If confirmed, by what standards would you measure the adequacy of Department of the Navy funding?

I believe that fleet readiness of both the Navy and Marine Corps is of utmost concern. Accordingly, if confirmed, I will focus my attention on that concern and work within Navy, DOD and Congress to ensure the highest state of readiness. Additionally, if confirmed, I will look forward to expediting maintenance and modernization, with an eye to growing the Navy fleet and the Marine Corps.

Administrative Overhead
The National Defense Authorization Acts for Fiscal Year 2016 and 2017 direct reforms to consolidate the headquarters functions of the Department of Defense and the military departments, and downsize the number of personnel in overhead positions.

If confirmed, what would be your role in streamlining functions, as well as identifying and implementing reductions in the Department of the Navy headquarters?

If confirmed I will ensure that the Department of Navy, in coordination with the Office of the Secretary of Defense, fully complies with the requirements identified in NDAA for FY 16 & 17 to reduce headquarters size and consolidate functions and overhead positions. In addition to streamlining functions and addressing cost concerns, I will ensure that the Department’s headquarters are properly structured and aligned to rapidly and effectively address enduring challenges, emerging threats and future technologies in a transparent and accountable manner.

What areas and functions, specifically and if any, do you consider to be the priorities for possible consolidation or reductions within the Department of the Navy?

I will work with the leadership in the Secretariat, Navy and Marine Corps to identify areas for consolidation and reduction that will streamline business processes in order to expedite the accomplishment of the mission. Together, we will ensure overhead functions are minimized, with savings directed at increased capability, capacity, lethality and readiness.

To the extent that the Department of the Navy has functions that overlap with the Department of Defense, Joint Staff, or other military departments, what would be your approach to consolidating and eliminating redundancy?

If confirmed, I will work with the leadership in the Department of Defense, Joint Staff, or other military departments to quickly determine areas of overlap and develop a coordinated plan to eliminate redundancy and increase efficiency.

End Strength

The President’s Budget for Fiscal Year 2018 requested a Navy active-duty end strength of 327,900 and a Marine Corps active-duty end strength of 185,000.

In your view, can the Navy and Marine Corps meet national defense objectives at the requested Fiscal Year 2018 strength levels? What about at the strength levels that would be required in the event of sequestration?

A return to sequestration would clearly preclude the accomplishment of an
increasing number of critical national defense objectives that the Navy Marine Corps team is required to meet. Previous sequestration imposed reductions in resources and force levels resulting in sea duty gaps, cancellation of deployments, reduction in steaming days and flying hours, reduced training and furloughs of civilian workers. All of these adverse outcomes have been detrimental to warfighting readiness.

If either the Navy or Marine Corps have to reduce end strength as a result of sequestration, where would you propose they take risk with respect to meeting national defense objectives?

It is my understanding that end strength is determined by our force structure decisions, such as the number of ships, squadrons and expeditionary units we deploy. Even under sequestration, the DON would responsibly size manpower accounts based on our force structure. The risk would be manifest in the inability to fulfil all requirements to support the National Defense Objectives.

What is your understanding of the need for additional force shaping tools requiring legislation beyond what Congress has provided the past several years?

Congress should be thanked for the flexible force shaping tools it has provided the Department of the Navy, such as Temporary Early Retirement Authority, voluntary separation pay, and early release program. If confirmed, I will continue to ensure the Department has the tools necessary to recruit, develop, shape, and retain the talent necessary to meet the mission of the Department of the Navy. Continuous review of the applicable force shaping tools is necessary to meet emerging requirements of the Department in general, and empower both the Navy and Marine Corps.

What is your view of the adequacy of the numbers of general and flag officers authorized for the Navy and Marine Corps?

I am aware that the Navy and Marine Corps have been required to make reductions in the number of flag officers both for service-specific billets and for joint billets. If confirmed, I will address these requirements with CNO and CMC to determine their adequacy. Once completed, I will not hesitate to provide my views to the Congress.

Lead-Times for Permanent Change of Station Moves

Last year, due to budget shortfalls within its permanent change of station (PCS) accounts, the Navy reduced notice and lead-time for PCS moves to two months, and according to the Navy's budget briefings provided to this Committee, the Navy intends to continue this practice in Fiscal Year 2018. Two months are very short notice of an impending move, especially for families with children in school.
What is your view of the adequacy of two-months lead time for PCS moves, and will the Navy continue this practice in 2018?

I believe that a lead time of two months is inadequate to permit Sailors, Marines and families to properly plan for what are oftentimes very complicated and stressful moves. If confirmed, I will address both the frequency of moves and the lead time afforded our Marines, Sailors and their families with the CNO and CMC. We owe it to Navy and Marine Corps families to eliminate any unnecessary moves where practical and provide as much lead-time as possible to permit them the opportunity to plan and execute moves in a manner that allows them to make all necessary preparations, while minimizing stress.

If confirmed, will you work to provide greater notice and transparency of the PCS process for Sailors and their families?

If confirmed I will work to ensure the necessary resources are secured to afford families greater notice and transparency of impending PCS moves to return to, or maintain, the goal of a 5 - 6 month lead-time. If confirmed, it would be my intent to continue to look for efficiencies and ways to provide greater clarity and advanced notification to those affected by the PCS process.

How much additional funding would be required to provide six months of notice prior to PCS?

I am not sufficiently well informed to give you the answer but I am told it is in excess of several hundred million dollars.

Overall Readiness of the Armed Forces

How would you assess the current state of readiness?

The Secretary of Defense, Chairman of the Joint Chiefs of Staff, and all the Service Chiefs have expressed grave concern about the state of the military’s current readiness. I share their concern as the world becomes increasingly complex and the strategic environment more challenging. I am particularly concerned about the ability to surge and respond to unforeseen contingencies.

How would you plan to restore full spectrum readiness of the Navy and Marine Corps and under what timelines? Additionally, how would you enforce those timelines to ensure that goals are met?

I support the Secretary of Defense’s three-phase campaign to improve warfighting readiness in FY 2017, address pressing shortfalls in FY 2018 while continuing to rebuild readiness, enhance modernization and begin to build a larger, more
capable and more lethal joint force in FY 2019. Consistent with these priorities, I support the Department of the Navy’s FY 2018 budget request that makes significant investments in improving readiness, modernization and wholeness for both the Navy and Marine Corps.

Full spectrum readiness recovery will take time to achieve. It took ten years to get where we are presently and will take more than a couple of years to return to a desirable level. If confirmed, I will work to ensure we increase the rate of readiness recovery with every year’s budget, and enforce a commitment to maintaining and sustaining the readiness of today’s forces consistent with the new defense strategy.

Acquisition Issues

The National Defense Authorization Acts for Fiscal Year 2016 and 2017 made many changes to defense acquisition processes, including reinserting service leaders’ influence and accountability into acquisition processes.

If confirmed, what steps will you take to ensure that the Department of the Navy is prepared to effectively manage its acquisition programs?

While leadership at the top is necessary for effective operations, I believe that holding people accountable should be a key aspect in everything the Navy-Marine Corps does. If confirmed, I will make it immediately clear that accountability for acquisition programs start with me personally and I intend to instill that attitude of accountability throughout the entire Department. Programs need to be closely managed with a clear alignment of authority, responsibility and accountability. If confirmed, personally ensuring that the Department of the Navy has accountable leaders and adequately trained, accountable acquisition personnel to manage, execute, and oversee its programs will be a priority for me.

If confirmed, how will you synchronize your acquisition responsibilities with the Chief of Naval Operations?

The Secretary of the Navy is responsible and accountable for all Department of the Navy acquisition efforts and I welcome the responsibility. If confirmed, I will also ensure that the Department of the Navy continues to incorporate the enhanced acquisition roles for the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) enacted in the NDAAs for Fiscal Years 2016 and 2017.

If confirmed, will you commit to this Committee to ensure authority, responsibility, and accountability for acquisition programs are appropriately aligned?

Yes.
If confirmed, will you ensure that people are held accountable for any failures in the performance of their responsibilities?

Yes, and I look forward to working with you in order to enhance the tools and policies necessary to accomplish this goal.

If confirmed, how will you ensure that those who perform well are appropriately rewarded?

If confirmed, I will ensure that managers of the Department of the Navy acquisition enterprise utilize all authorities available to them to reward high-performing members of the acquisition workforce. I also look forward to incorporate best practices in highlighting success from other high performance organizations.

Financial Management and Audit Readiness

What actions will you take or direct that will achieve a better outcome than past actions and initiatives for financial auditability of the Defense Department?

