Advance Questions for John G. Grimes  
Nominee for the Position of Assistant Secretary of Defense for  
Networks and Information Integration

1. **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.

Do you support full implementation of these defense reforms?

*Yes, I whole-heartedly support full implementation of the Goldwater-Nichols and Special Operations reforms.*

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

*I am not yet fully familiar with the Department’s efforts to implement these reforms. However, if confirmed, I will review the extent to which these reforms have been implemented and assess appropriate actions I can take to promote further implementation.*

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

*It is my understanding that these reforms have significantly improved the organization of the Department of Defense, focused our joint warfighting capabilities, enhanced the military advice received by the Secretary of Defense and provided for more efficient and effective use of defense resources in responding to national security challenges.*

The goals of the Congress in enacting these defense reforms can be summarized as strengthening civilian control over the military; 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; enhancing the effectiveness of military operations; and improving the management and administration of the Department of Defense.

Do you agree with these goals?

*Yes, I agree with these goals.*

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 such proposals?
My understanding is that the Department is continuing to examine ways to better support the goals of the reform in light of our ever-changing environment. If confirmed, I will fully support the intent of the reforms and advocate legislative proposals and policies that will enhance the Department’s ability to respond to national security challenges of the 21st Century.

2. **Duties**

**What is your understanding of the duties and functions of the Assistant Secretary of Defense for Networks and Information Integration (ASD)(NII)?**

If confirmed, my understanding is that I will have two major duties. The first is to advise the Secretary of Defense on information integration, information resource management, networks, network-centric operations and command and control (C2) and communications matters across the Department. The second is to provide leadership, management, policy and governance to the development, deployment, support and integration of DoD-wide information infrastructure and supporting networks and C2 and communication capabilities in support of the Defense Mission. In that capacity, I would serve as the information architect for the DoD enterprise information environment, and provide oversight and policy guidance to ensure compliance with standards for developing, maintaining, and implementing sound integrated and interoperable architectures across the Department, including intelligence systems and architectures.

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

I have over 45 years of direct government and industry involvement in C4ISR policy, programs and technology to include participation on four Defense Science Board Task Forces. I have a broad base of experience that has been multi-dimensional in terms of functions, industries and markets and has included both the commercial and government sectors. My industrial experience has been centered on C3I and also includes specialized technical, engineering and testing support to the Defense Agencies. I have had a great deal of experience in project management as well as success in streamlining organizational structures and improving business processes that have transformed organizations into much more efficient and effective operations. If confirmed, I believe I would be effective and supportive of Defense Transformation, which is one of the key elements of the Secretary’s Defense Strategy. This approach can be characterized as both results and continuous improvement driven.

In the area of education, I am a graduate of the University of Arizona and the U.S. Army War College and have a master’s degree in Public Administration from the Shippensburg University. In addition I was fortunate enough to study at the Harvard University National and International Security Policy Program.

I believe that my education, government and industry experience, and successful, executive level defense industry career have prepared me to face the exciting challenges and opportunities resident in the position of ASD(NII) and the DoD CIO.
Do you believe that there are actions you need to take to enhance your ability to perform the duties of the ASD(NII)?

I believe that I am fully capable of performing the duties of the ASD(NII).

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

The ASD(NII) is principal adviser to the Secretary of Defense for non-intelligence space and information superiority. As DOD’s Chief Information Officer, the ASD(NII) is also responsible for oversight of all DOD information systems and information management activities. As I mentioned above, I expect the two major duties that the Secretary of Defense will prescribe for me will be to first, serve as the information architect for the DoD enterprise information environment, and provide oversight and policy guidance to ensure compliance with standards for developing, maintaining, and implementing sound integrated and interoperable architectures across the Department, including intelligence systems and architectures. The second is to advise the Secretary of Defense on information integration, information resource management, networks, network-centric operations, command and control (C2) and communications matters across the Department.

3. Relationships

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

A. The Secretary of Defense

If confirmed, I will function as DoD Chief Information Officer (CIO) and as the principal staff assistant and advisor to the Secretary of Defense for all matters pertaining to information integration, networks and network-centric operations and DoD-wide command and control (C2) and communication matters.

B. The Deputy Secretary of Defense

If confirmed, my relationship with the Deputy Secretary of Defense will be the same as that described above in relation to the Secretary of Defense.

C. The Under Secretary of Defense for Intelligence

If confirmed, I will work very closely with the Under Secretary of Defense for Intelligence to ensure that intelligence systems are fully integrated with the Department’s current and future communication and information systems, and information sharing is provided across DoD, the Intelligence Community, and other government entities.
D. The Under Secretary of Defense for Acquisition, Technology and Logistics

With respect to acquisition of IT, if confirmed, I expect to work closely with the Under Secretary of Defense for Acquisition, Technology and Logistics so that we can both carry out our statutory obligations.

