

**Advance Questions for General T. Michael Moseley, USAF**  
**Nominee for the Position of Chief of Staff of the U. S. Air Force**

**Defense Reforms**

Almost two decades have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of these reforms, particularly in your assignments in the Directorate for Strategic Plans and Policy on the Joint Staff, as Commander, 9th Air Force and U. S. Central Command Air Forces, and as Vice Chief of Staff of the U. S. Air Force.

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

Absolutely.

**What is your view of the extent to which these defense reforms have been implemented, particularly in the U. S. Air Force?**

OIF provides an excellent example of how far the reforms have come. During major combat operations, I had an excellent relationship with special operations, ground and sea based forces as the air component commander. I witnessed first hand how the services shared information and supported one another to create a whole that was greater than the sum of its parts. Almost everything the Air Force does is done in a joint manner now, and I believe we have effectively changed our culture to thinking in terms of the joint fight.

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

Goldwater-Nichols has moved our military from a mindset of deconfliction to a mindset of interdependence. This has enabled the Combatant Commanders to strike our enemies faster, harder, and save more American lives.

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

**Do you agree with these goals?**

Completely.

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

I do not have any specific recommendations to amend Goldwater-Nichols. We have been on the right path for the last 20 years. If confirmed, I will work closely with the Secretary of Defense, Secretary of the Air Force, and the Congress on any changes that might be needed.

**Twenty years ago, the Packard Commission recommended the establishment of a streamlined acquisition organization, under which Program Managers would report to Program Executive Officers, who would report to Service Acquisition Executives and an Under Secretary of Defense for Acquisition. This change established unambiguous authority for acquisition policy and execution and a clear chain of command for program managers. It also removed the service chiefs from the chain of command for acquisition programs.**

**What is your view of the recommendations of the Packard Commission and the manner in which they have been implemented?**

Our Service experience with the Packard Commission recommendations such as removing ambiguous lines of authority for execution and involving operators in early test activities, has been largely favorable. After nearly 20 years of implementation though, it is clear that more remains to be done. In fact, a special study is now underway on behalf of the Department to improve the acquisition system and processes. I look forward to working with the Department and members of Congress to facilitate this most critical effort.

### **Relationships**

**Section 8033 of title 10, United States Code, discusses the responsibilities and authority of the Chief of Staff of the Air Force. Section 151 of title 10, United States Code, discusses the composition and functions of the Joint Chiefs of Staff, including the authority of the Chief of Staff of the Air Force, as a member of the Joint Chiefs of Staff, to submit advice and opinions to the President, the National Security Council, or the Secretary of Defense. Other sections of law and traditional practice, also establish important relationships outside the chain of command. Please describe your understanding of the relationship of the Chief of Staff of the Air Force to the following officials:**

#### **A. The Secretary of Defense**

The Secretary of Defense is the principal assistant to the President in all Department of Defense matters. As a Service Chief and member of the Joint Chiefs of Staff, I will work closely with the other members of the Joint Chiefs to provide the best possible military advice to the Secretary of Defense, particularly with regard to matters of air and space operations, policy, and strategy.

#### **B. The Secretary of the Air Force**

The Chief of Staff of the Air Force is directly responsible to the Secretary of the Air Force (SecAF) and performs duties subject to his authority, direction, and control. For the SecAF, the Chief of Staff is responsible for providing properly organized, trained, and equipped forces to support the combatant commanders in their mission accomplishment. He exercises supervision over members and organizations of the Air Force advising the Secretary on plans and recommendations, and acting as agent of Secretary, implements upon approval. I will work very closely with the Secretary toward this end; continuing the Air Force transformation into an agile expeditionary force, capable of rapidly responding on a global scale, with tailored forces ready to deal with any contingency.

#### **C. The Under Secretary of the Air Force**

The Under Secretary of the Air Force and Assistant Secretaries work to ensure implementation of the Secretary's goals for the Air Force of a transformed agile expeditionary force. If confirmed, I will work closely with each of them to reach the Secretary's vision.

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

If confirmed, I will work with and through the Chairman in formulating military advice as a member of the JCS by advising him on the capabilities of the Air Force and its preparations to support military operations by combatant commanders. I look forward to performing the Chief of Staff's statutorily assigned duties of providing properly organized, trained, and equipped forces to the Combatant Commanders to accomplish their mission and providing military advice to the President, National Security Council, and Secretary of Defense on matters within my expertise, as required.

#### **E. The Vice Chairman of the Joint Chiefs of Staff**

The Vice Chairman has the same statutory rights and obligations of other members of the Joint Chiefs of Staff. When performing duties as the Acting Chairman, the Vice Chairman's relationship with the Combatant Commanders is

exactly the same as that of the Chairman. If confirmed, I will assist the Vice Chairman to execute duties prescribed in statute and otherwise directed by the Chairman or Secretary of Defense. I will advise the Vice Chairman on the capabilities and future requirements of the Air Force.

