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001. form	re: Candidate Information Summary - Kate P. Wolters [Personally Identifiable Information] [Partial] (1 page)	04/13/1995	b(6)

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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

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RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR DONALD S. WASSERMAN

FR: Donnie Fowler, White House Legislative Affairs
DATE: July 21, 1995
RE: The Nomination Process

Congratulations on your nomination to serve as a member of the Federal Labor Relations Authority. Below, you will find a brief description of the process leading from your nomination to your confirmation.

Nomination. The President formally nominates a candidate when the White House Executive Clerk's office sends nominating papers to the U.S. Senate. At this point, the Senate Majority Secretary's office assigns a nominee to the appropriate committee or committees. The assignment depends on the position for which a nominee was chosen. In your case, the Government Affairs Committee will exercise jurisdiction. Senator William Roth of Delaware is the chairman and Senator John Glenn of Ohio is the ranking Democrat.

Committee Questionnaire. Most committees ask that a nominee answer questions which the committee itself has compiled. These responses are separate from those for which the White House asks. The scope and substance of the questions depend on the position to be filled and on the individual committee. Generally, a committee will not move on a nomination until all of its written questions have been answered.

Courtesy Visits. The Chairman and Ranking Member of each committee and the committee majority and minority staff directors will receive an offer of a courtesy visit by the nominee. Pro forma, the other members of the committee may also receive an opportunity. The agency or White House nominations coordinator usually makes the offers. Most members prefer to visit with a nominee after his or her paperwork is essentially completed and a hearing is imminent. While Senators will not always accept these invitations, it is nonetheless important that they are extended.

Hearing. Hearings take place in almost every instance. They may last for only a brief period or may continue for an hour or more.

Post-hearing Questions, Mark-up, and Senate Floor Action. After the hearing, the committee may ask that the nominee answer additional questions, usually written, and provide additional information. If this is done expeditiously, then an early committee vote, or "markup," is more likely. With a favorable committee vote, the nominee faces consideration by the full Senate for final confirmation.

Summary. From nomination to confirmation, a nominee will face several steps. The process begins with answers to committee questionnaires and visits to Senators and committee staff. In most cases, a committee will hold a hearing on the nomination and will often require post-hearing responses to requests for additional information. Ultimately, a nominee faces two votes on his or her nomination -- one in committee and one before the full Senate -- before they are finally confirmed.

from the office of

*Senator Edward M. Kennedy
of Massachusetts*

STATEMENT BY SENATOR EDWARD M. KENNEDY
ON THE NOMINATION OF JOHN WHITE
AS DEPUTY SECRETARY OF DEFENSE

For Immediate Release:
June 13, 1995

Contact: Pam Hughes/Jim Manley
(202) 224-2633

I'm pleased that President Clinton has nominated John White to be Deputy Secretary of Defense. As a member of this committee, I'm honored to support him here this morning, and I urge the committee to recommend his prompt confirmation by the Senate.

Running the day-to-day operations of the Defense Department is a demanding task. John White has served in an impressive array of positions in government, academia, and private industry. His ability, judgment, and breadth of experience make him well-qualified for that position.

Currently, John is the Director of the Center for Business and Government at the Kennedy School of Government at Harvard. His work focuses on the areas in which the public and private sectors intersect. The Defense Department is the largest consumer of private sector goods and services in the federal government, and John's experience and expertise will be especially valuable here.

Before coming to Harvard, John spent over a decade in senior management positions in the private sector. He was CEO and Chairman of the Board of Interactive Systems Corporation, and then General Manager of the Integration and Systems Products Division and a Vice President of Eastman Kodak. The Deputy Secretary's role in the Defense Department requires the ability to make large organizations function efficiently. John White's 11 successful years accomplishing this task while meeting the requirements of a bottom line prove that he has the managerial skill for this position.

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John White has previously served in the federal government, including the Pentagon. During the Carter Administration he served as Assistant Secretary of Defense for Manpower, Reserve Affairs, and Logistics during 1977-78. Subsequently, he served as Deputy Director of the Office of Management and Budget. His position in the Pentagon gave him first-hand responsibility for our most valuable defense resource--the men and women who serve in uniform.

Prior to his service in the Department of Defense, John spent nine years at the RAND Corporation, where he was Senior Vice-President for National Security Programs. His extensive study of defense policy at RAND gave him broad knowledge of national security issues.

Most recently, John served as chairman of the Congressional Commission on Roles and Missions of the Armed Forces. The commission submitted its final report last month after a year-long study of how to reorganize the Defense Department for optimal effectiveness and efficiency as we move into the next century. The focus of the report is on how to make the operation of the services truly joint, a process that was begun by this committee nearly a decade ago with the passage of the Goldwater-Nichols legislation. As Deputy Secretary, one of John's principal responsibilities will be to coordinate the efforts of the services, the combat commands, and the joint chiefs to ensure a cooperative effort in the use of military force.

Another important aspect of Mr. White's experience as chairman of the Roles and Missions Commission, as well as his previous service in the Pentagon, is that he has worked closely with Secretary Perry. Secretary Perry has done an excellent job at the Department, and he has chosen John White for this position. I look forward to the Perry-White team continuing to run the Pentagon as smoothly as it functioned under the Perry-Deutch team.