E. The Under Secretary of Defense (Comptroller)

If confirmed, my relationship with the Under Secretary of Defense (Comptroller) will be based on my role as principal staff assistant in the areas of information integration, networks, and network-centric operations, command and control (C2), communications matters and as the DoD CIO and her role as the Comptroller of the Department of Defense.

F. The Assistant Secretary of Defense for Special Operations and Low Intensity Conflict

If confirmed, my relationship with the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict will be similar to that in relation to the other Assistant Secretaries of Defense.

G. The Assistant Secretary of Defense for Homeland Defense

If confirmed, my relationship with the Assistant Secretary of Defense for Homeland Defense will be similar to that in relation to the other Assistant Secretaries of Defense, with particular emphasis on improving the integration and flow of information to and among participating agencies in support of homeland defense and reducing the vulnerabilities of our critical information infrastructures.

H. The General Counsel of the Department of Defense

If confirmed, my relationship with the General Counsel will be based on my role as principal staff assistant in the areas of information integration, networks, and network-centric operations, command and control (C2), communications matters and as the DoD CIO and his role as the chief legal officer of the Department of Defense.

I. The Chairman of the Joint Chiefs of Staff

If confirmed, I will coordinate and exchange information with the Chairman of the Joint Chiefs of Staff on information integration, networks, and network-centric operations and command and control (C2) and communication matters to ensure all policy and guidance issues under my cognizance are supportive of the Combatant Commanders and Military Services.

J. The regional combatant commanders
If confirmed, my relationship with the regional combatant commanders will be based on my role as principal staff assistant to the Secretary of Defense for networks and information integration, net-centric operations, and command and control (C2) and communication functions and as CIO, and I will coordinate and exchange information with them on matters of mutual interest to ensure management policy and guidance for network-centric operations are supportive of their warfighter roles and missions.

K. The Director of the Defense Intelligence Agency

If confirmed, I will work with the USD(I) to ensure that DIA’s programs follow DoD guidance in the areas of information architecture, interoperability, and acquisition.

L. The Director of the National Geospatial-Intelligence Agency

If confirmed, I will work with the USD(I) to ensure that National Geospatial-Intelligence Agency’s (NGA) (formerly NIMA) programs follow DoD guidance in the areas of information architecture, interoperability, and acquisition.

M. The Director of the National Security Agency

If confirmed, I will work with the USD(I) to ensure that NSA’s programs follow DoD guidance in the areas of information architecture, interoperability, and acquisition and directly with the Director, NSA on matters pertaining to information assurance.

N. The Director of the National Reconnaissance Office

If confirmed, I will work with the USD(I) to ensure that NRO’s programs follow DoD guidance in the areas of information architecture, interoperability, and acquisition and directly with the Director, NRO on matters pertaining to space information superiority.

4. Major Challenges and Problems

In your view, what are the major challenges that will confront the ASD(NII)?

I believe there are four major challenges that will confront the ASD(NII) and DoD CIO. The first challenge is the successful execution of the major communication and information systems programs which, as a whole, are intended to build the foundation of network-centric operations. Building this foundation is key to the Secretary’s strategic initiative to fundamentally transform the way our forces fight and how the DoD does business.

The second challenge, which is closely related to the first, is the successful integration of the programs that are being developed and deployed to produce network-centric capabilities to support network-centric operations.
The third challenge is the smooth and seamless transition of legacy systems to the future, or “to be”, network-centric GIG.

The final challenge is to promote and support dramatic improvements in the efficiency and effectiveness of DoD business processes. If confirmed, I plan to work very closely with other Principal Staff Assistants and DoD Components to ensure that the Department’s efforts in this area are highly successful.

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

Assuming that I am confirmed, my approach to addressing the first two challenges would be threefold. First, I would conduct periodic and in-depth reviews of all key programs to ensure that cost, schedule, and technical objectives are met and, if not, that recovery plans are developed and implemented. Secondly, I would continue to develop a strong end-to-end systems engineering function in the OASD(NII) to ensure that systems and services being developed fully meet the objective operational capabilities. Thirdly, I would continue to develop robust governance processes to ensure that the evolving elements of the information infrastructure are consistent with the principles of network-centric warfare operations and that policies are enforced.

To meet the third challenge of transitioning of current to future systems, I would direct the development of comprehensive and high confidence execution plans for each element of the information infrastructure.

Finally, in regards to business process improvement, my understanding is that the Defense Business Systems Management Committee has established a broad based initiative to improve the efficiency and effectiveness of business process across the Department. If I am confirmed, I would be a member of the committee and work to ensure that the goals and objectives of this initiative are met, and preferably, exceeded.