#### **F. The Chiefs of the other services**

Our Armed Forces can only be truly effective in service to this great nation if we work closely, capitalizing on our individual strengths and complementing our capabilities. If confirmed, I am committed to cooperating with the Chiefs of our other services to enhance mutually beneficial relationships as we carry out our responsibilities as members of the Joint Chiefs of Staff. I will seek and encourage synchronization of service capabilities to better produce joint interoperability and other joint warfighting capabilities in support of the effects desired by our combatant commanders.

#### **G. The Commander, U. S. Transportation Command**

As we provide the preponderance of airlift, the Air Force supplies critical support to TRANSCOM. If confirmed, I'll work with the Commander of TRANSCOM to improve our ability to accomplish these tasks.

#### **H. The Commander, U. S. Strategic Command**

Given the critical role space plays in the U.S. nuclear deterrent, the Air Force must work seamlessly with STRATCOM. If confirmed, I will keep the STRATCOM Commander constantly apprised of the readiness of the air and space forces required to support STRATCOM operations.

#### **I. The other combatant commanders**

I will ensure that the Air Force is properly organized and providing the combatant commanders with the right equipment and fully trained people to execute their missions. I believe a forthright dialogue with the combatant commanders is the way to achieve this goal.

#### **J. The General Counsel of the Air Force**

I respect and value the important role the General Counsel plays within Air Force Headquarters. Under the direction of the Secretary, and along with the Under Secretary and Assistant Secretaries, the General Counsel assists the Secretary as he seeks to lead our Service. I will look to the General Counsel for guidance and counsel, particularly in the realm of policy-making, and in those areas where the General Counsel possesses unique competencies, and on matters where the

Secretary directs the General Counsel's personal involvement because those matters are of interest to the Secretary.

**K. The Judge Advocate General of the Air Force**

I respect and value the counsel I have received, and if confirmed, would continue to receive from the Judge Advocate General. The Judge Advocate General is one of the key advisors to any Chief of Staff, and I would rely on the Judge Advocate General as the senior attorney on the Air Staff and as the senior military lawyer advising Air Force Headquarters. As both a professional military officer, and as an attorney, the Judge Advocate General of the Air Force offers an invaluable perspective of the law for senior decision makers. I will endeavor to maintain the close working relationship the Chief of Staff has historically enjoyed with the Judge Advocate General, particularly in the extremely vital military justice and operational law arenas.

**L. The Superintendent of the U. S. Air Force Academy**

The United States Air Force Academy is an invaluable institution that continues to attract the brightest young men and women from across our nation and develop them into Air Force leaders. If confirmed, I will work closely with the Superintendent to address the challenges currently facing the Academy, ensure the successful implementation of the Agenda for Change, and promote the Academy's continued commitment to excellence and fulfillment of its mission.

**Duties**

**What is your understanding of the duties and functions of the Chief of Staff of the Air Force?**

The Chief of Staff of the Air Force fulfills many duties and functions. As a member of the Joint Chiefs of Staff, he is a military adviser to the President, the National Security Council, and the Secretary of the Defense. The Chief of Staff is also directly responsible to the Secretary of the Air Force, providing plans, recommendations, and advice to the Secretary, implementing policy, overseeing the Air Staff and other members and organizations of the Air Force, participating on the Armed Service Policy Council, and performing other duties as prescribed by the Secretary. For the Secretary, the Chief of Staff is responsible for providing properly organized, trained, and equipped forces to support the Combatant Commanders in their mission accomplishment.

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

If confirmed, I expect that the Acting Secretary of the Air Force will prescribe duties to ensure the continued transformation of the Air Force into an agile expeditionary force and an integrated total force.

**What changes, if any, would you recommend to section 8034 of title 10, United States Code, relating to the Air Staff and its composition and functions?**

Based on my experience as the Vice Chief of Staff, I do not believe changes are necessary to section 8032 of title 10, United States Code. [Note: Section 8034 describes the position and duties of the Vice Chief of Staff]

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

No.

### **Major Challenges and Problems**

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

The top 3 tasks facing the next Chief of Staff are: 1) further refining and improving our Joint Warfighting skills, 2) to continue strengthening our greatest asset – our people, and 3) recapitalizing our aging fleet so that we can meet the COCOM's needs.

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

Each challenge involves its own set of unique requirements, needs, and stakeholders. I will need to collaborate with the Office of the Secretary of Defense, the Joint Staff, the Combatant Commanders, the Senate and House Armed Services Committees, and the various Integrated Process Teams. With their help, we can develop the best and most feasible plans to keep the US Air Force ready for tomorrow.



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

The most serious problem facing our Air Force is prosecuting the War on Terrorism today while at the same time preparing to fight tomorrow. This is an especially difficult problem in light of our three major challenges and fiscal realities. The Air Force remains committed to providing the joint warfighter with Global Strike, Global Mobility and Global ISR and to do so within fiscal planning guidance.

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

The Air Force has already begun to prepare for tomorrow by introducing a framework that we call Future Total Force (FTF). FTF is the USAF "road map" to make the Air Force of tomorrow better than the one we have today. It is designed to improve overall combat capabilities by retiring the oldest, least capable, most expensive equipment while investing in more capable platforms. FTF is not just about equipment; it also creates greater operational efficiencies through the reorganization and re-shaping of our force structure.