John White is obviously very well prepared for this important position in the Department. I support his nomination, and I urge my colleagues on the committee to approve it.

May 30, 1995

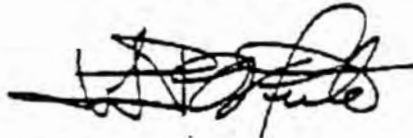
The Honorable Strom Thurmond
Chairman
Committee on Armed Services
United States Senate
Washington, D.C. 20510-6050

Dear Mr. Chairman:

Thank you for your letter of May 15, 1995, in relation to my nomination as Deputy Secretary of Defense. Enclosed are my responses to the Committee's advance questions.

I appreciate the opportunity to answer the Committee's questions and look forward to appearing before the Committee.

Sincerely yours,

A handwritten signature in black ink, appearing to read "John P. White", with a long horizontal flourish extending to the left.

John P. White

Enclosure

UNITED STATES SENATE
COMMITTEE ON ARMED SERVICES
ANSWERS TO ADVANCE QUESTIONS
JOHN P. WHITE
DEPUTY SECRETARY-DESIGNATE
DEPARTMENT OF DEFENSE

Defense Reforms

1. More than eight years have now passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations Reforms.

a. Do you support full implementation of these reforms?

Yes.

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

In brief, the reforms have been implemented carefully, in a measured way, and in compliance with both the letter and spirit of the legislation. Instituting the major changes called for by Goldwater-Nichols must be done in an evolutionary way. The Department must maintain the momentum until the intent of Goldwater-Nichols has been fully realized. The Commission on Roles and Missions offered some suggestions on how the Department can move the process along. With the continuing help of this Committee, I am certain that it will.

c. The goals of 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 fully 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.

(1) Do you agree with these goals?

Yes.

(2) What is your view of the extent to which these goals have been realized?

The most crucial provisions that have been implemented include those that strengthened the role and authority of the Chairman of the Joint Chiefs of Staff and the unified commanders (CINCs), improved the quality of joint staffs, gave theater CINCs greater authority over assigned forces, strengthened the ability of OSD to assist the Secretary in formulating the defense strategy, directed the Secretary of Defense to provide written policy guidance to the Chairman for the preparation of contingency plans, and strengthened the capability of OSD to review these plans on behalf of the Secretary. I believe that additional steps can be taken.

Qualifications

Section 132 of title 10, United States Code, provides that the duties of the Deputy Secretary of Defense are to be prescribed by the Secretary of Defense.

1. Assuming you are confirmed, what duties do you expect that Secretary Perry will prescribe for you?

In the Department of Defense, the Secretary of Defense and the Deputy Secretary of Defense have historically functioned as "alter egos." This was the practice while Dr. Perry and Dr. Deutch were Deputy Secretary. Secretary Perry and I intend to maintain this practice. The Secretary will continue to serve as the "Chief Executive Officer" of the Department, and, if

confirmed, I will act as its "Chief Operating Officer."

2. What background and experience do you possess that you believe qualify you to perform these duties?

I have devoted a significant portion of my professional life to studying, developing, and implementing defense policy. Early in my career, I served as an officer in the United States Marine Corps. I served as Senior Vice-President of the Rand Corporation in the 1970's responsible for all of Rand's National Security Research. During the Carter Administration, I was the Assistant Secretary of Defense for Manpower, Reserve Affairs and Logistics (1977-78) and the Deputy Director of the Office of Management and Budget (1978-81). For the past year, I have chaired the Commission on Roles and Missions of the Armed Forces.

I am also the Director of the Center for Business and Government and on the faculty at the John F. Kennedy School of Government at Harvard University. The Center addresses a broad array of public policy issues.

In private life, I have obtained additional managerial experience as the Chief Executive Officer and Chairman of the Board of Interactive Systems Corporation (1981-88). After that business was sold to Eastman Kodak in 1988, I became a Kodak Corporate Vice President and the General Manager of its Integration and Systems Products Division.

Consequently, much of my career has been devoted to managing technical/analytical organizations -- where a major emphasis has been upon how to manage and adapt to change. I think that this experience will be valuable if I am confirmed.

I earned a B.S. degree in industrial and labor relations from Cornell University, and an M.A. and Ph.D. in economics from the Maxwell Graduate School of Syracuse University.

3. Do you believe there are any steps you need to take to enhance your expertise to perform the duties of Secretary of

Defense?

I believe that my experience and education, which are briefly described above, would enable me, if confirmed, to serve effectively as Deputy Secretary of Defense. I would welcome the opportunity to learn from this Committee, the Congress, and the dedicated men and women of the Department.

Acquisition policy and management

1. In your view, what are the most significant management challenges the Department faces with respect to the acquisition system?