What do you assume will be the most serious problems in the performance of the functions of the ASD(NII)?

At the present time, I do not believe that I am sufficiently informed on the relevant details to be knowledgeable of specific problems. However, I do know from past experience that problems occur in the management of highly technical programs like the ones for which the ASD(NII) has oversight responsibility. These are related to the timely development of supporting technologies, meeting cost and schedule objectives and successfully integrating the elements of a system into the operational environment. If I am confirmed, I would ensure that I become fully aware of and directly involved in solving problems.

If confirmed, what management actions and time lines would you establish to address these problems?
If confirmed, I will use the comprehensive program review process discussed above to discover and solve problems. Early recognition of problems through frequent program reviews is a very effective way to ensure success.

5. **Priorities**

If confirmed, what broad priorities would you establish in terms of issues which must be addressed by the ASD(NII)?

If confirmed, my priorities would be in direct support of the Secretary of Defense’s transformational objectives and closely related to the challenges that I outlined above and enable the achievement of network-centric operations throughout the Department.

6. **Transition of C3I to NII**

The National Defense Authorization Act for Fiscal Year 2003 authorized the position of Under Secretary of Defense for Intelligence (USD(I)). The establishment of this position in early 2003 resulted in significant changes to the organization of the Assistant Secretary of Defense for Command, Control, Communications and Intelligence, that has now been designated as the ASD(NII).

In your view, how has the establishment of the USD(I) affected the mission and organization of the ASD(NII) organization?

Prior to the establishment of the USD(I), the mission of ASD(C3I) was to enable the information age transformation of the Department of Defense by building the foundation for network-centric operations. In the creation of the USD(I) certain personnel responsible for policy, requirements review and acquisition oversight of intelligence programs were transferred from the ASD(C3I) to the USD(I). My vision regarding net-centric operations is that it is critical to continue the existing partnership with the USD(I) on these matters.

What do you see as the appropriate relationship between ASD(NII) and USD(I) in performing the Chief Information Officer responsibilities regarding the Combat Support Agencies which have intelligence support missions?

At this point I am not sufficiently informed to offer an opinion. However, I can assure you that I would continue to foster a close and cooperative relationship with the USD(I). If I am confirmed, I would be happy to discuss this topic with the Committee at a later date.

7. **Systems Inventory**

For fiscal year 2005, the department will spend over $13 billion to operate, maintain, and modernize over 4,000 non-integrated business systems.
If confirmed, what involvement do you anticipate that you would have in reviewing DOD’s business systems inventory to identify and eliminate duplicative, non-compliant business systems within the various functional areas, such as logistics and financial management?

As the ASD(NII)/DoD CIO I will be a member of the Defense Business Systems Management Committee that will review DoD’s business systems inventory to identify and eliminate duplicative, non-compliant business systems in addition to establishing strategic direction and plans for the Business Mission Area (BMA); approving metrics and targets for tracking of business systems transformation progress; approving the BMA Strategic Plan; overall Business Enterprise Architecture; and the transformation program baseline.

If confirmed, what do you believe your role would be in developing and maintaining a complete and accurate inventory of DOD’s business systems?

As the DoD CIO, it will be my responsibility to ensure that the Department has a complete and accurate inventory of DoD’s business systems.

8. **System Project Management Oversight**

Over the years DOD auditors have been critical of the Department’s lack of oversight and accountability over its business systems development projects.

If confirmed, what actions would you take to improve business systems project management oversight and monitoring within the department?

I am not yet fully familiar with the Department’s efforts to appropriately oversee and be accountable for its business systems development projects. However, if confirmed, I will review the procedures currently in use and assess what further actions need to be taken. I will give particular emphasis to ensuring that robust governance processes are in place, and that oversight and monitoring reflects an enterprise-level perspective in preference to a system by system-level perspective.

9. **Control Over Systems Investment**

The Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005, established the Defense Business Systems Management Committee as the approval authority for the management of business systems investments. Each of the military services and defense agencies, however, continue to receive their own funding for business systems.

In your opinion, as DOD proceeds with its efforts to develop and implement a business enterprise architecture, would appropriating funds for business systems modernization directly to the designated approval authorities responsible for these modernization efforts, as opposed to the individual components, enhance the likelihood of successfully modernizing DOD’s business systems environment?
I am not sufficiently informed at this time to render my opinion as to whether appropriating funds for business systems modernization directly to the designated approval authorities responsible for these modernization efforts would enhance the likelihood of successfully modernizing DOD’s business systems environment. However, if confirmed, I will pursue this question in conjunction with the Department’s ongoing effort to establish a single process for investment review of all defense business systems.