I believe financial statement auditability is critical. I know what a clean audit looks like and why it is important and the effort involved in attaining one. As in the private sector, adhering to accounting principles and disciplines will demonstrate accountability and enhance enterprise credibility. If confirmed I will broadcast a tone from the top that auditability of the Department of Navy is a priority for every member of the leadership team and ensure that Flag/General Officers/Senior Executives understand and are engaged and accountable for their role in moving the Department toward its audit goals.

Defense Capabilities

In your assessment, what would be the impacts of continued implementation of the Budget Control Act’s discretionary caps through Fiscal Year 2021 on the Department of the Navy? And, in particular, how would end strength, capacity, capabilities, and readiness be affected?

I believe the continued implementation of Budget Control Act caps through 2021 will result in a Navy and Marine Corps team that will find itself increasingly resource restrained when called to fulfil the requirements of the combatant commanders.

Further imposition of the BCA caps will reduce both readiness, capacity and the ability to grow the assets of the fleet.
What do you believe are the appropriate end strength levels for the Navy and Marine Corps to reach by 2022?

I know the Navy Marine Corps team is feeling the strain of high operational tempo after 16 years of war, and the increased pace of operations around the world. If confirmed, I look forward to working with the CNO and the Navy leadership as we address the need to reinvest and grow the Navy, to include the need and timing for additional end strength.

If confirmed, I also look forward to working with the Commandant and the Marine Corps leadership to achieve the appropriate end strength levels that balance the requirements of defending the nation while relieving the strain on Marines and their families.

How would you propose achieving those levels with a focus on continuing to recruit and retain high quality candidates?

The military services have long enjoyed success in meeting aggregate recruiting and retention objectives with highly qualified Sailors. If confirmed, I will do everything in my power to ensure the authorities, resourcing, and technologies needed to maintain a high quality force, with the capabilities necessary to meet emerging challenges and carry out mission requirements, remains a top priority Department of the Navy.

What is your opinion on the necessity to modernize Navy and Marine Corps weapons systems in light of current and emerging threats?

The Navy and Marine Corps team must modernize current systems and procure new systems in a timely manner to ensure that our fighting forces have the overmatch capabilities required to defeat any current or emerging threats.

Secretary Mattis’ direction to restore readiness and achieve program balance in FY-17 and 18 are foundational elements to building the needed capability and improving the lethality of the force. However, in order to build the capability and increase lethality, adequate and predictable funding must be made available to support an efficient acquisition effort and higher yield on invested resources.

What are the most critical capabilities the Department of the Navy needs to prioritize over the next 10 years?

Over the next 10 years the Navy and Marine Corps must restore readiness, modernize the force, and build capacity. The DoN must prioritize the
procurement of advanced sensors, combat systems, weapons, advanced intelligence, surveillance, reconnaissance, and command and control systems to ensure the force has the overmatch capabilities required to defeat any threat. New capabilities must address our ability to act in the electromagnetic spectrum in stressing environments, and the ability to detect and defeat cyber attacks.

The DoN must continue to invest in new and emerging technologies such as unmanned and directed energy to reduce vulnerability of our people, increase capacity and capability, and provide cost-effective solutions to defeat future threats.

**If confirmed, how will you keep Navy and Marine Corps acquisition costs under control and ensure the American taxpayer receives the best defense capabilities for their precious and scarce defense dollars?**

To instill the discipline of acquisition cost control an organization must ensure that the requirements are well established and technology is mature enough to support an acquisition decision. This discipline does not negate flexibility to adapt to developing enhancements but rather provides the framework to make those decisions by weighing cost to outcome. At the same time, we must also overlay this discipline and needed diligence on our Research and Development teams in order to align the gains produced by their efforts.

If confirmed, you have my commitment that I will be an active and accountable leader in the acquisition process and use the authorities provided to ensure we make the best decisions possible to deliver combat capabilities at the highest yield available for the resources invested.

**Navy Shipbuilding**

President Trump has vowed to rebuild the Navy toward a goal of 350 ships. The Navy’s latest Force Structure Assessment has recommended a new goal of 355 ships. The previous recommendation was a fleet size of 308 ships. The Navy’s current naval battle force contains only 273 ships, and will not achieve a force level goal of 308 ships until 2021, even though various individual requirements are not met. The Navy has not announced a plan for reaching the 355-ship force structure.

In a November 2016 report, the Congressional Research Service found that achieving and maintaining a notional 349 ship force structure would require adding on the order of 45 to 58 ships to the Navy’s Fiscal Year 2017 30-year shipbuilding plan, or an average of about 1.5 to 1.9 additional ships per year, at a cost of roughly $3.5 billion to $4.0 billion per year over the 30-year period.

**In your view, how large a Navy, consisting of what mix of ships, will be needed in coming years to adequately perform Navy missions?**
We need a larger Navy fleet. The most recent Force Structure Assessment recommends 355 ships. We must continually assess our capabilities in order to fight above our weight class. We must continue to look at new ways of operating the fleet, which may then comprise new types of ships. The 2018 National Defense Strategy will include a new force sizing construct that will further inform our force structure growth.

**What steps are you considering recommending the President take to realize his goal of a 350-ship Navy, particularly related to additional ship procurement and the funding required?**

I support the current priorities to improve the maintenance and sustainment of the Navy’s existing ships, which must provide us a path to extend their service lives. I will also implement proven and innovative ways to deliver ships faster and more affordably. Building a larger Navy will also require increases in the defense spending caps, and I strongly support congressional action to amend the Budget Control Act.

**What is your understanding of the similarities and differences between the new Administration’s 350-ship goal and the Navy’s Force Structure Assessment recommendation of a 355-ship requirement?**

I believe the intent behind both goals is the same. The strategic environment is rapidly changing and there is a greater emphasis on maritime threats and operations for national security. A larger Navy with greater capability is required to support forward presence, which provides U.S. leadership with more options to respond quickly when needed.

The Navy has begun acquiring the replacements for the Ohio-class ballistic missile submarines (SSBNs). The new Columbia-class boats are projected to have an acquisition cost of $10 billion per ship. The Navy has stated publicly that it could not afford to buy both the new SSBNs and maintain other required procurements under Defense Department budget top lines that would be consistent with the defense discretionary spending caps within the Budget Control Act.

**If confirmed, what priority will you place on the Columbia-class program in relation to other acquisition programs?**

I believe ballistic missile submarines (SSBNs) are the most survivable leg of the nuclear triad and will be responsible for ~70 percent of the United States’ accountable nuclear warheads after the New Strategic Arms Reduction Treaty (New START) limits are achieved in 2018. If confirmed, I would support the COLUMBIA Class Submarine Program as the Navy’s top modernization priority.

**Do you believe the Navy can expand to a 350-ship fleet, while also procuring the**
Columbia-class SSBNs?

The shipbuilding industrial base, with predictable, stable and sufficient budgets can support increased procurements while also procuring the Columbia-class SSBNs. However, increasing ship construction funding during the years of Columbia-class SSBN procurement will be required. This is consistent with previous SSBN procurement periods, where ship construction funds were increased significantly to account for SSBN procurement.

In the 1970s and 1980s, the United States procured the current Ohio-class SSBN submarines within the Navy’s shipbuilding (SCN) account. In 2015, Congress created a special fund, the National Sea-Based Deterrence Fund (NSBDF), for procurement of Columbia-class SSBNs.

Do you have a view on how the cost of Columbia-class SSBNs should be funded – solely from Navy resources, from a combination of Navy and other-than-Navy (e.g., OMB and other Defense) sources, or with a different approach? If so, please explain.

If confirmed, I will work with Congress to determine the best approach to funding the Columbia-class SSBN program. I do support the acquisition authorities provided by Congress, which are helping the Navy build the Columbia-class SSBNs more affordably.

Aircraft Carriers

After more than $2 billion in cost growth in each of the first three Ford-class aircraft carriers, the costs of these ships range from $11.4 billion to $12.9 billion.

In your view, should the Navy and Marine Corps explore options to complement Ford and Nimitz-class aircraft carriers and/or increase the lethality and survivability of amphibious ready groups with smaller, less expensive aircraft carriers?

I believe that all force structure options that provide the required combat capabilities should be assessed and thoroughly reviewed on an ongoing basis.

When the construction contract was signed in 2008, the planned delivery date of the USS Gerald R. Ford (CVN-78) was September 2015. The ship has not yet been delivered.

What is your understanding of the reasons behind the CVN-78 delivery delay, potential for further cost growth, and the timeline for delivering this ship?