The most significant challenge is to reform the acquisition process. The DoD acquisition system today is a complex web of laws, regulations, and policies. This system was intended to ensure standardized treatment of contractors; prevent fraud, waste and abuse; ensure that the government acquisition process was fair; check the Government's authority and its demand on suppliers; and further socioeconomic objectives. While these aims are laudable, the result is a system that is too cumbersome and costly. The Department must be able to acquire commercial and other state-of-the-art products and technology rapidly from reliable suppliers who utilize the latest manufacturing and management techniques. DoD has begun a series of comprehensive acquisition reform initiatives, many of which are included in the Federal Acquisition Streamlining Act of 1994.

2. Please give your evaluation of the DoD's implementation of the acquisition reforms mandated by the Packard Commission, the Defense Management Review, and the National Performance Review in terms of:

a. Major accomplishments.

DoD has made significant progress in implementing these reforms, and it must be maintained. Positive accomplishments

include the creation of a full-time acquisition executive in the Office of the Secretary of Defense, a full-time acquisition executive in each Military Department, and Program Executive Officers for major systems in order to create clear lines of authority and a resulting focus of the authority and responsibility for acquisition policy and execution.

b. Areas that need more attention.

I believe that DoD needs to continue to simplify the regulatory and statutory regime, especially in order to foster the use of commercial practices and the procurement of commercial products. Maintaining the commitment to a professional acquisition workforce is also very important.

3. Last year Congress passed the Acquisition Streamlining Act but legislative fixes are only part of the story. Which aspects of the acquisition system can be reformed significantly through internal management changes without legislative action?

I understand that DoD is leading the interagency teams that are aggressively implementing the provisions of the streamlining legislation. The goal is to have all rules published and effective no later than October 1, 1995.

There are a number of additional actions the Department can take internally to reform the acquisition process short of legislative action, including eliminating the requirement for military specifications and standards, wherever possible.

I should also note that the Roles and Missions Commission made a series of recommendations to move further in the area of acquisition reform.

4. What is the status of the Department's implementation of last years Acquisition Streamlining legislation?

It is my understanding that DoD is aggressively implementing the new law. This includes a series of revisions to the

Federal Acquisition Regulation (FAR), changes to numerous internal agency rules, and issuance of waivers for the five pilot programs authorized in the Streamlining Act.

5. What legislative proposals, if any, should be given priority in terms of follow-up to the Federal Acquisition Streamlining Act of 1994?

The Administration and DoD have formally proposed wide-ranging follow-on legislation to the Federal Acquisition Streamlining Act of 1994. Among the major aims of these proposals are to streamline contract award procedures and reduce lengthy and expensive protest litigation.

6. Please describe the magnitude of savings that you anticipate from comprehensive acquisition reform, and a reasonable time frame for achieving those savings.

I have considerable optimism that there will be significant savings from comprehensive near-term acquisition reform. However, until the Department implements the comprehensive acquisition reform initiative and documents the results, it is not possible to estimate savings accurately.

7. Please give your assessment of DoD's implementation, to date, of each of the recruitment, compensation, and training incentives in the Defense Acquisition Workforce Improvement Act.

I am advised that in the area of recruitment, DoD has implemented an effective program to bring highly qualified recent graduates into the acquisition workforce. On compensation, the Act authorizes retention bonuses for certain officers in the Acquisition Corps, but the Services have not used this authority because of adequate retention of these officers. Training activities have increased substantially, and the fiscal year 1996 budget includes funding to meet the training requirements necessary to achieve a fully professional workforce.

8. Do you believe that any additional management actions or

legislative incentives are needed to enhance DoD's ability to meet the Section 1207 goals for participation in defense procurement by small businesses and small disadvantaged businesses?

No.

9. DoD has separate rules and organizations to address acquisition procedures, validation of requirements, and establishment of budgets.

a. What is your view on the effectiveness of arrangements now in place in terms of coordinating acquisition, requirements, and budget activities?

Since the issuance of the 1986 Packard Commission report and the 1989 Defense Management Report, the Department has gone to great lengths to ensure that its major decision support processes are rational and effective. I fully support those efforts.

b. Would you recommend any organizational or procedural changes?

Based on my review of this important area in the last year, I believe that consideration should be given to three broad changes or improvements. First, further strengthening the role of the Joint Requirements Oversight Council in getting "jointness" built in early in the requirements determination process. Second, assuring the Service Acquisition Executives and the USD (A&T) are fully involved in cost/capability tradeoffs concerning new weapons systems. And third, better linking this modernization activity with overall assessment of capabilities to perform CINC missions, which should be the centerpiece of DoD's program and budget formulation.

10. With respect to the management of defense acquisition activities:

a. What is your understanding of the role of the

Deputy Secretary of Defense?

The Deputy Secretary has a very broad portfolio that goes beyond DoD's acquisition activities. The Deputy must concern himself with top-level issues of resource allocation and force and personnel readiness. Obviously, from time to time, the Deputy will become involved in acquisition decisions, but the senior official in charge of acquisition is the USD(A&T). Both the Secretary and Deputy look to the USD(A&T) as their number one advisor on acquisition matters.

b. What do you see as the relationship between the Deputy Secretary and each of the following:

- (1) The Under Secretary of Defense for Acquisition and Technology.
- (2) The Service Secretaries.
- (3) The Service Acquisition Executives.
- (4) The Comptroller.
- (5) The Inspector General.