10. Information Operations

Joint Vision 2020 describes “information superiority” as a critical element of success in 21st Century conflict. Disrupting the information systems of adversaries, while protecting our own systems from disruption (i.e., information operations) will be a major element of warfare in the future.

What is your vision of the role of information operations in the conduct of military operations?

The Secretary of Defense has directed that Information Operations (IO) become a core military competency. The President assigned United States Strategic Command as the integrator for IO in support of other Combatant Commanders. The Department has made significant progress toward this goal and is committed to transforming our military capabilities to keep pace with emerging threats. IO is an important part of this transformation. In fact, IO has become a key part of current and planned military operations. It enhances the warfighting capability by giving Combatant Commanders non-kinetic capabilities to employ, contributing to integrated force options. In fact where non-kinetic capabilities are effectively integrated, the Commander’s options increase not only for the fight at hand but for ensuing operations in those instances where the Commander will be charged with ‘winning the peace.’ It’s easier to operate where the infrastructure for communications has not been broken by the effects of the kinetic option. Ensuring robust defense of our networks is a high-priority during both peacetime and conflict.

What is your assessment of the unity of the efforts across the Department, the Defense Agencies, and the respective military services in this area?

It is my understanding that IO efforts across the Department are more unified and cohesive than ever. All Combatant Commanders have incorporated IO activities in their operations and planning, as appropriate. Services have enhanced their efforts to organize, train and equip to support Combatant Commander requirements to include developing a dedicated career force and improving Joint and Service education and training.

In your view, what lessons have been learned regarding information operations in Operation Iraqi Freedom and Operation Enduring Freedom?

Although this does not fall under the area of responsibility now assigned to the ASD(NII), I
understand that during Operation Iraqi Freedom and Operation Enduring Freedom, IO capabilities significantly contributed to achieving the Combatant Command objectives. IO capabilities were very effective when integrated into the Combatant Commanders’ theater operations. IO achieves its maximum effectiveness when integrated into, and executed as part of, the Combatant Commanders’ overall campaign plan under the Combatant Commander’s authority.

11. **Net-Centric Enterprise Services (NCES)**

The Defense Information Systems Agency (DISA) established an architectural framework within the Global Information Grid (GIG) to collect and disseminate mission critical data through a series of common applications supporting the entire defense enterprise. This approach, known as Net Centric Enterprise Services (NCES), is intended to eliminate stovepipes, treat data as an enterprise asset and ensure that the right information gets to the right people at the right time. This approach will require the services and support organizations within the defense community to work together to provide data and use a number of common enterprise applications.

Do you support the concepts behind the net-centric enterprise services program? If so, how do you think the Department might be able to accelerate the services’ acceptance and transition to NCES?

Yes, I am in full support of NCES. NCES – a key enabler of information sharing across the Department and eventually with our partners – will provide a suite of core capabilities in support of all DoD missions. For example, its information services will enable the discovery of data, the ability to collaborate, and the reuse of information services by all DoD users. Integrating enterprise services with a ubiquitous Internet Protocol network will enable any authorized user to have assured, trusted access to shared data, when needed and where needed to accelerate decision making. The immediate benefit is improved agility of the DoD to field new information capabilities, to empower the warfighter and improve decision superiority.

If confirmed, I will continue the efforts already underway in the Office of the ASD(NII) / DoD CIO with the Military Services to determine programs of record that will be able to use the NCES core services as opposed to building their own services – as early adopters of these new enterprise assets. This will promote net-centricity by sharing information.

12. **Data Sharing and NCES**

Data sharing is critical to maximizing the effectiveness of network-centric warfare and serves as the foundation of the NCES vision. Historically, services and/or agencies have owned data collection platforms and consequently “own” the underlying data. Many of these data owners have been reluctant to post or otherwise share this underlying data except on a need to know basis, often requiring time consuming and cumbersome permission processes
that are inconsistent with and contrary to concepts of net-centricity and effective warfare in the information age.

If confirmed, how would you encourage the data and information sharing that is required not only for NCES but also to maximize the effectiveness of network-centric warfare?

As your question recognizes, data sharing is dependent upon a robust technology infrastructure provided by programs like NCES and the Department’s Information Assurance initiatives to enable assured access. However, data sharing is even more dependent on changing the cultural attitudes and institutional processes of the Department. DoD Directive 8320.2, which codifies the Department’s data sharing focus, recognizes the need for these changes. If confirmed, I will continue the work the Office of the ASD(NII) / DoD CIO has already begun in working with the Chairman of the Joint Chiefs of Staff and USD(AT&L) to embed data sharing mindset and practices into our training – both military and civilian. In addition, I will work with AT&L, Comptroller, USD(I) and the other DoD Components to modify our institutional processes to promote data sharing. Finally, I intend to continue the Department’s advocacy and awareness campaign – ensuring that all members of the Department hear and understand the importance of data sharing.