The USS GERALD R. FORD (CVN 78) was finally delivered on May 31, 2017, 20 months behind original delivery date. Her delivery was delayed due to a
number of factors within the Navy, with industry and the inclusion of four major unproven technologies. The FORD Class, the first new aircraft carrier design in 40 years, is expected to be a substantial advancement over the NIMITZ Class, with significantly reduced manning requirements.

What lessons should the Navy learn from the CVN-78 experience?

The lessons learned from CVN 78's design and construction should drive down the cost for follow ships and, if confirmed, I will ensure those accountable for the Ford Class, including me, make sure the costs are reduced. I am told CVN 79 and 80 should achieve significant cost reductions by refining the ship construction process, capitalizing on technological improvements, and enhancing shipbuilder facilities. I am also told construction performance of the JOHN F. KENNEDY (CVN 79) is significantly improved in comparison to CVN 78 and the Navy is taking proactive measures to cut costs even further. If confirmed, I will review in detail how the Navy and industry are addressing lessons learned to ensure they are being applied to the fullest extent in order to drive down the cost of the follow-on ships and to insure what is being advertised is accurate.

In the Fiscal Year 2018 budget request, the USS Enterprise (CVN-80) is estimated to cost $13.0 billion, which is $1.6 billion more than CVN-79. The former Secretary of the Navy certified to the congressional defense committees on April 22, 2016 that CVN-80 will repeat the design of CVN-79. The Navy plans to award the construction contract in March 2018.

Will you personally review the CVN-80 cost estimate to ensure it is fair and reasonable?

Yes, if confirmed as the person with ultimate accountability, I will review the CVN-80 cost estimate in detail. If necessary, I will also request independent cost estimates from outside the Navy.

Littoral Combat Ship (LCS)

In February 2016, the Secretary of Defense announced his decision to down-select to a single LCS variant and reduce the procurement quantity to a combination of 40 basic variant LCS and frigate variants of LCS, as codified in revision 3 of the LCS acquisition strategy signed in March 2016. Section 123 of the National Defense Authorization Act for Fiscal Year 2017 prohibits revisions or deviations from this acquisition strategy unless the Secretary of Defense submits a certification to the congressional defense committees. In the President’s Budget for Fiscal Year 2018 (PB18), the Navy indicated the frigate requirements were being reviewed to increase lethality and survivability and that the frigate competition would be full and open to existing U.S. and foreign frigate designs, which would be built in the United States.
What is your view of the LCS program?

If confirmed, it would be my desire to take a deep dive into the LCS program in order to have a full understanding of the history, the problems, the corrections and the options for the future. I understand the Navy’s 2016 Force Structure Assessment revalidated the warfighting requirement for a total of 52 Small Surface Combatants (SSCs). It is also my understanding the Navy intends to fulfill the SSC requirement with a combination of LCS and its successor, the Frigate.

I believe we should immediately assess the options available to transition to the development and construction of the Frigate. The Frigate will further augment the SSC force with improved lethality and survivability.

What is your understanding of the Navy’s revised PB18 frigate acquisition strategy? Do you support it?

I understand the Navy revised the frigate acquisition strategy to allow adequate time to define the requirements, mature the Frigate design, and thoroughly evaluate design alternatives. While I support the clear need to get this right, if confirmed, I intend to ensure we have a sense of urgency in our efforts in delivering on the strategy.

If confirmed, will you review the current LCS and frigate acquisition strategies and recommend changes if you deem them necessary?

Yes.

The initial operational capabilities for the 3 LCS mission modules, which give the ships combat capabilities, have been delayed by a cumulative of 27 years – 5 years for the surface warfare package (occurred 2015), 9 years for the anti-submarine warfare module (expected 2019), and 13 years for the mine countermeasures package (expected 2021) – creating a significant mismatch between the 26 LCS on contract and their ability to deploy combat capabilities.

Do you consider it acceptable to have 26 LCS on contract with little proven combat capability?

LCS procurements to date have yielded positive results with stable ship designs, improved yard facilities, and a qualified work force with both shipyards in full serial production, delivering ships in an affordable manner. It is my understanding that the delivery of the mission packages to the Fleet has witnessed many delays, the delays in delivering these capabilities is, in my opinion, unacceptable. If confirmed, I will review the Navy’s acquisition strategies for both the seaframes and the mission packages to ensure we are delivering needed capability to the Fleet both affordably and in a timely fashion.
Would you consider halting procurement of further LCS seaframes or maintaining procurement at only the minimum sustaining rate at least until all three modules have achieved an initial operational capability?

The delivery of mission capability for the LCS platforms has been sub optimal. If confirmed, I will review the Navy’s acquisition strategies to ensure we are delivering needed capability to the fleet.

**Naval Aviation**

What is your assessment of the most important challenges facing Naval aviation? If confirmed, what steps would you take to meet those challenges?

After providing for the safety of our Sailors and Marines, the most important challenges facing Naval Aviation are readiness and growing the force. To address these issues, if confirmed I will work to deliver the most effective Naval Aviation capabilities and capacity while striving for the highest yield on invested resources.

Does the Navy have a sufficient number of strike-fighter aircraft? If not, if confirmed, what steps would you take to ensure they do?

If confirmed, I will review the current strike fighter inventory and projected procurements to determine the strategies needed to have sufficient numbers of strike fighter aircraft to execute our National Security and National Military Strategies, both current and future.

What is your understanding of the physiological episodes that the Naval aviation community is confronting and plans to address such episodes?

As the CNO recently articulated, resolving pilot Physiological Episodes in F-18 and T-45 aircraft is Naval Aviation's number-one safety issue. Currently, the Naval Aviation Enterprise is addressing hypoxia and decompression events as the two most likely causes of recent physiological episodes in naval aviators. The CNO and Commandant are receiving regular updates, Fleet awareness is high, protocols are in place, and, if confirmed, I intend to be focused on mitigating risk and provide the resources necessary to correct the potential deficiencies.

**Marine Corps Aviation**

What is your assessment of the most important challenges facing Marine Corps aviation? If confirmed, what steps would you take to meet those challenges?

The Marine Corps challenges are the same as the Navy. After providing for the
safety of our Sailors and Marines, the most important challenges facing Naval Aviation are readiness and growing the force. To address these issues, if confirmed I will work closely to deliver the most effective Naval Aviation capabilities and capacity in the most affordable manner possible.

**Is Marine Corps aviation readiness at an acceptable level? If not, if confirmed, what steps would you take to improve aviation readiness?**

Like the Navy, the Marine Corps has also accepted significant risk in aviation readiness accrued from 15-years of wartime operational tempo and chronic underfunding of many readiness accounts. They also remain challenged with planning for the transition from flying legacy USMC F/A-18A-D and AV-8B aircraft that reach the end of their service life before replacement aircraft (F-35B/F-35C) can be delivered into service. If confirmed, I will work with Congress to ensure our investments address the gap between the Strike Fighter inventory forecasts and global force demands, both current and future.

**F-35 Joint Strike Fighter**

**What is your assessment of the F-35 Joint Strike Fighter? If confirmed, what changes would you seek to implement in the program?**

I am not aware of the detailed status or risks of the F-35 Joint Strike Fighter development program. I do know, however, that both the Navy and Marine Corps are fully committed to F-35 as this 5th generation aircraft provides the necessary capabilities to ensure we maintain air superiority and provide global precision attack against emerging threats. If confirmed, I will review this program to assess the overall status.

**If confirmed, will you direct a reassessment of the Department of the Navy’s total program procurement quantity of F-35s, currently established at 680 aircraft?**

If confirmed, I will fully review the Department’s overall strike asset requirements, taking into account all naval domain systems--airborne, surface and subsurface, manned and unmanned. As delineated in Title X of the Secretary of the Navy’s responsibilities, it is essential that the Department of the Navy provide the warfighting flexibility and lethality to the Combatant Commanders. If confirmed, I will ensure we procure and support the right quantity of F-35 aircraft to ensure we have an effective naval strike capability in support of the Joint Force.

**In your view, are there alternatives for the Department of the Navy worthy of exploring other than purchasing 340 F-35C fighter aircraft, such as purchasing advanced fourth generation fighters still in production, such as enhanced F-18s, or developing a next generation fighter aircraft beyond the F-35’s capabilities?**
If confirmed, I will ensure the Department continues to examine the optimum 4th/5th generation strike fighter mix based on threat assumptions, technology maturation and future strategic assessments.

**Carrier Air Wing**

Do you believe the Navy’s carrier air wing is designed to meet the challenges of today and tomorrow, particularly in terms of available strike range, available payload, electronic warfare, and command and control? Why or why not? If not, if confirmed, what steps would you take to address any gaps?