1. If confirmed, I intend to work very closely with the USD(A&T) on a day-to-day basis. He will be the number one advisor to me and to the Secretary on acquisition matters.

2. Regarding the relationship between the Deputy and the Service Secretaries, there may of course be times that a Service Secretary does not agree with a position taken by the USD(A&T). In those cases, I would intend, if confirmed, to follow John Deutch's practice of allowing the Service Secretaries to appeal to me or the Secretary. Similarly, they may appeal to the Secretary if they object to a decision I make as Deputy Secretary.

3. The relationship of the Deputy Secretary and the Service

Acquisition Executives (SAEs) is not as close as the Deputy-USD(A&T) or Deputy-Service Secretary relationship. This is basically a matter of organizational structure and span of control.

4. By law, the Comptroller advises and assists the Secretary and Deputy Secretary in performing budgetary and fiscal functions, supervising the preparation of the Department's budget estimates, and establishing and supervising the execution of budget principles, policies, and procedures. The Deputy Secretary necessarily has a close working relationship with the Comptroller.

5. An important part of the relationship between the Deputy Secretary and the IG is to ensure that the IG is doing his or her best to implement the IG Act while being careful not to prevent or prohibit any planned or ongoing audits. I intend to seek the advice and counsel of the Inspector General frequently.

11. What changes, if any, should be made in the method by which the Department of Defense establishes research priorities in the varied threat environment that characterizes the post-Cold War world?

The driving philosophy of the Department of Defense technology base programs has to be the development of affordable technology that will provide the capability to respond swiftly, decisively, and with minimum loss of life and material regardless of threat. To accomplish this, the technologist must work closely with the user to fully understand needs and keep the user informed of breakthrough technologies.

Industrial and Technology Base

1. Based upon your experience, what funding and management actions should receive the highest priority attention with respect to the following:

- a. Maintaining the viability of the defense technology

base?

b. Integration of the defense and non-defense technology bases to further the development of a dual-use industrial base?

I believe both objectives should be pursued. Increasingly, the Department must rely more on the commercial sector to have early, affordable, and assured access to the technologies it needs. This is true, for example, for semiconductors, computers, and advanced communications systems, where commercial industry now drives the pace of much technical innovation. In such sectors, commercial reliance will mean better products produced faster and at lower costs to the DoD. At the same time, I would expect the Department to continue to invest in order to maintain its lead in critical, defense-unique technologies.

2. In Chapter 148 of title 10, United States Code, Congress has established policies and programs for the national defense technology and industrial base, defense reinvestment, and defense conversion. This legislation establishes responsibility for annual assessments and plans; authorizes programs for development, application, and support for manufacturing technology, assisting defense-dependent companies in acquiring dual-use capabilities, and expanding the defense supplier base. From what you know of the Department's current situations, please describe and evaluate the status of implementation of each of the policies and programs established under Chapter 148.

The Administration is committed to maintaining an adequate industrial and technology base. I understand that the Department is developing consistent guidance and methods to assess industrial and technological capabilities. I also understand the Department has proposed changes to Chapter 148 which would focus its activities and analyses on those areas that are necessary to support its key budget, acquisition, and logistics processes.

3. In your view, does the Department currently have the capability to generate the sector studies needed to permit

rational industrial and technology base decisions about specific systems? If not, what changes would you recommend?

I understand the Assistant Secretary of Defense for Economic Security is working on this, developing general guidelines and examining specific industrial problems.

Nuclear Deterrence and The Department of Energy

1. How extensive is your familiarity with the Department of Energy's Nuclear Weapons Complex and major issues surrounding the Department of Energy's support to the DoD managed nuclear deterrent?

If confirmed, I intend to become much more familiar with the DoE nuclear weapons complex in the months ahead. The President has made clear the US will maintain its nuclear deterrent. This means DoE must be capable of supporting and sustaining the existing stockpile in a safe and reliable status.

2. In your opinion, is there a need to press DoE to decide on a tritium source that is reliable and uses proven technology?

I am aware that the DoE plans to publish their tritium strategy within the next few months.

3. At the May 16 hearing of the Subcommittee on Strategic Forces of the Senate Armed Services Committee, DoE submitted written testimony stating that, "Improvements to the stockpile must be made through a strategy that does not call for significant new weapons production or complete rebuilding of the enduring stockpile." Do you agree with this or do you believe that the US should maintain sufficient nuclear weapons manufacturing capacity to rebuild the entire stockpile over time?

Today, the stockpile is safe and reliable, and we have no requirements for new warheads. I do, however, believe that the DoE must have the capacity to replace -- if necessary -- failed

elements of the entire enduring stockpile over time.

4. The DoE has not provided DoD with technically detailed, requirements-driven plan for its Weapons Activities Programs (Stockpile Stewardship and Stockpile Management). Do you believe the Department of Defense should push DoE to produce such a plan this year?

I understand that the Department is reviewing the May 1995 DoE plan and will be working with their experts to ensure we can achieve this level of confidence.

5. If DoE informs you that underground testing is needed to solve problems with reliability or safety, would you inform the Armed Services Committee immediately?

Yes.