13. Testing and Evaluation of Information Technology Systems

As information technology systems and infrastructure grow more sophisticated, networked, and software-intensive, DOD’s ability to test and evaluate them becomes more difficult.

What concerns do you have, if any, with DOD’s ability to test new information technology systems/infrastructures such as the Navy-Marine Corps Intranet (NMCI) and the Global Information Grid-Bandwidth Expansion (GIG-BE)?

Both developmental and operational testing are important to the overall acquisition process, and make important contributions to the development and implementation of IT systems. The testing process instills a discipline into the developmental cycle similar to that produced when the principles of good system engineering are applied.

It is my understanding that the current process provides excellent results, if testing is done against well-formed requirements. Since requirements are a key ingredient in a successful test event, my focus would be on ensuring that well vetted requirements that consider the individual needs of the services/components/agencies and the collective needs of the Department are developed.

What steps do you believe the Department should take to build and maintain a robust test and evaluation capability?

I believe that the Department’s test and evaluation (T&E) processes and procedures are exceptional. The T&E community has supported the acquisition processes move to a spiral
acquisition process where we develop capability and test that capability in small increments that are all aimed at the final capability need. Since this approach is gaining widespread acceptance within the IT Program Management community, I hope to continue to foster the work already underway between the testing and acquisition communities to ensure that the successful testing of system increments drives us to ultimate success with the final system.

In addition, the Department has already recognized the need to continue to strengthen Test & Evaluation not just for information technology systems but all its systems that will be operating in a networked DoD. This effort lead by the Director, Operational Test & Evaluation, has developed and published the initial version of a Testing in a Joint Environment Roadmap. Implementation planning is underway under the leadership of DOT&E in full partnership with USD(AT&L), USD(P&R), the Joint Staff, the Military Services, Joint Forces Command. The implementation plan covers changes in: the Test & Evaluation methods and processes; the T&E infrastructure; DoD's policies and regulations; and DoD's organization and resource considerations. One of the major elements of the implementation plan is how to create, maintain and use a distributed test (and training) infrastructure. It is seldom practical, and rarely affordable, to create a purely live test environment with all of the elements of the Department whether the day-to-day activities (e.g. NMCI) to deployed joint task forces. This capability will effectively integrate live, virtual, and constructive representations of the necessary elements in order to generate a realistic environment. This capability will also provide a persistent, repeatable, operationally realistic environment in a timely and cost-effective manner for any system or combination of systems and set of operations (or workflows).

If confirmed, what would your plans be to ensure adequate test and evaluation of components of the Global Information Grid (GIG)?

Again, I think that it is critical that the GIG requirements be well-defined, and that the requirements support the direction my predecessors have laid out in the GIG architecture. When we do this, I am confident that the Department’s T&E capability will reveal the strengths and weaknesses of our implementation of the GIG.

If confirmed, how would you assess the current and potential future threats to military forces dependent on the IT systems?

It is my understanding that there are significant threats to military forces dependent on IT systems. These threats are growing in their sophistication and will continue to do so in the future. However, DoD's capability to combat and mitigate these threats has also increased. The Department is implementing a variety of enterprise-wide security solutions and increasing our capabilities to protect, detect and monitor potentially malicious activity through the efforts of entities such as the Joint Task Force-Global Network Operations.

14. Information Security

The Department of Defense has a significant portion of its budget devoted to information assurance activities. The National Security Agency has a significant portion of
its budget devoted to administering the Information Systems Security Program.

What is the relationship between the Department’s information assurance activities and NSA’s Information Systems Security Program?

If confirmed, I will continue to working closely with the NSA, and as ASD (NII) I will continue to serve as the principal advisor to the Secretary of Defense on Information Assurance. Since the issuance of National Security Directive 42 in July 1990, the Secretary of Defense and the Director NSA respectively have served as the Executive Agent and National Manager for National Security Telecommunications and Information Systems Security.

If confirmed, what oversight responsibilities would you have with regard to the administration of the Information Systems Security Program?

In general, I anticipate I will have oversight responsibility for information assurance (IA) policy development and implementation, resource and program management, acquisition and security compliance. Specifically, I will provide IA support to the DoD components in order to assess the threats to, and vulnerabilities of, information technologies; serve as the focal point for IA research and development; develop and maintain a systems security engineering process that implements the IA component of the GIG architecture; ensure interoperable IA solutions; and ensure IA awareness, training, education and certification of systems and personnel.

15. Interoperability

In the aftermath of each significant military operation over the past 25 years, the lessons learned process has revealed significant problems associated with the interoperability of communications, as well as information technology networks. Much of this has to do with systems developed by the Services that are not interoperable with other Service or joint systems. Blue Force tracking is such an example.