**Priorities**

**If confirmed, what broad priorities will you establish?**

My priorities are 1) to maintain our focus on winning the GWOT, 2) to continue developing and caring for our Airmen, and 3) to recapitalize and modernize our force. If we can successfully tackle these challenges, the Air Force accomplish its core tasks of Rapid Strike, Global Mobility, and Persistent C4ISR.

**Health Benefit Costs**

**The cost of the Defense Health Program, like the cost of medical care nation-wide, is escalating rapidly. General Jumper recently stated that the cost of military health care is "the single most daunting thing that we deal with out there today."**

**If confirmed, how would you approach the issue of rising personnel costs, including health care costs, as a component of the annual Air Force budget?**

Over the past 10 years, we have worked hard to streamline our medical infrastructure to take advantage of the continual changes in the practice of medicine. This has resulted in reductions in the size of many of our facilities without compromising the healthcare. We have also worked to optimize the use of the remaining assets to make sure that we get the greatest returns on our facility

investments. Throughout these changes, we maintain our ability to support the Air Force mission while we continue to ensure that our beneficiaries receive the highest quality care, while the Air Force maximizes its return on our healthcare investments.

### **Independence of the Judge Advocate General**

**As Vice Chief of Staff of the Air Force, you have had the opportunity to observe the working relationship between the General Counsel of the Air Force and the Judge Advocate General of the Air Force, as well as the working relationship of these individuals and their staffs with the Chairman's legal advisor, the General Counsel of the Department of Defense, and the legal advisors of the other Services.**

**What are your views about the responsibility of the Judge Advocate General of the Air Force to provide independent legal advice to the Chief of Staff and the Air Staff, particularly in the areas of military justice and operational law?**

I believe it is critical that the CSAF receive independent legal advice from his senior uniformed judge advocates. Pursuant to 10 USC § 8031 and § 8037, the Judge Advocate General of the Air Force (TJAG) performs duties relating to any and all Air Force legal matters assigned to him by SECAF. Pursuant to AFI 51-1, TJAG, TJAG also responds to CSAF direction and directs and supervises the Judge Advocate General's Corps in providing legal advice and related services to commanders, agencies, and people AF-wide. It is critical that the CSAF receive independent legal advice from TJAG. I am comfortable with the existing working relationships and interactions.

**What are your views about the responsibility of staff judge advocates throughout the Air Force to provide independent legal advice to military commanders in the field and throughout the Air Force establishment?**

Staff judge advocates (SJAs) are essential to the proper functioning of both operational and support missions. Commanders are required by statute (10 U.S.C. § 806) to communicate with their SJAs on issues related to military justice matters, which is critical to disciplined mission execution. In addition, commanders and other leadership rely on their staff judge advocates for advice on all types of legal and policy matters, particularly those in the critical operational and fiscal law areas. SJAs have a major responsibility to promote the interests of a command by providing relevant, timely, and independent advice to commanders, and this independence is protected by statute (10 U.S.C. § 8037(f)(2)).



## **Air Force Future Total Force Planning**

**In a recent report submitted in response to section 587 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, the Air Force outlined the legal, administrative, and practical challenges of operating a "blended" wing, consisting of active duty airmen and airmen of the Air National Guard.**

**What do you consider to be the most significant barriers to effective integration of Air Force reserve and active component personnel and units?**

The Air Force has *always* operated as a Total Force, operating seamlessly in peacetime as well as war. In fact, the highly successful associate model has been in use for almost 40 years and will be the baseline as we continue to optimize what each component brings to the fight. As you pointed out, the report to Congress April 2005 on the Blended Wing Concept provided insight to the tremendous operational success of the integrated units during war. It also provided us with valuable information on how to fine-tune the associate model to best perform the missions of the 21st century.

**What do you consider to be the most appropriate and achievable goal for integrating units of the Air National Guard into the operational missions, including homeland defense missions, of the U. S. Air Force? What role and mission do you expect the Air Force Reserve to perform now and in the future?**

The Guard and Reserve will *continue* to be full partners in transformation and will be involved in all new missions as they come on line. In fact, Air National Guard will fly the first operational F/A-22s as part of an associate unit at Langley AFB. They will also be performing high tech emerging missions, operating Predators, flying satellites, and processing battlefield intelligence that will provide direct support to the joint warfighter. We are also exploring ways to better integrate the components in our enduring missions, capitalizing on the tremendous experience levels resident in the Guard and Reserve. We are standing up a number of active associate units in a variety of missions, stationing inexperienced active duty members at Guard and Reserve locations to be trained by seasoned pilots and maintainers. *Every* AF mission and platform needs the experience and knowledge of our Citizen Airmen and the community connection they bring to the Air Force.