6. Are you in full agreement with US policy on nuclear deterrence and will you support that deterrent as defined by the Nuclear Posture Review or do you believe in alternative means of deterrence?

Yes. The Nuclear Posture Review held that the primary role of US nuclear weapons continues to be the deterrence of aggression against the United States, US forces overseas, and our allies. We will continue to maintain nuclear forces of sufficient size and capability to hold at risk a broad range of assets valued by the political and military leaders from any potential adversary. I do not believe that an alternative means of deterrence is necessary.

7. The Nuclear Posture Review adopts a strategy of "leading" the world by reducing our nuclear deterrent and of "hedging" by holding onto certain systems and maintaining the capability to reconstitute a larger deterrent if the world situation deteriorates. At this point in time, are you more of a "leader" or a "hedger?"

Both concepts are equally important and must work together. The Nuclear Posture Review illuminated where it was prudent to "lead" and how best to "hedge."

8. Do you support maintaining the current level of defense R&D spending and the pattern of that spending? If so, why? If not, why not, and what would you do instead?

Based on my current understanding, I believe that the current level and pattern of R&D spending for US forces is appropriate and supports our R&D objective.

Civil-Military Cooperative Action Program

Section 1081 of the National Defense Authorization Act for Fiscal Year 1993 established the Civil-Military Cooperative Action Program. Under this program, military units can use their unique expertise or equipment to meet local domestic needs, as long as these activities are consistent with their military mission and do not duplicate other public services or compete with services available from the private sector. Please describe the status of the Department's implementation of this program.

The Department has several different pilot programs underway in various stages, from initiation to completion. I am told that a DoD Directive and Instruction that would implement section 1081 are currently being staffed within the Department. Based on preliminary information, all pilot programs appear to have been successful in demonstrating the potential benefits of cooperative action programs.

Implementation of the Bottom-Up Review

What do you see as the primary actions that must be taken to implement the Bottom-Up Review (BUR) in the context of the current and anticipated levels of defense funding?

First, we must maintain the force structure laid out in the BUR. U.S. forces must be able to accomplish a wide range of missions, including: deterring and, if needed, cooperating with allies to defeat regional aggression; sustaining a robust overseas presence; and being able to conduct a wide range of operations, including smaller scale contingencies and peace operations.

Second, we must also maintain the high readiness of our forces. In fact, Secretary Perry has made readiness his number one priority and has devoted special efforts to ensure the readiness accounts are adequately funded and that monitoring mechanisms for readiness are in place.

Third, we must continue to field the enhancements to our forces that were highlighted in the BUR, such as improved strategic mobility through airlift and sealift modernization.

Finally, we must maintain our S&T and R&D funding investments in innovation to keep us well ahead of our adversaries.

Meeting our long-term recapitalization needs will require not only the real budget growth now programmed for FY 2000 and 2001, but also careful phasing of acquisition programs and achieving, over the intervening years, reductions in other accounts, chiefly infrastructure and overhead.

Inflation Protection

If the defense topline is not increased for higher inflation in the same way it was lowered when inflation was assumed to be lower, what management problems would that present in terms of the responsibilities traditionally performed by the Deputy Secretary of Defense?

The President's budget includes a prudent multiyear defense program, which is priced to accommodate the current projections

of inflation. If inflation increases, the preferred course is to increase the defense topline. If the topline were not increased, the Deputy Secretary would lead the Department in an effort to reduce the program in a manner that would accommodate higher inflation with the least impact on priority DoD programs.

Balanced Budget Amendment

What is your assessment of the impact of the, now dormant but always possible, balanced budget amendment on the ability to provide for the common defense and to properly manage programs of the Department of Defense?

Defense spending constitutes about half of federal discretionary spending and therefore would be very vulnerable under such an amendment. Major DoD reductions to balance the budget could jeopardize the Department's ability to meet mission requirements. Additionally, every year defense could be subject to cuts to compensate for an economic downturn, higher interest rates, and other changes. Such changes should not be the basis for deciding how much to spend on defense.

What do you believe will be the impact of the budget recently announced by the Senate?

The Senate Budget Resolution adopts the topline of President Clinton's defense request through FY 2000. However, the Resolution's defense topline for 2001 and 2002 is lower than what DoD projects as necessary for the recapitalization plan approved by the President, and therefore would undermine that plan.

Public/Private Responsibilities

1. What criteria should be used in deciding whether a government activity should be performed by a public or a private entity?

First, I believe that wherever the government can rely on the private sector, it should. The government should not, as a general rule, compete with its citizens. The Roles and Missions Commission found that in the past the government had to create and operate many activities because they did not exist in the private sector. In many places that is no longer true. As a result, the Commission recommended an aggressive effort to move activities out of government and into the private sector when it can meet DoD's needs. Of course, privatization is not a cure-all. Inherently governmental tasks must stay within government.

2. To the extent that activities are transferred to the private sector, what degree of oversight and supervision should be undertaken by the government to protect the interests of the taxpayers?

Clearly, supervision is necessary, and mechanisms must exist to provide for necessary control. But there is no automatic rule here. We probably need to improve the training of our base commanders and contracting personnel to manage service contracts as well as the in-house workforce.