In your view, what role should the ASD(NII) play in formulating and enforcing standards for all defense communications and information technology systems to reduce or eliminate interoperability problems?

If confirmed, my role as the DoD Chief Information Officer is to ensure the interoperability of information technology systems throughout the Department of Defense and to prescribe standards that apply across the Department. I do this by working with the DoD Components to formulate the minimum set of IT standards needed to achieve interoperability among forces. I will also work with the Joint Staff, USD (Acquisition, Technology and Logistics), and the USD(Comptroller) to build-in and enforce interoperability requirements through the Joint capabilities development process, the Defense acquisition process, and the planning programming and execution process. Compliance with interoperability standards is independently validated and certified prior to program milestone decisions.
16. Information Management

The Clinger-Cohen Act of 1996 introduced requirements emphasizing the need for the Department of Defense to significantly improve management processes, including how it selects and manages IT resources. For instance, a key goal of the Clinger-Cohen Act is that the Department of Defense should have institutionalized processes and information in place to ensure that IT projects are being implemented at acceptable costs, within reasonable time frames, and are contributing to tangible, observable improvements in mission performance.

What role do you expect to play, if confirmed, in the implementation of the Clinger-Cohen Act with regard to IT that is embedded in major weapon systems?

I am not yet fully familiar with how the Clinger-Cohen Act is implemented with regard to IT that is embedded in major weapons systems. However, if confirmed, I will assess the status of Clinger-Cohen Act implementation, and take actions to ensure that the oversight adds value to IT projects, and does not result in redundant oversight processes.

What do you see as the appropriate relationship between the ASD(NII) and the service acquisition executives in this effort?

If confirmed, my relationship with the service acquisition executives will be based on my role as Principal Staff Assistant to the Secretary of Defense for networks and information integration, net-centric operations, and command and control (C2) and communication functions and as CIO, and I will work with the service acquisition executives to ensure that the oversight role of ASD(NII)/DoD CIO is both as effective and efficient as possible.

17. Commercial vs. Military Requirements for Frequency Spectrum

In recent years, growing demands for the use of the frequency spectrum for defense and civilian communication needs have increased the competition for this finite resource.

If confirmed, what would your role be in spectrum management issues within the Department of Defense?

If confirmed, my responsibility in spectrum management is to ensure DoD has assured access to the necessary spectrum it needs within CONUS and as part of worldwide operations to conduct operations and warfighter training to effectively execute those operational missions.

What steps, if any, would you recommend the Department of Defense take to improve its spectrum management policies?

Clearly, the Department’s continued efforts toward leveraging information technology toward Network-Centric Warfare requires assured and seamless spectrum access. The Department’s efforts are enabling dynamic spectrum management, optimizing spectrum utilization and providing
spectrum bandwidth on-demand. The Department’s efforts to improve spectrum management policies are driven by expanded requirements by warfighters for spectrum-dependent technologies and the demands of a geographically dispersed, technologically advanced military. A key factor for consideration in addressing this challenge is the finite nature of spectrum as a resource that the Department is addressing through more efficient use of its allocated spectrum.

If confirmed, what actions would you take to review the Department’s total spectrum requirements and ensure that new systems are designed to ensure efficient spectrum utilization by the Department of Defense?

The ASD(NII) is responsible for ensuring that the Department is a responsible steward of the frequency spectrum. To the best of my knowledge, the Department has focused more attention on critical spectrum management issues in recent years. If confirmed, I plan to continue to focus on accurately projecting future requirements for spectrum use for warfighter access and to enable efficient and effective operation.

The increased focus on improved spectrum management processes, in part, has been driven by real-world lessons learned as part of ongoing stabilization and reconstruction efforts in Iraq, in which the Department has been able to leverage the capabilities of its Network-Centric Operations. Spectrum management is critical in a battlespace environment that is increasingly dependent on wireless technology.

The Department’s implementation of the President’s Spectrum Policy Initiative will improve spectrum access for DoD’s mission-critical requirements. The Department continues to face the ongoing worldwide contention for spectrum access. Effective implementation of the spectrum policy recommendations of this initiative will improve our effective use of the spectrum and enhance DoD’s global spectrum use and interoperability. The strategic spectrum planning requirements of the Initiative also build on ongoing efforts within the Department to find efficiencies in spectrum usage that are in line with DoD’s mission and standards of capability.

18. **Coordination Between CIO and CFO**

Chapter 25 of title 40 of the United States Code (40 U.S.C. § 1426) establishes accountability within each executive agency for accounting, financial, and asset management systems, and for ensuring financial and related program performance data are provided on a reliable, consistent, and timely manner. The law directs the head of each executive agency to consult with both the Chief Information Officer and the Chief Financial Officer in establishing appropriate policies and procedures.