The Carrier Strike Group (CSG) or Expeditionary Strike Group (ESG) is often the first responder to any crisis. I believe the Department has composed, and will continue to balance, the carrier air-wing (CVW) with the right mix of capabilities to meet the needs of the nation. If confirmed, I will review CSG/ESG capabilities to ensure our CVW roadmaps deliver the warfighting capability and capacity needed to fulfill the requirements of the Combatant Commanders and respond to the threats faced by our nation.

**Unmanned Aviation**

What is your assessment of the appropriate role unmanned aviation has to play in Naval and Marine Corps aviation? If confirmed, what steps would you take to advance unmanned aviation?

I believe that unmanned systems, across all domains, will play an invaluable part in future Naval Warfare. In particular, Unmanned Aviation will play a key role for both the Carrier Strike Group and Marine Air Ground Task Forces. Unmanned families of systems will not only make our manned systems more effective by extending their range and endurance, but they will play key roles in all missions, including forward presence, counter-terrorism, crisis response, strike warfare and security cooperation. If confirmed, I intend to assess how unmanned systems, working in collaboration with manned systems and other unmanned capabilities can provide our Navy and Marine Corps further strategic and tactical advantage.

Do you believe that the MQ-25 should achieve initial operating capability sooner than the current plan of Fiscal Year 2026? If so, what steps would you recommend to achieve an earlier initial operational capability?

The Navy is committed to unmanned carrier (CVN) aviation and MQ-25 is the next step in the integration of unmanned air systems into the carrier air wing (CVW). If confirmed, I will keep Congress informed on MQ-25 development
progress and our efforts to accelerate delivery of this critical enabling capability.

**Munitions**

Munitions inventories, particularly those of precision guided munitions, have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies and operations short of major combat, such as in the current operations in Afghanistan, Iraq, and Syria.

If confirmed, what steps would you take to ensure we have sufficient inventories of munitions to meet our combatant commanders’ needs?

Munitions inventories have also been challenged by several years of budget reductions and instability. In managing risk under the Budget Control Act and Bipartisan Budget Act funding levels for the last 5 years, the Navy prioritized deployed and next-to-deploy forces, manpower, and shipbuilding because it is the least reversible element of procurement. This compelled the need to take risk in surge readiness, shore readiness, and aircraft and munitions procurement.

It is my understanding that the Navy is working to recover readiness in FY17 and address pressing shortfalls in FY18, consistent with the Secretary of Defense's priorities.

If confirmed, I will work with Congress to increase readiness recovery and restoral of these pressing shortfalls as a high priority in FY18, and support the proposed investments in improving munitions inventories.

**Navy and Marine Corps-Related Defense Industrial Base**

What is your understanding and assessment of the systems and processes for identifying, evaluating, and managing risk among the entities that form the Navy and Marine Corps industrial base?

I believe that the Navy and Marine Corps should incorporate industrial base concerns into their acquisition/procurement strategies to ensure risk is appropriately managed. If confirmed, I will ensure the Department of the Navy will continue to manage the risk associated with maintaining a healthy industrial base while balancing prudent expenditure of resources.

Should Department of the Navy acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major end items such as ships, aircraft, munitions, or key repair parts?

Yes. It is important to balance the health and productivity of industrial base when
addressing requirements for recapitalization or modernization of ship, aircraft, munitions, or key repair parts while exercising prudence in resource expenditures.

If confirmed, what changes, if any, would you pursue in systems and processes to improve identification, monitoring, assessment, and timely actions to ensure that risk in the Department of the Navy-relevant sectors of the defense industrial base is adequately managed in order to develop, produce, and sustain technically superior, reliable, and affordable weapons systems?

If confirmed, I will review the current processes and seek opportunities for improvement within the Department of the Navy to ensure the defense industrial base is managed to optimally build and sustain affordable weapon systems with the most efficient use of taxpayer resources.

Science and Technology

What is your understanding and assessment of the role that science and technology programs have played and will play in developing capabilities for current and future Navy and Marine Corps systems?

New discoveries play a vital, though not singular, role in delivering new capability. Ultimately, it is the people—our team of military, civilians, scientists, engineers, business professionals, contractors and dedicated staff—and the broader R&D community across industry, academia and government that will meet the capability needs of future naval forces.

If confirmed, how will you ensure that Navy and Marine Corps science and technology programs will successfully transition to operational warfighting capabilities?

The defining attribute of future naval forces is survivability and speed—not only in operations, but in corporate decision-making and business execution. We must be responsive to the accelerating pace of technology development and create pathways that will result in the timely fielding of new naval capabilities. It requires bold leadership and immediate action to attack this problem with the same intensity we bring to the battlespace. If confirmed, I commit to build on the strong foundation of research, with the talented people and partners in government, academia and industry, and to continue to develop evolutionary and revolutionary capabilities while reducing cost and increasing speed.

If confirmed, what metrics would you use to judge the value and the investment level in Navy and Marine Corps science and technology programs?

The criterion for victory is clear: the rapid fielding of new capabilities that are adaptive, autonomous, integrated, interoperable, survivable, sustainable and
especially, lethal. The Navy Marine Corps team faces growing complexity of threats, which we will not defeat by simply out-spending. Success necessitates speed of innovation, agility and adaptability.

In your opinion, do the test ranges play a valuable role in ensuring that new technologies are ready for deployment? If confirmed, what steps would you take to strengthen the test ranges?

Integral to the process of fielding new capabilities is the need for more demonstrations with the Fleet to mature technologies and prove concepts; thereby reducing risk, cost and time in acquisition. Demonstrations, both live, virtual and constructive, ensures that the technology is ready to move forward. Our Navy needs to accommodate this blended approach to demonstration and test.

Test and Evaluation (T&E) Efforts

If confirmed, how will you ensure that the Navy and Marine Corps T&E infrastructure is robust enough to ensure that new systems and technologies are tested to verify their combat effectiveness and suitability?

If confirmed, I will make it a priority to assess the current approach, with the goal of ensuring that the Navy's T&E infrastructure is adequately funded and managed to provide T&E infrastructure capability to satisfy high priority T&E requirements in a timely manner.

What metrics will you use to assess the quality of the Department of the Navy’s T&E infrastructure?

If confirmed, I will also address this area to ensure the DON has the required T&E infrastructure, to include exploring the private sector for best practices in testing and evaluation.

Information Technology Programs

What major improvements would you like to see made in the Navy’s and Marine Corps’ development and deployment of major information technology (IT) systems?

I believe that the Navy needs to improve the efforts in Cyber - Cyber Deterrence, Cyber Resiliency, while building the foundational capabilities to enhance cyber attribution, cyber resilience of the joint force, and innovative technologies. This will increase the cyber security of our vital IT infrastructure. If confirmed, I will work closely with Navy leadership and our commercial sector partners to leverage existing commercial IT products and solutions in an effort to benefit from our commercial partners’ lessons learned and to capture savings from these efforts.
If confirmed, how will you encourage process and cultural change in organizations so that they maximize the benefits that new enterprise IT systems can offer in terms of cost savings and efficiency?

If confirmed, my goal would be to bring my private sector experience regarding business efficiencies and change management to the Department of the Navy. I will work closely with Navy leadership to instill a top down and bottom up approach to reviewing how IT systems can promote efficiencies and savings which will positively impact overall readiness. Additionally, if confirmed, I will work with Navy leadership to ensure that the Navy workforce has the analytical tools and training to increase the ability to glean more useful information and intelligence from data and the use of IT systems.

What is the relationship between the Department of the Navy’s efforts to implement enterprise IT programs and supporting computing services and infrastructure to support Department of the Navy missions and efforts being undertaken by the Defense Information Systems Agency?

I understand that the Navy is working efforts to ensure that informed, risk-based decisions are made so that every dollar counts, and to the maximum extent practical, the Navy chooses the technical solution or service provider which provides the best value. If confirmed, I will welcome the opportunity to work with the other military Departments and the Defense Information Systems Agency (DISA) to achieve increased security, effectiveness, efficiencies or best value and will further the ongoing efforts by the Navy team to leverage all DISA efforts. As a consumer of computer services and infrastructure, I will look to DISA as a competitive supplier of those services and expect to benchmark them as such. Lastly, if confirmed, I will continue to consider industry solutions in the cases where a more cost effective option is offered.

How will you ensure that appropriate business process reengineering is undertaken and accomplished before initiating new business systems, IT program development, and deployment?