**How would you assess the progress being made in further integrating the Air Force Reserve into the operational mission of the Air Force?**

The Air Force Reserve and National Guard have always been an integral part of Air Force operations for decades. In fact, the first Associate unit was an AF Reserve unit back in 1968. As I've described, we will continue to explore ways to enhance the way in which we work, side-by-side, with our Total Force partners in the Guard and Reserve.

### **Air Force End Strength**

**The Air Force's proposed budget for FY 2006 includes reductions of 2,300 personnel in the active duty ranks and 2,100 in the Air Force Reserve.**

**What is the justification for these reductions in active duty and Air Force Reserve forces?**

It is important to note that no capability is lost due to the military endstrength reduction. The majority of active duty reductions are tied to military to civilian conversions. Most conversions are one for one; meaning, the military position is deleted and a civilian position is added. Other reductions are tied to items such as Personnel transformation, other various programmatic actions. The majority of the Air Force Reserves end strength reduction was in drill positions (elimination of AFR Combat Logistics Support Squadrons and Aerial Port drill spaces). These were converted to dollars to fund other priorities and buy other endstrength. They were chosen in part because they could be reduced without impacting readiness capabilities.

### **Transformation**

**If confirmed, you would play an important role in the process of transforming the Air Force to meet new and emerging threats.**

**What are your goals for Air Force transformation?**

The U.S. Air Force Transformation Flight Plan outlines several goals regarding transformation that will be used to implement the Air Force transformation strategy. Our major goals are to work with rest of DoD, non-DoD Agencies, as well as allies and coalition partners to enhance joint and coalition warfighting capabilities while continuing to aggressively pursue innovation to lay the groundwork for Air Force transformation. As we strive to meet our joint goals, we will seek to create new Air Force organizational constructs to facilitate transformation and institutionalize cultural change. These transformational changes will include "breaking out" of industrial age business processes while embracing information age thinking.

## **Military to Civilian Conversions**

**The Services have been engaged in a multi-year effort to eliminate thousands of military billets and replace them with civilian or contractor personnel.**

**What is your view of the occupational specialties or functions in the Air Force that would be most appropriate for military-to-civilian conversions?**

The most appropriate jobs for military-to-civilian conversion are ones that do not require a military member to fill them. Our FY 06 conversions include air traffic control, aircraft maintenance [at Edwards AFB], information management, communications-computer, and personnel, among others. The Air Force is also implementing DoD-wide medical conversions, however, no doctors or dentists were impacted.

**If confirmed, what metrics would you establish to measure the effectiveness of military-to-civilian conversions, and how would you determine if and when Air Force civilians and private contractors could perform work in a more efficient or cost effective manner than military personnel?**

Conversions are reviewed and measured as part of holistic strategic approach in Total Force Human Capital Management that strives to find the best mix of Active, ARC and Civilian forces. Career field managers closely review their military & civilian mix; unit commanders monitor their units, as well, for the best mix based on their taskings. Unit commanders utilize the new civilians hired, just as they use the other civilians within the unit. If a conversion from military to civilian (or contractor) results from a Public-Private Competition under the procedures of OMB Circular A-76, such measures are established as part of the Quality Assurance Surveillance Plan.

**How would you measure the impact of such conversions on readiness?**

The Air Force carefully evaluates all military to civilian conversions to ensure the force is capable of meeting wartime taskings. Unit commanders evaluate their readiness status monthly via Status of Readiness and Training System (SORTS) reporting. Manpower is one data point used to evaluate readiness via SORTS. Career field managers closely review the projected conversions for wartime taskings and career field sustainability within the framework of our overall Human Capital Management strategy.

**Are the proposed reductions in the Air Force active duty end strength part of a broader effort to free up military members to perform more operational duties?**

Our goal is to keep the warfighter focused on warfighting. To this end we are eliminating Active Duty positions that do not require a military member to fill

them. We are replacing the active duty positions with an appropriate number of civilians, so that we do not impact our readiness.

### **Prevention and Response to Sexual Assaults**

**On February 25, 2004, the Senate Armed Services Committee Subcommittee on Personnel conducted a hearing on policies and programs of the Department of Defense for preventing and responding to incidents of sexual assault in the Armed Forces at which you testified and endorsed a “zero tolerance” standard. In late April 2004, the DoD Task Force on Care for Victims of Sexual Assault issued its report and recommendations, noting “If the Department of Defense is to provide a responsive system to address sexual assault, it must be a top-down program with emphasis placed at the highest levels within the Department down to the lowest levels of command leadership. It must develop performance metrics and establish an evaluative framework for regular review and quality improvement.”**

**In response to the report and recommendations of the DoD Task Force report, what actions has the Air Force taken to prevent and respond to incidents of sexual assault?**

AF implemented plan to strengthen prevention/enhance response to sexual assault victims. We engaged civilian subject matter experts to understand Sexual Assault behaviors/prevalence. Our Campaign Plan addressed 5 major areas:

1. Policy and Leadership: Zero tolerance—criminal conduct; violates core values
2. Prevention thru training/education: AETC developing AF-wide training at all levels of PME; CSAF produced Outreach Training/Video for all Airmen
3. Enhanced Response: Permanent Sexual Assault Response Coordinator (SARC) positions; Victim Advocates (VA) at each base
4. Enhanced AEF Response; Ensured trained SARC and VAs in deployed areas
5. Enhanced Reporting: Implemented confidential reporting 14 Jun 05

**What additional resources and organizational changes, if any, has the Air Force devoted to victim advocacy programs?**

In all, we devoted \$12.7M in FY05 & projected \$17.8M in FY06 to victim advocacy personnel and programs. We established 114 permanent full-time Sexual Assault Response Coordinator (SARC) positions at installations with 1,000+ population, along with an additional 95 supporting positions. The majority of our new SARCs are GS-101-12 civilian social workers. Thirty-five are military (Captains/Majors) who will serve as a SARC for a term and also serve when in the deployed environment (building rotation base). In addition, we revamped the PME structure and dedicated funds to improve evidence processing at the US Army Criminal Investigative Lab (USACIL). Lastly, we created an outreach training video for distribution across the entire total force.

**If confirmed, what actions do you plan to take to ensure that senior leaders of the Air Force have day-to-day visibility into incidents of sexual assault and the effectiveness of policies aimed at ensuring zero tolerance?**

Responsibility for Prevention & Response resides squarely with leadership. Accountability begins with our MAJCOM commanders and me. In addition, our AF/DP is responsible for policy implementation/evaluation. At the local level, the WG/CV is accountable for prevention & response. To ensure our WG/CVs have a clear line of sight, our SARCs report directly to them. As a reflection of how seriously our senior leaders take this issue, we have discussed it in depth at the last 4 CORONAs, and will continue to assess the program to make needed adjustments. We are establishing metrics and evaluation criteria that will be periodically reviewed by senior leaders, and will continue to survey the total force, analyze data, take appropriate action.

#### **Air Force Academy**

**In December 2004, you and Secretary Chu provided a press briefing on the DOD Inspector General's report on sexual misconduct at the U. S. Air Force Academy. You cited various facts indicating that the Agenda for Change is being implemented at the Academy and that it is having beneficial effects on the cadet wing. In recent weeks, complaints of cadets and former cadets of religious discrimination, inappropriate efforts to proselytize cadets, and alleged retaliation against a junior chaplain for her actions in attempting to respond to complaints have resulted in the formation of a new task force and inquiry.**

**What is your current assessment of the success of the Agenda for Change in responding to the problem of sexual assault and harassment at the U. S. Air Force Academy?**

We're making visible progress on multiple fronts. Cadet survey results show an increased faith and confidence in leadership. Ninety percent of cadets characterize climate as "conducive" to reporting, and the survey revealed women feel safe at USAFA. The number of total assaults reported is down from Academic Year 2003 to 2004 (18.8% to 12%). The number of reports to the Academy Response Team system is up (18% to 35%). These are indications of trust and confidence in reporting and victim care processes instituted.

The number of applications to the Academy for the 2008 class was 12430, with 3087 of those being women. This is an increase of almost 800 women applying from the year before. Most importantly, the quality of applications remains excellent (Class 2008 avg SAT = 1310 / nat'l avg = 1026).

**What is the status of the most recently formed task force's inquiry, and when will its report be issued?**

SecAF directed a cross-functional team to assess religious climate at USAFA and measure progress in integrating principles of respect in character development programs--report issued on 22 Jun 05. We assessed policy & guidance, appropriateness of relevant training, practices that enhance or detract from climate that respects "free exercise of religion" and "establishment" clauses of 1st Amendment, effectiveness of internal controls, relevance of religious climate to the entire AF. Lt Gen Brady found the overall problem was not one of institutional or widespread religious discrimination but of failure to fully accommodate all members' needs and a lack of awareness of the boundary between permissible and inappropriate expression of religious beliefs in a military setting.

**What is the current Air Force policy on tolerance of individual religious beliefs? What are your views on this issue?**

Every Airman needs to respect every other Airman. Respect includes protecting the right to hold to any belief system Airmen/family members' choose--this is the responsibility of every Air Force commander and leader. This includes respecting an Airman's right to align with traditional religious views as well as his/her right to not align with any specific view. Recently, the Chief of Staff released a memo to the entire force outlining these principles, and clearly defining Air Force policy on the issue. The framework of that policy is built upon the tolerance for individual religious beliefs and practices relating to the sacred when such accommodation will not have an adverse impact on the military, unit, or individual readiness; unit cohesion, health and safety standards; or discipline.

**What is the current Air Force policy on proselytizing and on-duty expression of faith? What are your views on this issue?**

Air Force policy is Airmen may not impose their religion on others or fail to respect the rights of others to hold differing beliefs or have no religious faith. Airmen are sworn to support the Constitution of the United States. I believe senior leaders, commanders, and supervisors at every level must be particularly sensitive to the fact that subordinates can consider public expressions of belief systems coercive.