If confirmed, how do you see your role as CIO with respect to the CFO?

I am unfamiliar with the details at this time, but it is my understanding that there have been significant improvements in collaboration between the CIO and the CFO, resulting in a better and
more integrated process. To the extent possible, if confirmed, I intend to advance that process for even closer cooperation.

**What mechanisms do you believe are needed to ensure proper coordination between the CIO and CFO?**

*It is my understanding that as a part of the CFO’s initiative to improve the efficiency of business processes across the Department, she has implemented a portfolio management approach, which I believe to be a very sound approach. The idea of domain leaders seems to be a good integrating step, and I will support and expand upon that approach if I am confirmed.*

**If confirmed, what specific plans would you have as the CIO to ensure progress is made in providing accurate and timely financial and performance data?**

*I believe the validity of financial statements is the CFO’s job, while the CIO’s responsibility is to support the CFO’s important responsibility in the area by ensuring that efficient and effective information systems are developed that will provide accurate and timely performance and financial data.*

**What role do you expect to play in the implementation of such plans?**

*If confirmed, I believe my responsibility will be to provide oversight authority for all implementation; however, I will not be the implementer.*

**19. Defense Information Systems Agency (DISA) Oversight**

*The ASD (NII) has oversight over the Defense Information Systems Agency (DISA).*

**If confirmed, how do you plan to exercise your oversight authority to ensure that DISA provides the most effective support in the most efficient manner?**

*If I am confirmed, I would exercise my oversight authority by using the same approach I have used in the past to provide management oversight of large organizations such as DISA. I would ensure that the Agency has established a set of long-term goals and annual operating objectives with supported action plans that are both measurable and relevant. Relevancy is established by ensuring that these goals and objectives are closely aligned with DoD’s network-centric vision, mission, strategies and goals. Quantitative measures would be established for each goal and mission. The Agency’s top-level objectives would be cascaded down to all levels of the organization to assure total alignment.*

**In your view, what are the major challenges and problems that DISA currently faces in meeting its mission?**

*DISA is at the forefront of the Department’s net-centric operations and warfare. It provides the infrastructure for the GIG and the GIG’s enterprise services, e.g., the warfighting and business*
domains. DISA is the primary DoD organization for the provisioning and management of the Enterprise Information Environment Mission Area (EIEMA) in the GIG construct. Success here depends upon the maturation of the NetOps concept for operation and defense of the GIG, agile acquisition techniques and management to take advantage of the fast-paced world of information technology, agile and competent E2E systems engineering to provide joint interoperable systems, and continued movement toward increased capabilities commensurate with the pace of change in IT. I believe DISA is organized to successfully handle these challenges. My job will be to ensure they can continue to provide the Department the support needed.

20. **Service Communications and Networking Programs**

A number of Service and Joint communications and networking programs are encountering significant technical and funding problems, leading to developmental delays and cost overruns.

In your view, what role, if any, should the ASD(NII) play in the oversight of Service or Joint communications and networking systems acquisition programs?

If confirmed, I would exercise oversight authority over those programs delegated by USD(AT&L). This includes providing day-to-day oversight, as the Milestone Decision Authority for Major Acquisition Information Systems and those other initiatives that are of special interest. I believe communications and networking programs supporting a joint mission or operating in a joint environment fall into one of these categories.

If confirmed, I would also continue to lead or participate in the current oversight review processes, ensuring these programs are reviewed on a reoccurring basis either through the Defense Acquisition Board process, IT Acquisition Board, or ASD(NII’s) Net-Centric Program Review process. The ASD(NII) should lead the policy development and program oversight as the milestone decision authority for all major communications and networking programs. The ASD(NII) has the responsibility for providing policies, oversight, guidance, architecture, and strategic approaches for all communications and information network program and initiatives on an enterprise-wide basis across the Department, whether terrestrial, space-based or wireless.

Through the Department’s acquisition process, the ASD(NII) can enforce these responsibilities through influencing the analysis and planning, acquisition strategy, and capability delivery of the programs. Additionally, my staff and I will continue regular program oversight reviews to look at programs status, program risks and risk mitigation actions that should be taken.

I will continue to implement a collaborative systems engineering effort to ensure joint interoperability across all major programs that constitute the Global Information Grid (GIG). This effort is generating the DoD Net Centric Implementation Document that will provide system level guidance on Networking and Information Technology (IT) programs across the GIG.

What role, if any, should the ASD(NII) play in the management of the Joint Tactical Radio System program and the Army Warfighter Information Network-Tactical and
If confirmed as the ASD(NII), I will play an active role in developing the appropriate management concept and structure for the Joint Tactical Radio System (JTRS), Warfighter Information Network-Tactical (WIN-T) and similar programs to ensure these programs provide support to the warfighter. I will continue ASD(NII) oversight activities, in partnership with USD(AT&L) acquisition process, to ensure the best possible management structure for vital transformational programs. My intent is to heavily influence this program from a technical, interoperable, and networking standpoint to ensure it meets warfighter needs and DoD net-centric objectives.