3. Under what conditions, if any, would it be appropriate to transfer to the private sector an activity that would likely require performance by a single source over an extended period of years?

It is my understanding that the Competition in Contracting Act is applicable and requires the government to compete requirements, except in certain limited circumstances where competition is not practical.

4. If an activity is awarded to a sole source in circumstances where it is unlikely that any other source would be likely to compete in the foreseeable future, how would the government maintain a reasonable control over costs?

The best way to control cost growth is to understand a supplier's costs and negotiate a fixed price contract whenever

possible. It is also possible to benchmark a service with analogous providers to ascertain likely costs.

5. What are your views on whether DoD should privatize any of the following:

- a. Health care?
- b. Legal services?
- c. Commissaries?
- d. Housing?
- e. Depot maintenance?
- f. Financial management?

I am aware this is a controversial issue, and there are many viewpoints that need to be heard and considered. I cannot speak today for Secretary Perry and the Department on this issue or say specifically to what extent government activities in each of these areas should be transitioned to commercial suppliers.

6. Do you recommend any changes in the current laws or policies that affect the Department's ability to privatize these functions?

There are several that come to mind. I understand that DoD is prohibited from outsourcing fire fighters and guard services, or more than 40% of its depot maintenance work. A recurring Appropriations Act general provision requires the Department to perform extensive analysis and then certify to Congress the determination of the most efficient operation for commercial activities. These requirements, however well-intentioned, serve to deter reliance on commercial sources even when it makes sense to do so.

Department of Defense Maintenance Depots

1. The National Defense Authorization Act established a Department of Defense Depot Task Force to review a whole series of issues in the area of depot maintenance in the military services.

a. What role do you think the DOD maintenance depots play in the overall logistics and readiness posture of the military services?

The DoD depot maintenance system exists to provide a ready and timely source of repair of those mission essential weapon systems that support the Joint Chiefs of Staff approved scenarios.

b. In your view, what role do the DOD maintenance depots play in our overall industrial base capability?

They have provided an important capability to the DoD. They have ensured that the facilities, equipment, and skilled personnel, needed in the time of a contingency, are available and ready.

c. What do you think is the proper balance between DOD depots and the private sector for DOD depot maintenance workload?

The Department's policy has been that work should be given to the DoD depots to the extent required to sustain a certain level of in-house maintenance capabilities. Beyond those levels, it is DoD policy that depot maintenance workload should be performed in the private sector.

2. In 1993, the General Accounting Office criticized DOD's base closure and realignment recommendations to eliminate excess depot maintenance capacity because DOD's review process did not look at requirements in this area on a DOD-wide, cross-service basis.

a. Do you plan to look at DOD depot maintenance requirements on a cross-service basis if the Department's 1995 Base Closure conclusions do not satisfy the GAO perceived shortcomings?

Secretary Perry has forwarded a good set of recommendations to the Base Closure and Realignment Commission, and I would urge that Commission, the President and the Congress to accept those recommendations. Beyond that, I believe DoD should be looking across Service lines to satisfy depot maintenance requirements.

b. How will you ensure that the process needed to overcome what GAO labeled "service parochialism" in this area in 1993 is established and carried out?

A mechanism to overcome Service parochialism in the area of depot maintenance is already in place. The Department established the Defense Depot Maintenance Council, or DDMC, headed by the Deputy Under Secretary of Defense (Logistics) and including the senior logisticians from each of the Services and the Defense Logistics Agency. For aircraft, the largest commodity used across all Services, the Commission on Roles and Missions recommends establishing a single management element to coordinate depot workload and increase inter-servicing.

3. The Conference Report Statement of Managers on the National Defense Authorization Act for Fiscal Year 1994 directed "that the Secretary of Defense should, to the maximum extent possible, compete the depot maintenance workload from those depots that are closing among the remaining DOD depots in order to reduce costs and improve the overall efficiency of DOD depot operations. Such competition between depots should not impede the schedule for closing depots under the base closure process." What plans does DOD have to compete the workload from closing Navy depots among other DOD depots?

It is my understanding that the workload displaced as a result of the closing shipyards has largely gone away because of force structure reductions. Regarding the workload emanating

from the closing Naval Aviation Depots, the Navy utilized measures of merit in selecting new sources of repair. Some workload was interserviced, but the majority was placed in the remaining three Naval Aviation Depots resulting in increased efficiency of those remaining activities.

4. A recent DOD study entitled Integrated Management of Department of Defense Depot Maintenance Activities concluded: "Depot maintenance has limited leverage to protect the health of the US industrial base. First, original equipment manufacturers, because they carry large engineering staffs and other related burdens, have difficulty competing with contractors focused on maintenance who do not provide these capabilities. Second, depot maintenance is a small component of the industrial base."

a. Do you agree with this conclusion?

I agree that from the standpoint of the US industrial base as a whole, depot maintenance is not a predominant factor.

b. Do you believe that DOD should change the current allocation of depot maintenance workload between DOD depots and private contractors?

I support Secretary Perry's call to eliminate the so-called 60/40 law. In addition, the Roles and Missions Commission made recommendations for increasing reliance on the private sector for depot maintenance.