## **Unified Medical Command**

**The Department's 2005 BRAC recommendations include significant realignments in military medical capability and support the goal of achieving greater efficiency through joint organizational solutions. The proposed recommendations regarding Walter Reed National Military Medical Center, as well as other joint medical centers in Landstuhl, Germany, and San Antonio, Texas, are based on the assumption that staffing in the future will be joint with personnel from all three military departments. While various studies have been done regarding the concept and feasibility of establishing a joint military medical command, very little progress has been made on implementing such a command.**

**Do you consider a joint military medical command to be warranted and feasible?**

The Joint Medical Command proposal represents an opportunity to gain efficiencies through enhancement of interoperability and Service synergies while streamlining the policy and oversight of the DoD's medical system. That being said, the Air Force medical system is an integral part of our Expeditionary Air Force. I consider Air Force medical assets potentially assigned to the Joint Medical Command as critically necessary to assure a healthy and fit force at home station and to support our deployed forces. I do have questions regarding command and control of our Air Force medics, their preparation for the deployed mission, and the impact on home station healthcare when they are deployed.

**What functions, in your view, are unique to the Air Force and should remain within the Air Force management structure?**

AF medics are integral to how we present forces and execute air and space operations. In addition to the aeromedical evacuation and squadron medical elements, the AF would desire to retain the remaining Aerospace Medical Operations, primary care and dental functions necessary to assure the health of the forces. This will ensure the primary mission of managing and executing our operational mission is properly prioritized and within my authority to manage.

**With or without a unified medical command, what steps would you take, if confirmed, to improve joint medical readiness requirements in support of contingency operations?**

I would continue to work with our service counterparts and combatant command surgeon staffs to ensure interoperability of doctrine, command and control and equipment. Our medics will remain supportive of joint medical requirements, planning, and training. They continue to work with the joint community to refine health service support doctrine and to ensure the right medical capability is provided. Our medics will continue to exercise a leadership role within the joint

community as we have in the past as Joint Staff Surgeon, combatant command surgeons, and most recently, as chair of the Medical Joint-Cross Service Group for the Base Realignment and Closure committee.

### **Overseas Air Force Bases**

**The President announced plans in August 2004 to implement an Integrated Global Presence and Basing Strategy (IGPBS) to emphasize an expeditionary posture of U. S. forces overseas. This will result in the restationing of 60,000 to 70,000 U. S. military personnel from overseas bases to the United States.**

**In your opinion, what opportunities exist for the United States Air Force to realign the basing of combat air forces overseas in order to improve Air Force support to U. S. combatant commands and our allies?**

Opportunities exist in the areas of posturing against emerging threats, enhancing strategic alliances, refining theatre presence; better C2, infrastructure, manpower and theatre security cooperation; insure coalition efforts are prepared to employ air and space power in joint operations, Humanitarian Relief Operations (HUMRO); Non Combatant Evac Ops (NEO); MEU (SOC), SOF, CSAR, SETAF; and enhancing facilities at determined sites to create geographic HUBs for JTFs.

**What impact will the restationing of these personnel and their equipment have on the requirements for Air Force airlift and the installations needed to support the increase in strategic mobility requirements?**

Mobility requirements and capabilities must be exceptionally robust to support this new construct and ensure effective warfighter support. Specifically, the right number of C17s and a modernized C-5 fleet for inter-theater, worldwide deployment and redeployment of CONUS-based forces will be imperatives. The KC-X replacement tanker will become a more critical enabler for the airlift bridge to effect the critical power projection phase and ensure effective CAF support. The development of the Contingency Response Group and Contingency Response Wing (CRG/CRW) architecture provides base opening and mobile, responsive mobility support.

### **Aircraft Recapitalization**

**Approximately one third of the current Air Force aircraft inventory is under some type of flight restriction, mainly due to aging aircraft problems. The C-17 and F/A-22 are among the first of the Air Force's recapitalization efforts.**

**If confirmed, what steps would you take to further recapitalize the Air Force aircraft inventory and how would you prioritize the recapitalization effort?**

We will transform to a smaller, more capable force by retiring our oldest, more costly legacy aircraft, and invest in a reshaped force designed to be more sustainable in the future. The USAF is developing a mission roadmap, which will provide a force that fills the nation's needs and enables capabilities across the full spectrum of joint warfighting requirements. The roadmap will ensure we can accomplish our core tasks of rapid strike, global mobility, and persistent ISR wherever the joint warfighter needs them. We will leverage technology to increase capabilities, reduce support costs and mitigate major aging aircraft issues. Finally, we must challenge our aerospace industry to shift its focus to recapitalization and produce more cost effective and supportable aircraft.

### **Acquisition Issues**

**The Acting Secretary of the Air Force has announced that the Air Force will no longer pursue leases of major equipment, but will instead rely on the traditional acquisition system.**

**Do you support this decision?**

Yes, I absolutely support the Acting SECAF's decisions.

**Under what circumstances, if any, do you believe it would be appropriate for the Air Force to use a lease instead of a traditional acquisition approach?**

As Mr. Kenneth Krieg (Under Secretary of Defense for Acquisition, Technology, and Logistics) recently testified, leasing of capital equipment could be a potential option when the equipment is truly commercially available outside DoD and can meet leasing requirements as established by the Office of Management and Budget (OMB).