If confirmed, I will work with DON’s Chief Management Office to ensure any investments for defense business systems follow the guidelines identified in the NDAA, Title 10, and any supplemental guidance issued by the Department of Defense. Additionally, our first step must be deciding what capabilities we are trying to achieve. Future capabilities are based on reengineering the high-level future business processes that will deliver those capabilities. This includes selecting and tailoring commercial best practices to meet the needs of the end-user community. Taking a capability focused approach will force us to think how to best improve our business and not exclusively focus on acquiring systems.

What role will the Department of the Navy’s research and testing enterprise play in
the development and deployment of Navy and Marine Corps business IT systems?

Given the Navy’s ever increasing use of commercial products and industry best practices, the role of the research and testing in enterprise IT and business systems is critical. It is important that the Navy makes technically informed decisions that meet its cost and functional performance requirements. The Navy must understand where industry solutions are adequate and where it needs additional development or customization. It is also important to understand how these systems can seamlessly work together and share data to support analysis and decision making. If confirmed, I will further the current Navy efforts to realize the cost savings, capabilities and efficiencies that commercial technologies may provide.

Investment in Infrastructure

Witnesses appearing before this Committee in the past have testified that the military services under-invest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of under-investment in Defense Department installations have led to substantial backlogs of facility maintenance activities, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity. These challenges have been exacerbated by current budget pressures.

What is your assessment of Navy and Marine Corps infrastructure investment?

I believe the Navy Marine Corps investment in infrastructure is inadequate and this inadequate activity is causing a rapidly growing liability and imposing a negative impact on readiness. In recent years, the Department of the Navy has prioritized other higher priority requirements above necessary infrastructure investments. This has created a +$10B project backlog which is affecting current readiness and driving up long term lifecycle and sustainment costs for the infrastructure portfolio.

If confirmed, what actions, if any, would you propose to increase resources to reduce the backlog and improve Navy and Marine Corps facilities?

If confirmed as Secretary of the Navy, leadership will conduct of thorough review of all DON requirements to ensure the Navy and Marine Corps are focusing our limited resources on the most critical and highest priority projects. The significant investments required to rebuild the Navy and the Marine Corps and bolster warfighting readiness will continue to constrain the Department of the Navy’s ability to dedicate appropriated funds to infrastructure improvements. Given the current resource constrained environment, the Department of the Navy must continue to explore innovative ways to leverage public private partnerships and third-party financing in order to overcome the limited availability of
appropriated funds. I would like to thank the Committees for the tremendous flexibility afforded to the Services through important new authorities that allow us to address our infrastructure challenges. If confirmed, I will ensure the DON continues to work with the Congress and seek additional authorities that may help unleash and leverage the value of our assets to improve readiness.

**Base Closure and Realignments**

The Department of Defense has repeatedly requested a Base Realignment and Closure (BRAC) round.

Do you believe another BRAC round is necessary? If so, why?

Coming from the private sector, it makes sense to me that DOD should have the authority to periodically review and adjust its infrastructure to make it more efficient and effective. The five prior rounds of BRAC (88, 91, 93, 95 and 05) continue to save DOD $12B annually and I have been told a new round could save an additional $2B each year. This additional savings would prove critical to efforts to rebuild the Navy and Marine Corps and improve warfighting readiness. A future BRAC round might also afford the DON the opportunity to better unleash the inherent value of Department assets and leverage that value to improve capabilities and readiness.

If confirmed, and if Congress were to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the Department of the Navy?

Military value is the primary consideration in determining priorities for reduction and consolidation. The Department of the Navy would focus on eliminating excess capacity, improving operational readiness, maintaining quality of service, and saving money while balancing those efforts with potential future growth of the force. Since this does need to be looked at Department wide, I would work closely with the Service Chiefs to assess priorities and ensure we “get it right.” It is essential the DON accurately assesses its current and future requirements and that we focus on preserving those critical and often irreplaceable assets including testing and training ranges.

If confirmed, and if Congress were to authorize another BRAC round, what is your understanding of the responsibilities of the Navy and Marine Corps in working with local communities with respect to property disposal?

If Congress authorized another BRAC round, DON would work closely with all affected local communities and DOD recognized Local Redevelopment Authorities to achieve transfer and redevelopment goals. In previous BRAC rounds, our strong commitment to this process has been mutually beneficial to
DON and the local communities. Transferring properties from previous BRAC rounds has often proven onerous. I would request the Committees consider BRAC Authorities that would enable the Department to more quickly transition property for reuse.

**Sexual Assault Prevention and Response**

**What is your assessment of the Navy and Marine Corps sexual assault prevention and response programs?**

I believe sexual assault is a significant problem and a serious threat to the morale, good order, discipline, and readiness of the Department of the Navy. The sexual assault prevention and response (SAPR) programs must be a clear priority in the Navy and Marine Corps. I understand that both Services within the Department are engaged in the active pursuit of facilitating heightened awareness of sexual assault, how it threatens the armed forces, and reporting options for victims and witnesses. The Chief of Naval Operations and Commandant continue to work closely with the Department and demonstrate both a clear understanding of the risks to the services of this criminal activity, as well as a commitment to the eradication of this threat. The SAPR programs need the requisite tools and resources to further their mission, which includes ensuring the availability of comprehensive care for sexual assault victims. The Department must continue to emphasize a climate of dignity and respect where male and female victims alike are empowered to report this crime.

If confirmed, I am firmly committed to continuing to focus our resources and enhancing our efforts in terms of both prevention and response.

**What is your view of the adequacy of the training and resources the Navy and Marine Corps have in place to prevent sexual assaults and to investigate and respond to allegations of sexual assault?**

If confirmed, I will work closely with key leadership in the Secretariat, the Services and the private sector to identify any inadequacies, resolve them, and explore ways to improve the system.

The training environment must be robust and focused on changing adverse attitudes and behaviors with the goal of encouraging Marines and Sailors to take an active role in preventing sexual assault. Part of this prevention effort is helping Marines and Sailors understand healthy relationships and the positive impact they have on the Marine Corps as a whole.

The Navy must be steadfast in its efforts to improve victim services and increase confidence and trust in the response system; only when victims are confident in the support they will receive will they come forward to report. Support services
must be comprehensive so victims can obtain support immediately via 24/7 support lines; receive assistance via credentialed Sexual Assault Response Coordinators and Victim Advocates; and access world class medical, counseling, and legal support through qualified professionals.

What is your assessment of the Navy and Marine Corps Victims’ Legal Counsel programs?

I understand Victims' Legal Counsel (VLC) are certified, trained, and qualified attorneys who provide essential support, assistance, advice, and advocacy for victims of sexual offenses as cases navigate the military's disciplinary and administrative systems. However, I do not expect to rest on our laurels. If I am confirmed, I will focus on continually exploring best practices and providing the best services available to uniformed members and their families.

I believe that the VLCs should serve as personal legal advocates to ensure victims are in the best position to leverage all of the tools available to them. The program should help ensure victims are advised and assisted in exercising their rights by trained judge advocates. I understand Navy VLCs have built strong relations with local commanding officers and Sexual Assault Prevention and Response (SAPR) program personnel.

What is your understanding of the adequacy of Navy and Marine Corps resources and programs to provide victims of sexual assault the medical, psychological, and legal help they need?

It is my belief that effective services should be widely available, and that sexual assault victims should receive a high priority for care and support. I understand Sexual Assault Forensic Exams are now widely available at Navy hospitals, and numerous providers have been trained in the special requirements of victim support. If confirmed, I will ensure Navy and Marine Corps leaders at all levels have the resources they need to train unit personnel as well as advise and assist victims of sexual assault. If confirmed, I will explore ways to sustain and expand these efforts.

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

Military commanders are charged with fostering an environment where sexual assault and the behaviors and actions that may lead to it are unacceptable. They drive the command climate and culture and ensure a safe and productive working environment. Their involvement in the disciplinary process is important. I believe it is critical to the military justice process that military commanders have disposition authority over sexual assaults, and do not favor removing this authority from commanders. I will, however, carefully consider any
recommendations from the Judicial Proceedings Panel (JPP) and of independent review groups that can improve the Department's SAPR program.

**What is your assessment of the Navy’s and Marine Corps’ protections against retaliation or reprisal for reporting sexual assault?**

Stopping retaliation and reprisal is critical and we must continue to focus on it. I understand the Department is taking action to include, among other things, the use of live-action interactive training that involves audience participation in scenarios designed to educate about how to recognize and prevent retaliation and ostracism - to over 90,000 Sailors and Marines world-wide. I also understand that in addition to training senior leadership on this matter, a key component of the Department of the Navy's response is confronting such conduct through strengthening leadership skills among managers at the lower ends of the chain of command and in individual workplaces. If confirmed, I am committed to assessing our training and support programs and helping sexual assault survivors heal and succeed - both in the Service and in their personal lives - and I will take any appropriate measures to ensure victims are protected.