Our tactical networks are very important in supporting our warfighters in the field. JTRS, WIN-T and Future Combat System provide the Army’s next generation battle application and networking, increasing the warfighter’s effectiveness considerably. The Air Force and the Department of Navy are developing their tactical networks as well. If confirmed, I will continue in-depth review processes to assure that all DoD communications and networking programs meet DoD objectives, manage risk, avoid duplication, and ensure support to the warfighter.

21. **Joint Battle Management Command and Control (JBMC2) Roadmap**

What role should the ASD(NII) play in the development of the JBMC2 roadmap?

My understanding is that the Office of the ASD(NII) has actively supported USD(AT&L) and the Commander US Joint Forces Command in the development of both versions of the JBMC2 Roadmap. If confirmed, I would continue the organization’s involvement and support if this effort, particularly in matters relating to data standards and architectures, IT and C4 policies, and specific network-centric systems under the purview of the ASD(NII)/DoD CIO.

In your view, how should the JBMC2 Roadmap be used to shape Service and Agency investment decisions?

If confirmed, I plan, in my role as the C3 Principal Staff Assistant, to ensure the Roadmap becomes a vehicle for describing the Department’s plans for transitioning C2 functions that currently support stovepipe Military Service tasks to one that supports the Joint Task Force Commander. I believe the Roadmap should describe how we are transitioning from a system-to-system connections environment to the net-centric environment and how we are designing our C2 processes around the Joint warfighter’s needs.

22. **Industrial Base and Workforce**

Do you have any concerns over the continued ability of the Department of Defense to procure needed networking and IT systems from secure and reliable sources in the near or far term?
Yes, I am concerned. Globalization of the information technology and telecommunications industries creates security and technological leadership challenges for DoD. As we become increasingly dependent upon IT products developed overseas and infrastructures owned and operated by foreign companies, adversaries are provided with the opportunity to destroy our war fighting capability by exploiting our supply chain, denying service and undermining the integrity of our command and control. To mitigate these risks, DoD has initiated a multi-pronged mission assurance strategy that consists of Information Assurance/defense-in-depth, hardware assurance and software assurance. ASD(NII) has a critical role in ensuring comprehensive and effective development and implementation of this strategy.

Do you have any concerns over the continued ability of the Department of Defense to attract and retain the technical talent necessary to perform the various IT and networking missions of the Department?

Within the Military Services, military IT occupations are viewed as attractive career fields by new recruits. A 2004 RAND study recently reconfirmed this, finding that IT recruits were of higher quality, signed on for longer enlistment terms and generally had lower attrition than their non-IT counterparts. Military retention rates are being maintained through a combination of tools including retention bonuses and opportunities for continued education, training and developmental assignments.

DoD’s civilian IT workforce demographics mirror those of the overall Federal workforce; both have a large retirement-eligible population. We are using a proactive, holistic approach to address the various aspects of acquiring and sustaining a pool of skilled IT professionals and working with DoD’s Chief Human Capital Officer, the Office of Personnel and Management, and our counterparts on the Federal CIO Council to implement innovative recruitment and retention initiatives. We expect these tools, the continued use of IT special salary rates, and your continued support for our education, training and certification programs, such as the Information Resources Management College and the Information Assurance Scholarship Program, will ensure that DoD maintains a cadre of highly skilled IT personnel.

In your view, what is the role, if any, of the ASD(NII) in ensuring that the Department of Defense has reliable access to needed sources of technology and technical talent?

The ASD(NII) has a key role in articulating to vendors and private industry the emerging technical tools and capabilities needed to implement net-centricity within the Department of Defense. Some of these requirements, such as collaboration tools required for data management, are still in the infancy stage; however, they are continuing to mature.

The ASD(NII) is also responsible for establishing and implementing Department-wide IT workforce initiatives, in coordination with the Under Secretary of Defense for Personnel and Readiness and the Components, to ensure the IT mission requirements of the Department are met. ASD(NII) works in partnership with stakeholders from DoD critical communities, the Joint Chiefs of Staff, the Services, the Office of Personnel Management and the Federal CIO Council to
address current and emerging skill requirements impacting the IT workforce.

ASD (NII) also has a critical role in creating a long-term research and development strategy that enhances the industrial base and ensures that the United States remain a technological leader.

23. **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, I do.

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

Yes, I do.

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 Assistant Secretary of Defense for Networks and Information Integration?

Yes, I do.

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, I do.