## Aircraft Sustainment and Modernization

The global war on terrorism has increased demands on the tanker fleet, increasing annual KC-135 flying hours over 30 percent since 9/11. This increased demand is expected to continue for the foreseeable future. Reducing the size of the KC-135 tanker fleet increases the utilization rate of the remaining tanker aircraft, thereby accelerating the need to recapitalize the aircraft. The Air Force has grounded 29 KC-135Es because of corrosion problems in the engine struts and has expressed a desire to retire these 29 aircraft and 20 additional KC-135Es in fiscal year 2006. The problem of corrosion in the engine struts is well known, and the repair or replacement of KC-135E engine struts has been done on many occasions in the past.

**Why does the Air Force choose to retire KC-135E aircraft from its aircraft inventory instead of repairing or replacing the engine struts, at least until Air Force plans for the modernization of its tanker fleet are better defined?**

Due to safety concerns, the KC-135 SPO recommended grounding 29 aircraft by 1 Oct 04. Gen Handy, Air Mobility Command Commander, decided to remove these aircraft from the flying schedule based solely on flight safety considerations. He consolidated the affected aircraft at bases that were best suited for their maintenance requirements.

The OSD-directed Tanker Replacement Analysis of Alternatives (AoA) will be complete in Aug 05 and will provide the AF with additional data to make an informed decision on recapitalizing our tanker fleet. Resources will then be applied to ensure that the future of our nation's air refueling fleet is viable and sufficient for our joint forces.

Currently, 30 Air Force C-130E aircraft have been grounded for cracks in the aircraft's center wing box, and an additional 59 C-130E and H model aircraft are operating with flight restrictions as a result of aircraft structural fatigue associated with the center wing box. The development of cracks in the C-130 center wing box as a result of structural fatigue is not a new problem. Several C-130s have had their wing boxes replaced when cracks have developed in the past. Additionally, significant investments have been made in non-recurring engineering to modernize the C-130's avionics, structural, and propulsion systems.

**Does the Air Force intend to replace the center wing box for each of the 29-grounded C-130Es, as well as repair or replace the center wing box for each of the 59 restricted C-130s? If not, why not?**

We are currently awaiting the Mobility Capability Study, several engineering studies, and the Joint Staff's Intratheater Airlift Study, in order to determine the best course of action. These studies will help us decide what the right mix of C-130s is and what is feasible for wingbox replacement repairs. We will keep Congress informed as to the results of each of the studies.

### **Future Missions in Base Realignment and Closure Recommendations**

The 2005 Defense Base Realignment and Closure (BRAC) recommendations forwarded by the Secretary of Defense to the BRAC Commission on May 13, 2005 include the realignment of 23 Air National Guard installations and one active installation by removing all aircraft currently stationed at these installations with no recommendation for other missions to relocate to these installations. These recommendations have the effect of changing the force structure of these installations while making no recommendation on the status of the base itself, which was the intent of BRAC.

#### **How will these actions affect the size of the Air National Guard?**

The current BRAC recommendations do *not* seek to reduce endstrength in the Air National Guard or the Air Force Reserve. Because the emerging missions will provide an exponential increase in capability, we will need the additional manpower and capability resident in our Citizen Airmen of the Total Force. We are closely working with the Air National Guard to match them with relevant Combatant Commander missions.

#### **How will the Air Force address the need of these units for new missions and responsibilities in order to sustain the viability of the military installation?**

We will be working throughout the summer with all the MAJCOMs, ANG and AF Reserve to ensure all units potentially losing flying missions move into missions that will be relevant and meaningful well into the 21<sup>st</sup> century. For Air National Guard units, we will ensure that in addition to their federal mission, the requirements of their state and Homeland Defense roles are also considered and adequately addressed.

#### **In your opinion, what new missions should be considered and pursued by units losing aircraft and when should they expect to see these new missions?**

We have a growing list of emerging missions including: Unmanned Aerial Vehicles; Command, Control, Communications, Computer Intelligence, Surveillance, and Intelligence (C4ISR); Space operations; and Information operations. These missions will keep the gaining units relevant in the 21<sup>st</sup> century. The transition to these new missions will be deliberate and well thought out to ensure our Total Force is well trained and ready for tomorrow's missions.

## **Air Force Science and Technology**

**During testimony earlier this year on the fiscal year 2006 budget request, General Jumper noted that, "The Air Force is committed to providing the nation with the advanced air and space technologies required to protect our national security interests and ensure we remain on the cutting edge of system performance, flexibility, and affordability. Air Force Science and Technology (S&T) investments are focused on achieving the warfighting effects and capabilities required by the Air Force Concepts of Operations."**

**If confirmed, what direction would you provide regarding the importance of innovative defense science in meeting Air Force missions?**

I support a robust Air Force Science and Technology (S&T) Program and believe we are currently funded at a level that provides for the innovation needed to support our Air Force missions. If confirmed, I will continue to pursue an adequate and stable investment in Air Force S&T.