**Child Abuse in Military Families**

Recent press reports indicate that the number of incidents of child abuse in military families has increased.

**What is your understanding of the extent of this issue in the Navy and Marine Corps, and if confirmed, what actions will you take to address it?**

My understanding is that the Family Advocacy Program (FAP) monitors all reported incidents of child maltreatment in the Department of the Navy. The Department provides OSD a quarterly report of findings and works with the other services to address this issue. Programs such as New Parent Support and Prevention & Education focus on preventing child abuse and neglect through public awareness, outreach campaigns, group education, and individual home visitation. If confirmed, I will continue to conduct analysis, align our prevention and education efforts accordingly, and monitor clinical programs that support families who are at risk or have experienced child abuse and neglect.

**Abusive Online Conduct**

Recently, this Committee considered testimony on reports that certain members of Marines United, an unofficial Marine Corps Facebook group, were found to be posting degrading comments and sharing nude photos of female service members. Members of the group included a number of active-duty service members, former military members, and military retirees.
What is the current Department of the Navy policy for use of social media by Sailors and Marines?

It is my understanding that the Department of the Navy policy is that any form of harassment, discrimination, or hazing, online or otherwise, is not tolerated, and is inconsistent with the core values of the Navy and Marine Corps. The policy provides commanders with mechanisms for judicial or non-judicial punishment and administrative measures, as appropriate. Behaviors that rise to the level of sexual harassment, whether conducted person-to-person, online, or by any other method, are covered under this policy. I also believe the Marine Corps and Navy have recently promulgated new guidance for wrongful distribution or broadcasting of intimate images.

In your view, is this policy adequate to address abuses such as what occurred in the Marines United incident?

Vigilance is the key to ensuring that the DON social media policy has teeth to preclude the behaviors the policy is intended to prevent. Rest assured, if confirmed, I will be vigilant and will charge Navy and Marine Corps members of all ranks to exercise vigilance, at all times, and to hold offenders accountable through appropriate judicial, non-judicial and administrative means, as warranted by the circumstances.

Additional policy changes may be necessary to address online misconduct and inappropriate online behavior to modernize our approach to this relatively new issue and to ensure that leaders and their Marines and Sailors understand how to behave responsibly online.

If confirmed, what action would you take to ensure that members of the Navy and Marine Corps are not subjected to abusive online conduct?

If confirmed, I pledge to continue to review our policies to ensure we keep abreast of developments in technology and social media and to train all personnel in the Department of the Navy on how to behave responsibly online-so that all understand they do not abandon their ethical and moral responsibilities when they enter the online world, and that our Service's core values of Honor, Courage, and Commitment apply wherever they go, whenever they go there.

If confirmed, I will assess the progress the Navy and Marine Corps have made since the discovery of the Marines United revelations, in terms of trends in the number of incidents, and enforcement of the policy to hold violators accountable and, where appropriate, separate them from the Department of the Navy.

In your view, do the Navy and Marine Corps have sufficient legal authority to hold offenders accountable for such misconduct?
I believe that, for the most part, Navy and Marine Corps have sufficient legal authority to deal with most misconduct that may be committed by Sailors and Marines. But I understand that as new forms of technology emerge, there may be adjustments necessary to ensure available authorities keep pace with the tools by which such misconduct may occur. Although there is no specific offense under the Uniform Code of Military Justice (UCMJ) addressing the nonconsensual distribution of intimate images, I believe that Commanders currently have adequate tools at their disposal to hold offenders accountable for online misconduct.

If confirmed, I will look at this issue carefully and I will let Congress know if, for any reason, I determine that the Department or individual Services lack the necessary authorities.

**What legislative authorities, if any, do you believe are necessary to address this problem?**

I believe that the Navy conducted an assessment of all legal and administrative tools and is considering what, if any, additional authorities may be needed. If confirmed, I will work with Navy and Marine Corps leaders to determine whether the Services have the necessary tools, and I will not hesitate to ask Congress for any assistance needed to eradicate this behavior from the Department of the Navy.

**Religious Guidelines**

In your view, do Department of Defense policies concerning religious accommodation in the military appropriately accommodate the free exercise of religion and other beliefs, including individual expressions of belief, without impinging on those who have different beliefs, including no religious belief?

I believe that the DON provides for the free exercise of religion to the maximum extent possible by all members of the Military Services who choose to exercise that right in concert with DoD policies.

**Do you agree that the primary role of the military chaplaincy is to provide for the free exercise of religion by all service members and that military chaplains are sufficiently trained to perform or provide for this constitutional right in today’s pluralistic military community? If not, why not?**

Yes, I believe that Chaplains provide for those of their own faith, and facilitate the meeting of religious needs of those of other faiths as trained by the Navy Chaplain Corps.
Do you believe it is the role of military chaplains to provide for the religious and spiritual well-being of all members of the armed forces, regardless of their faith beliefs?

Yes, I believe Chaplains provide and facilitate for the religious beliefs of all members, to include for the faith-specific needs of co-religionists.

Do you believe that current policies provide sufficient guidance to military chaplains who conduct non-religious command training where attendance is required or encouraged to allow chaplains to discuss their religious faith anecdotally and respectfully in a pluralistic setting to support the training objectives?

Yes, I also believe Chaplains willingly serve in the pluralistic environment of the military because they are selfless patriots. I am confident in their desire to care and facilitate for all, and that they are trained to discern the venues for inclusion, and exclusion, of religious elements.

**Women in Combat Integration**

Do you believe it is necessary for improved military readiness to allow women to serve in the combat arms?

I believe without reservation that every patriot, with a desire to serve, should be afforded that opportunity, with the singular caveat that all must meet the standards of the Navy and Marine Corps. Maintaining warfighting advantage requires diversity of experience, background and ideas. The Services must pull from the widest pool of talent and backgrounds to maximize warfighting capability, adapt to emerging threats and challenges, and leverage new opportunities. I believe the Department of the Navy is committed to allowing all applicants to compete for any combat arms position if they have the propensity and are fully qualified. If confirmed, I will support that commitment.

What is your understanding of the plan to integrate women into the ground combat arms?

It is my understanding that all combat arms positions are open to women who meet the qualifications to fill them. All combat units are open and female leaders are being assigned to those units and will be in place as junior female Marines enter those units. A years-long research and assessment effort of the Marine Corps Integration Implementation Plan (MCIIP) commenced this past April, and is expected to inform a significant portion of the annual updates to Congress. The MCIIP tasks are either complete or ongoing as enduring efforts.

While I understand the number of applicants for Navy Special Warfare combat positions is relatively small to-date, the integration initiative is still in its infancy. The Navy has a long and successful track record of successfully integrating
women into previously closed occupations, and I am confident that, as in the past, successful integration will occur, while maintaining the quality and capability of the force. If confirmed, I will keep a close eye on the progress to determine whether it becomes necessary to revisit any aspects of the integration plan.

The Marine Corps’ research demonstrated that women suffered higher injury rates among women than men when engaged in field combat exercises and training. Does this research concern you? If so, how will you mitigate these effects?

The health and safety of all service members is of great concern to me. The studies that were conducted provided a significant amount of data concerning the physiology, types of injuries, and injury rates sustained by both men and women. If confirmed, and as additional data is gathered, I will assess any necessary measures to protect the health and safety of all service members.

If women become subject to the draft, should they also be prepared for involuntary assignment based upon the needs of the Navy and Marine Corps?

Yes; without question. Our all-volunteer military needs access to the broadest range of talent - male and female - that our Nation has to offer. In the highly unlikely event of a draft, all who have registered for the Selective Service - and all Americans - should be prepared to defend our Nation.

What is your opinion on whether men and women in combat and special forces specialties should be subject to the same physical requirements for participation in those specialties?

I support the 3 Dec 2015 SECDEF memo: "The Services will continue to apply previously developed and validated operationally relevant and objective standards for all career fields to assure that leaders assign tasks and career fields throughout the force based on ability, not gender." I believe this approach is integral to preserving unit readiness, cohesion, and morale.

Recent Changes by Former Secretary of the Navy Ray Mabus

Former Secretary of the Navy Ray Mabus made a number of changes to Navy programs during his tenure. This Committee heard from Sailors and Marines inquiring as to the reasons for these changes.

What is your opinion on requiring female Sailors to purchase new uniforms that are designed to more closely resemble the male Navy uniform?