Readiness

In the 1970's, the military services had serious readiness problems. President Clinton and Secretary Perry have indicated that they are committed to maintaining the readiness of the current force even as we reduce the defense establishment and the defense budget.

1. If confirmed as Deputy Secretary of Defense, what

management actions will you take to ensure that you are kept informed on the current readiness status of the military services so that we do not return to the "hollow forces" of the late 1970's?

I share the commitment of the President and Secretary Perry to maintain the readiness of our forces to carry our national security strategy and will use all means at my disposal towards that end.

2. What funding and management actions should receive the highest priority attention in terms of maintaining readiness?

First, Secretary Perry has stated that people are our most important asset for readiness. If confirmed, I would ensure our people have first priority. This will involve, among other actions, ensuring that the President's initiatives to fund pay and quality-of-life improvements are carried out. In addition, I would work to ensure adequate funding to maintain the current readiness of our forces.

Force Quality

The single most important element in maintaining a superior fighting force is the quality of the men and women in that force, particularly when forces are being reduced.

1. If confirmed as Deputy Secretary of Defense, what management actions will you take to ensure that you are kept informed on current trends in force quality?

Personnel readiness is synonymous with the quality of the force, and that quality is a function of how well we: (1) recruit good people, (2) provide them training to develop and hone the requisite skills, and (3) reward them for their service.

If confirmed, I will be chairing the Senior Readiness Oversight Council and the Senior Panel on Recruiting. These mechanisms monitor trends in force quality, and I assure you that

any emerging problems will receive my personal attention and response.

2. What funding and management actions should receive the highest priority attention in terms of maintaining force quality?

I believe there are three elements to maintaining force quality. We must recruit quality people, train them properly, and treat them and their families right.

Military Justice

The Deputy Secretary of Defense traditionally has functioned as the alter ego to the Secretary of Defense. The Secretary, as the senior official in the Defense Department, is responsible for establishing policy, issuing directives, and setting standards of conduct for DoD personnel, including members of the armed forces. The Secretary is in the military chain of command, and has authority to convene courts-martial. The Secretary also is viewed as the person responsible for addressing Congress and the public on significant incidents involving allegations of misconduct which may result in trial by courts-martial.

What steps will you take, as Deputy Secretary of Defense, to ensure that your statements and actions on specific incidents do not create problems of unlawful command influence that could affect specific cases?

In my view, the most important precaution against actual or perceived unlawful command influence on the part of the Deputy Secretary of Defense is awareness. If confirmed, I will remain sensitive to the issue and alert to potentially problematic situations, in order to avoid any actions or statements creating problems or the perception of unlawful command influence.

Selection of Officers for Promotion

The fair and impartial conduct of the promotion selection process is a matter of great concern to the Senate Armed Services Committee. In recent years, the Committee has issued a number of reports and has developed legislation, which was enacted, addressing serious problems related to the integrity of the selection promotion process. As Deputy Secretary of Defense, what steps will you take to ensure that the process, including the procedures governing provision of information to selection boards and throughout the confirmation process, is conducted in a fair and impartial manner?

I agree that it is critical that the Officer Promotion process be fair and impartial. I believe the Department of Defense has in place procedures to ensure the selection board process is conducted in a fair and impartial manner.

Uniformed Services University of the Health Sciences

The National Defense Authorization Act for Fiscal Year 1995 specifically directed, in statute, that the Uniformed Services University of the Health Sciences not be closed. The accompanying report language directed that the Department of Defense take no administrative or budgetary action which would presume closure. The Committee was disappointed to discover that letters of acceptance to applicants for academic year 1995 indicated that the future of the University was in doubt, and that the Department submitted a legislative proposal to close the University.

1. Do you personally support closing the Uniformed Services University of the Health Sciences?

The National Performance Review recommended closure of the USUHS on the basis that military physicians can be acquired and trained more economically through other means, including the Health Professions Scholarship Program. I support the Administration's position with respect to closure.

It should also be noted that Secretary Perry advised Congress that DoD would not close the USUHS until Congress provides legislative authority to do so. In fact, the President's budget request provides resources to support fully the University at its current level of operation in FY 1996.

2. What is your personal opinion of the value of the Uniformed Services University of the Health Sciences to the military services and the Public Health Service?

I am aware that the University receives high marks from many supporters with respect to the quality of its programs. However, the paramount issue has and continues to be cost effectiveness.

3. Will you assure the Committee that you will not take any administrative or budgetary measures in relation to the University which might lead an observer to conclude that the Department intends to close the University until and unless the current law is repealed?

I can assure you that if Congress, after receiving the required GAO report, affirms its prohibition on closure of the University, the Department will comply with that decision.

Civilian Personnel

1. In the Fall of 1994, the Department of Defense announced an increase and an acceleration in the planned civilian work force reductions. There is a widespread perception that this decision was based on the need to generate savings to pay for other programs or to force the civilian work reductions when expressed as a percentage to match the percentage of military force reductions.

a. To what extent were more substantive factors such as the civilian contribution to military readiness;

force structure changes; and civilian work load changes considered in assessing the wisdom of increasing and accelerating the civilian work force reductions?