**The Air Force currently plans to dedicate approximately \$2 billion to science and technology programs, 1.6 percent of the total Air Force budget and \$346 million to basic defense research, or 0.3 percent of the total Air Force budget.**

**Do you believe the current balance between short- and long-term research is appropriate to meet current and future Air Force needs?**

I believe the current balance between short- and long-term research is appropriate. The Science & Technology (S&T) Program spans a broad foundation of basic research, applied research, and advanced technology development efforts. The output of this S&T investment provides Air Force leadership the capabilities needed to respond to a rapidly changing world. The Air Force S&T Program provides for the discovery, development, demonstration, and timely transition of affordable technologies that keep our Air Force the best in the world.

**If confirmed, what role would you play in ensuring research priorities that will meet the needs of the Air Force in 2020?**

If confirmed, I plan to continue using the Air Force's Integrated Capabilities Review and Risk Assessment (I-CRRA) master planning process and the COCOMs' Integrated Priority List to ensure we have a high correlation between our Science and Technology (S&T) programs and the required warfighting capabilities.



**In the face of rising acquisition costs for programs such as the F-22, Joint Strike Fighter, and programs to support space operations, if confirmed, how do you plan to ensure the protection of funding for long-term science and technology investments?**

The Air Force closely links technologies in its S&T Plan to warfighter capability needs and focuses on those technologies of the highest priority to the warfighter. At \$1.98 billion in the Fiscal Year 2006 President's Budget, Air Force S&T is funded at a level to achieve the warfighting capabilities needed to support Air Force Core Competencies. Overall, "core" funding for the Air Force S&T Program has increased over \$60 million or almost 2.3 percent real growth in the Fiscal Year 2006 President's when compared to similar funding in the Fiscal Year 2005 President's Budget. If confirmed, I look forward to working with Congress to ensure a strong Air Force S&T Program tailored to achieve our vision of a superior Air and Space Force.

#### **Technical Workforce**

**The Air Force Research Laboratory relies on a strong technical workforce to conduct research for development of new weapons systems, platforms, and capabilities to meet its mission of: "leading the discovery, development, and integration of affordable warfighting technologies for our air and space force."**

**Are you concerned about the current or future supply of experts in defense critical disciplines, particularly personnel with appropriate security clearances, to hold positions in defense laboratories?**

Yes I am concerned. Our scientists and engineers (S&E's) are crucial to keeping the U.S. Air Force on the leading edge of emerging technology. I will work hard to make sure we have the right mix of talent, expertise, and skill to meet our needs.

#### **General Officer Management Issues**

**Incidents of misconduct or substandard performance and findings of inspectors general and other command directed investigations are documented in various ways in each of the services. Procedures for forwarding adverse and alleged adverse information in connection with the promotion selection process are set forth in DOD Instruction 1320.4.**

**How is the Air Force ensuring compliance with DOD Instruction 1320.4?**

As the single repository for records of adverse information on Senior Officials, SAF/IG accomplishes an extensive files check whenever an individual meets a promotion board for any of the general officer ranks. If adverse information is uncovered, a senior officer unfavorable information file (SOUIF) is created and is attached to the officer's promotion board folder. If selected for promotion, this file stays with the officer's nomination package through its coordination with OSD, the White House, and Congress. If new unfavorable information is uncovered on an officer already nominated for promotion, that information is immediately added to the nomination package. In this instance, the Air Force may pull the individual's name from the list.

**What standards and procedures are in place in the Air Force to ensure that allegations of adverse information relating to a nominee for promotion is brought to the attention of the Committee in a timely manner?**

If formal action is pending, the SecAF will sign a notification to OSD of the situation and request appropriate action, such as formal separation from a pending promotion list, retirement request, or place member on hold if there is a nomination pending Senate confirmation. Additionally, informal phone contact is made both with OSD/MPP and/or the SASC staff (through the SAF/LL). Files checks on all individuals are conducted prior to submittal of nomination packages, retirement requests, and promotion lists; these files checks are updated every 60 days while formal action is pending approval, and ensure no adverse or potentially adverse information exists prior to the SecAF's signature on these requests.

**Readiness Levels**

**What is your assessment of the current readiness of the Air Force to execute its assigned missions?**

I believe our readiness is sufficient and we can meet all of the current Combatant Commander's requirements.

**What do you view as the major readiness challenges that will have to be addressed by the Air Force over the next 4 years, and, if confirmed, how will you approach these issues?**

My readiness concerns include: the proper mix of strategic airlift aircraft including maintaining an adequate mobility capacity and Air Refueling fleet. Our rapid strike capability is challenged by the aging of our legacy aircraft, in addition

to the need for persistence, stealth, and precision. Our ISR assets are in continual use and must be adequately resourced. These issues are difficult and solving them will require teamwork with the Congress, Department of Defense, and industry.

### **Congressional Oversight**

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

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

Yes.

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

Yes.

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

Yes.

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

Yes.