I am aware of the concerns about the design changes among many Sailors, as well as in the Congress. A more effective dialogue with the force would have served to
alleviate some of the concerns, which I am told they have now been addressed.

If confirmed, will you commit to informing this Committee of the rationale behind any changes to uniforms, ratings, or personnel policies during your tenure?

Yes.

Military Health Care

Section 702 of the National Defense Authorization Act for Fiscal Year 2017 transferred direct oversight and management of military hospitals and clinics from the military services to the Defense Health Agency (DHA). In March 2017, this Committee received the Department of Defense’s preliminary draft interim report on section 702, which described the Department’s intent to develop a component model to administer and manage military treatment facilities. Under this component model, the Department would establish service intermediary commands, and those commands would be subject to two separate lines of authority – the DHA and the Services.

In your view, how would a component model streamline the administration and management of military treatment facilities?

The Military Health System currently operates military treatment facilities through multiple agency and command structures, including the Service Medical Departments, multiple Regional Commands, enhanced Multi-Service Markets, and the National Capital Region Medical Directorate. My previous experiences in corporate consolidations support the consolidation of responsibilities under a component model that will enable standardization of many business and clinical functions, resulting in added efficiency and an improved experience of care for our beneficiaries.

In your view, how would a component model achieve the Committee’s goal to eliminate multiple inefficient layers of management and bureaucracy in Department of Defense medical operations?

Transition to a component model will dynamically transform, standardize, and streamline management of the Direct Care System. This standardization will result in added efficiency and an improved experience of care for our beneficiaries, all while ensuring the Services meet their readiness mission in the most effective and efficient manner possible.

In your view, how would a component model eliminate the current stove-piped medical command structures of the Services?

The component model provides us an opportunity to balance consolidation of core health care management business functions and elimination of unwarranted
duplicative activities, while minimizing the negative impacts to providing agile, rapid, and ready support to our Navy and Marine Corps. The "dual-hatting" of the service intermediate command establishes an integration point for the administration and management of health care delivery in military treatment facilities under the single authority, direction, and control of the Defense Health Agency - creating a single integrated military health care system.

If confirmed, will you work with the Deputy Secretary of Defense to reevaluate the Department’s decision to proceed with a component model to implement section 702?

I fully support the decision of the Department and, if confirmed, I am committed to ensuring the successful implementation of the construct of Military Departments and the Defense Health Agency working together interdependently to meet both readiness and healthcare delivery missions.

If confirmed, how would you ensure a rapid and efficient transfer of the operations of the Navy’s military medical facilities to the DHA?

If confirmed, I will remain focused on providing a structure that maximizes the efficiencies of healthcare delivery through standardized military treatment facility operations, resource management, patient services, and other functions while minimizing any adverse impact on the effectiveness of our readiness mission.

If confirmed, how would you ensure that the Navy reduces its medical headquarters staffs and infrastructure (including regional command staffs and infrastructure) to reflect the changing scope and size of its health care mission?

If confirmed, I will monitor the transition and watch for efficiency opportunities presented by the consolidation of responsibilities from the Service Medical Departments to the Defense Health Agency, under the component model. I would also look for best practices that are used in the private sector.

**Family Readiness and Support**

What do you consider to be the most important family readiness issues for Marines, Sailors, and their families, and, if confirmed, how would you ensure that family readiness needs are addressed and adequately resourced, especially in light of current fiscal constraints?

I think among the most critical family readiness issues among Sailors and their families, is the unacceptable, and quite frankly, frighteningly-high incidence of suicide, sexual assault, domestic violence, and drug and alcohol abuse. Taking care of Marines, Sailors and their families is a key element of overall readiness and combat effectiveness. The most important family readiness issues facing the
Navy and Marine Corps are: 1) Unstable fiscal environments and the impact on Quality of Life and readiness; 2) Effective solutions to reduce sexual assaults, suicides, and other destructive behaviors; and 3) Improving facilities to support training, operations, and Quality of Life. If confirmed, I am committed to ensuring that the outstanding array of programs and services currently available to support Navy families will remain a top priority when competing for austere budget resources.

**Systems and Support for Wounded Sailors and Marines**

*What is your assessment of the progress made to date by the Department of the Navy to improve the care, management, and transition of seriously ill and injured Marines and Sailors, and their families?*

Our Wounded Warriors remains one of our highest priorities. If confirmed, I will ensure that they always are. We have made great strides in recent years to improve their care, case management, and transition to civilian life, but there is always room for improvement. Through close coordination with the Office of the Secretary of Defense and the Department of Veterans Affairs, these special service members are made fully aware of the support services and benefits that will be available to them.

*If confirmed, are there additional strategies and resources that you would pursue to increase the Department of the Navy’s support for wounded, ill, and injured Marines and Sailors, and to monitor their progress in returning to duty or to civilian life?*

I believe that periodic outreach through targeted social media and telephone contact addresses our moral obligation to ensure these deserving individuals are aware of, applying for, and receiving the benefits and services available to them is a good start.

Partnerships with academia, the private sector and other governmental agencies are a key factor in our ability to successfully support our Sailors' and Marines' future success. The 2017 National Defense Authorization Act provides additional authorities to expand and enhance these relationships. If confirmed, I am committed to pursuing those partnerships that will provide our service members with the best strategies and resources for continued success in serving our nation or in their transition to civilian life.

**Senior Military and Civilian Accountability**

*While representative of a small number of individuals in the Department of Defense, reports of abuses of rank and authority by senior military and civilian leaders and failures*
to perform up to accepted standards are frequently received. Whistleblowers and victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.

What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department of the Navy?

The Department of Navy's core values are honor, courage, and commitment. The foundation of our success lies in the ability to gain and hold the trust of our personnel and the chain of command by setting a positive, professional and personal example, consistent with the Navy's core values. These values are the cornerstone of the DON's culture and they guide behavior. Senior leaders are entrusted to uphold the highest standards of personal and professional conduct at all times. Meeting these high standards of conduct is as critical as meeting our high standards of material, personnel and operational readiness. Make no mistake, if confirmed, I hold this issue as a high priority and accountability will be the keyword.

If confirmed, what steps would you take to ensure that senior leaders of the Navy and Marine Corps are held accountable for their actions and performance?

All allegations of misconduct involving senior leaders are and will be investigated. All completed investigations are and will be reviewed and, when warranted by the evidence, appropriate administrative or disciplinary actions will occur. If confirmed, I will continue the Navy's focus on character development, and I will be firmly committed to holding senior leaders accountable regardless of rank or position. There is no room for any behavior, criminal or otherwise, that undermines the trust and confidence within the services or the civilian population.

Management and Development of the Senior Executive Service

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 Navy and Marine Corps senior executive workforce, especially in the critically important areas of acquisition, financial management, and the scientific and technical fields?

The crucial role of the senior executive cadre in meeting the Department of the Navy mission cannot be understated as they lead major organizations, managing the day-to-day operations of the entire Department. It is imperative that we remain focused on supporting our talent pool. If confirmed, I will work with the
Navy and Marine Corps team to ensure that Executives are not only placed in the correct position, but also offered ongoing training and educational opportunities so that they can be successful as individuals and on behalf of the enterprise.

Do you believe that the Department of the Navy has the number of senior executives it needs, with the proper skills, to manage the Department into the future?

I will work across the Department of the Navy enterprise to ensure that the levels of senior leadership are positioned correctly to fully support mission readiness and effectiveness. It is imperative to ensure SES integration with military and civilian leadership on the decisions made going forward to sustain the level of readiness necessary to support the Navy and Marine Corps mission. I also believe that we must provide the SES corps a robust management performance tool in order to provide the services the best in class civilian managers.

China

From your perspective, what effect is China’s expanding economy and growing military having on the region at-large, and how does that growth influence the U.S. security posture in the Asia-Pacific region?

From what I have read, China's growing military capabilities are of concern to our allies and partners throughout the Asia Pacific region-particularly in light of China's excessive Exclusive Economic Zone claims in the SCS. Our posture should ensure we are able to sail or fly, with allies and partners, anywhere international law allows. The accelerated pace of China’s expanding economy and growing military, as well as its modernization could possibly contest U.S. military activity within regional areas of proximity to China. If trends continue, China may evolve its standing as a strategic competitor for regional prominence.

What can the U.S. Naval forces do, both unilaterally and in coordination with allies and partners, to counter the increasing challenge posed by China in the East and South China Seas?

I believe a U.S. approach relies upon a continuing forward presence of forces in contested areas so that we can, if needed, deter conflict, contain escalation, and respond to crises, not only unilaterally, but with our allies and partners. Accelerated investments in technological improvements will aid in this, and studies should be undertaken over what advancements are most important relative to threats.

Given that China’s land reclamation in the South China Sea demonstrates a disregard for international rules and norms, do you support the UN Conventional on the Law of the Sea? Do you believe the United States should ratify the convention?
Yes, I support UNCLOS. And, as China is a signatory to UNCLOS, we should hold them to those treaty standards. While we abide by its tenants, formally ratifying UNCLOS would further enhance our position on this issue. So, yes, I support the ratification of UNCLOS.

Asia-Pacific

Do you believe that helping countries in Southeast Asia increase their naval capacities is in the strategic interests of the United States? If so, in your opinion, what is the best approach to maximize U.S. security assistance funding?

Yes, I believe it is in our interests. If confirmed, I look forward to studying this issue in depth with the PACOM commander and providing you a more detailed response. However, I believe we must maximize all of the tools at our disposal to enhance the capabilities and capacities of our partners and allies. The Asia-Pacific arena is likely to remain the most consequential region for the security of the United States well into the future. As such, the DON should be committed to providing relevant, ready, and resilient forces forward with the means and capabilities necessary to protect the Nation’s enduring interests. The Navy’s strategic laydown and dispersal plan must continue to be reviewed annually to optimize the worldwide assignment of navy ships and aircraft.

Russia

Senior U.S. military officials have said Russia is the number one threat to the United States.

Please describe the challenges U.S. Naval forces face from Russia and what steps may be required by Naval forces to address these concerns.

I believe that Russia is the most significant near-term, potential threat. Their technological advancements allow them to threaten U.S. naval forces and the U.S. homeland now and in the future. That said, I believe that U.S. Navy’s deployed forces remain fully ready to respond should they be called upon to do so.

If confirmed, I would routinely assess Navy readiness and the ability to execute operational plans against all potential adversaries, and recommend to the President and Secretary of Defense any changes required to ensure success.

Iran

Iranian malign influence appears to continue to grow throughout the Middle East.
Please describe the challenges U.S. Naval forces face from Iran and what steps may be required by Naval forces to address these concerns.

Iran has proven by their actions that they pose a danger throughout the Middle East. As they evolve their capabilities and develop asymmetric tactics, techniques and procedures, this could result in a confrontation with United States forces in the region. In order to prepare and mitigate this evolving threat, I believe we must maintain a U.S. Navy aligned with our partner nations and allies in a forward deployed posture in these areas, particularly to ensure the freedom of movement in the strategic approaches of the Arabian Gulf, the Gulf of Oman, the Gulf of Aden, Bab-al-Mandeb (BAM), the Red Sea, and the Suez Canal. If required, the Navy and Marine Corps must be ready to respond with credible combat power.

Operational Energy

In his responses to the advance policy questions from this Committee, Secretary Mattis talked about his time in Iraq, and how he called upon the Department of Defense to “unleash us from the tether of fuel.” He stated that “units would be faced with unacceptable limitations because of their dependence on fuel” and resupply efforts “made us vulnerable in ways that were exploited by the enemy.”

Do you believe this issue remains a challenge for the Department of Defense?

I agree with SECDEF’s testimony and the DON will continue to pursue energy initiatives that are good for the warfighter, improve readiness, and those projects that have a strong business case. Fuel is an essential enabler of combat capability and past and future improvements will enable our forces to extend combat range, remain on station longer, and reduce the vulnerability of our forces by decreasing our logistical tail. Incorporating energy efficient technologies, better operational procedures, and a reinforced culture of conservation fully supports the CNO’s Design for Maintaining Maritime Superiority.

If confirmed, what specific steps will you take to unleash the Navy and Marine Corps from the tether of fuel?

The DON will continue to invest in operational energy technologies that improve combat readiness and capability, reach of the fleet, and invest in research and development that will improve the efficiency and combat capability of the future Fleet. Crucial to this effort is continued partnership with private industry.

If confirmed, what priorities would you establish for defense investments in and deployment of operational energy technologies to increase the combat capabilities of warfighters, reduce logistical burdens, and enhance mission assurance on our installations?
If confirmed, I intend to have the DON remain focused on delivering energy solutions that enhance the flexibility of the warfighter, improve readiness, or that have a strong business case. We will increase the efficiency of our weapons systems and diversify our energy sources to minimize operational risks associated with long supply lines. The DON will maintain a strong focus on meeting the increasing energy requirements of future platforms and weapons systems including future surface combatants, rail guns and lasers. Our installations require reliable, resilient, and efficient energy, and thus, the Department will continue to improve shore energy resiliency through innovative partnerships with commercial utilities, distributed energy and storage solutions, and the use of micro-grid technology and cyber security solutions.

If confirmed, how will you consider operational forces’ energy needs and vulnerabilities during training exercises, operational plans, and war games?

I believe the growing challenges from peer/near-peer competitors around the globe exacerbates the risk to our ability to adequately supply the energy needs of our forces. Energy risk analysis through robust wargaming is essential to identify our vulnerabilities and guide us toward solutions to address logistical energy challenges.

Energy and Acquisition

How can our acquisition systems better incorporate the use of energy in military platforms, and how, if at all, are assessments of future requirements taking into account energy needs as a key performance parameter?

It is my understanding that the Department of the Navy is currently working to formalize energy considerations, and enhanced participation of Navy energy officials, in its acquisition governance processes. Although the Navy already places emphasis on energy in its acquisition policies, this formalization will further enable effective incorporation of energy considerations in the design of Navy and Marine Corps platforms and systems. It is also my understanding that an energy key performance parameter is currently mandatory as a matter of policy for most Department of Defense acquisition programs, unless it is waived by an appropriate requirements authority.

Energy Resiliency in the Fight Against the Islamic State of Iraq and Syria (ISIS)

Back in July 2016 after a coup attempt, the Turkish government cut off power to Incirlik Air Base, which is the primary platform for launching coalition airstrikes in the fight against ISIS. For roughly a week, deployed units had to operate relying on backup generators, which is expensive and is certainly not the preferred method of operation given the demanding tempo of sorties against ISIS. Recently, the Air Force described an incident
in the past (via open source) in which a remotely piloted aircraft (RPA) mission based in the United States was flying a targeting mission overseas. Because of a power outage stateside, the RPA feed temporarily lost visual and the target was able to get “away and is able to continue plotting against the United States and our allies.”

If you are confirmed, how will you specifically address and make energy resiliency and mission assurance a priority for the Navy and Marine Corps, to include acquiring and deploying sustainable and renewable energy assets to improve combat capability for deployed units on our military installations and forward operating bases?

The DON is instituting an Energy Security Framework that sets energy security requirements, facilitates gap analysis, helps compare gaps to mission risks, and provides a methodology to prioritize shortfalls against available funding and third party financed options. This framework will also inform vulnerabilities and opportunities to reduce risk at forward operating locations.

Do you support the J-4’s enforcement of the energy supportability key performance parameter in the requirements process?

Yes, and I appreciate the Joint Staff and OSD efforts to streamline the KPP requirements so that they are applied where energy is a key enabler of warfighting requirements, such as in aircraft or tanks, for example.

Section 2805 of the National Defense Authorization Act for Fiscal Year 2017 gave the Defense Department new authority to plan and fund military construction projects directly related to energy resiliency and mission assurance, and to help address and mitigate against incidents like Incirlik, not to mention secure micro-grids to help prevent cyber-attacks.

If confirmed, will you commit to use section 2805 to support mission critical functions, and address known energy vulnerabilities with projects that are resilient and renewable?

The DON has already started to use this authority to improve resilience on its installations with projects planned in FY18 and beyond. The DON is also conducting a DON wide review of installation energy vulnerabilities and prioritizing projects to resolve them through available funding programs.

Environment

If confirmed, will you comply with environmental regulations, laws, and guidance from the Environmental Protection Agency?

Yes.
If confirmed, will you make the same level of investment for the Defense Department’s Environmental Research Programs?

We will continue to balance our environmental program requirements against available resources, and maintain our commitment to protect our natural resources and our ability to train and operate worldwide.

If confirmed, will you work with the Department of Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness and protect the environment on and around U.S. military installations?

Yes, the DON will continue to be good stewards of the environment and will work with these agencies and other stakeholders to ensure military readiness.

**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 position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

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

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 in a timely manner?

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 this Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes.
Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?

I agree to respond appropriately to letters and requests for information from members of this Committee.

If confirmed, do you agree to provide to this Committee relevant information within the jurisdictional oversight of the Committee when requested by the Committee, even in the absence of the formality of a letter from the Chairman?

I agree to respond appropriately to letters and requests for information from members of this Committee.