I understand that all of the substantive factors mentioned above were considered in accelerating the civilian work force reductions.

b. To what extent, if any, are the Departments and Agencies authorized to time their civilian work force reductions to reflect their specificity in terms of force structure changes and work load and/or to shape them in light of the future needs of the Service?

It is my understanding that Departments and Agencies did time their civilian workforce reductions based on force structure changes and workload.

2. Recently, the Congress provided the authority for the Secretary of Defense to conduct personnel demonstration projects at Science and Technology Reinvention Laboratories.

a. What progress has been made in using this authority to encourage demonstration projects tailored to the needs of individual laboratories?

I understand that the Department is proceeding with the demonstration projects authorized by the 1995 Authorization Act. These projects allow labs to waive statutory and regulatory restrictions on procedures for promoting, separating and compensating Defense employees. Four Army, three Navy, and four Air Force labs are at various stages of developing several different project proposals that reflect their unique cultures, mission areas, and employee and union interests.

b. How is the Department ensuring that any tendency toward corporate frameworks, artificial constraints, and unnecessary coordination requirements do not delay the

evaluation and approval and implementation of individual projects?

I believe the Department appreciates and has taken good advantage of this unique opportunity to improve civilian personnel management. However, the current demonstration project submission, review, and approval process is somewhat complex. The Department is working with OPM to expedite the process.

3. Given certain assumptions, the modernization and regionalization of civilian personnel management functions could provide a tremendous opportunity for enhanced customer service and substantial savings in overhead and staff resources. Without a modern, standard personnel data system in place and without the communications network in place to support such a data system, the consolidation of personnel servicing into large service centers may not enable the realization of substantial cost savings without an acceptable degradation in customer service.

a. Does the Department intend to consolidate personnel servicing before a modern, standard personnel data system and its supporting communications network is in place? If so, what level of degradation in customer servicing does the Department expect to experience?

It is my understanding that regionalization and systems modernization are moving forward simultaneously. The Department expects that significant savings and other benefits can be achieved without any degradation in customer service beyond what could normally be expected during the turbulence of downsizing.

b. What benefits does the Department expect to realize in choosing this course of action?

I am advised that regionalization alone is expected to improve the ratio of civilian personnel to service

population. Full implementation of the modernized system, coupled with regionalization, will lead to a reduction of the existing personnel staff by half. It will also save over \$156 million a year.

4. The Administration's report: "Cutting Red Tape - Creating a Government That Works Better and Costs Less" in referring to "Full Time Equivalents" (FTEs) provides that "The President should direct OMB and agency heads to stop setting FTE ceilings in fiscal year 1995."

a. What role do FTE ceilings play in the Department's management of the civilian work force?

The Department continues to oppose external, arbitrary employment controls (FTE or end-strength) on the civilian work force that are not closely related to workload and mission requirements.

b. Do you believe that management by end strength or by FTEs-- as opposed to managing and budgeting by ceilings on operating costs-- is appropriate for managing the civilian work force of the Department of Defense as a whole?

If the question is whether the Department would prefer to manage by ceilings on operating costs or by some other metric, I would expect the Department would prefer management by operating costs.

c. For managing the civilian work force in the Military Departments?

Whatever metric is used for the Department of Defense as a whole should be used for its subordinate elements.

d. For managing the civilian work force in the individual agencies within the Department of Defense?

Whatever metric is used for the Department of Defense as

a whole should be used for its subordinate elements.

Roles and Missions

As Chairman of the Commission on Roles and Missions, you issued a report addressed to the Secretary of Defense containing a number of recommendations on a wide range of topics. If confirmed as Deputy Secretary of Defense, you may be required to make decisions on whether to and how to implement many of those recommendations.

1. Is this a conflict of interest?

I do not believe there is a conflict of interest. Rather, I believe my participation on the Roles and Missions Commission will, if I am confirmed as Deputy Secretary, contribute to the Department's consideration of the Commission's recommendations.

2. Will you recuse yourself from decisions pertaining to recommendations of the Commission on Roles and Missions?

I do not intend to recuse myself from discussions within DoD on the Commission's recommendations.

3. The legislation that established the Commission on Roles and Missions of the Armed Forces was predicated on the Commission's independence from the Pentagon. Additionally, as stated in the Statement of Managers of the Committee of Conference on the National Defense Authorization Act for Fiscal Year 1994, the conferees "expect the commission to provide an adequate basis for further action on roles and missions and believe that it will energize the Department of Defense to address these issues more comprehensively."

- a. If confirmed as Deputy Secretary of Defense, what role do you expect to play in the Secretary of Defense's review and comments on the Commission's report

and in the Department of Defense's future actions on roles and missions?

I hope I can do exactly what the Conference Committee urged: to energize the Department of Defense to address these issues more comprehensively.

b. If you expect to play a role in the Secretary's review and in the Department's future actions on roles and missions, do you believe that this is consistent with the legislation that established the Commission?

Yes. The Commission has functioned independently of the Pentagon, a fact not affected by the prospect of my appointment as Deputy Secretary.

c. If you do not expect to play a role in the Secretary's review or the Department's future actions on roles and missions, how can you fulfill your responsibilities when so many of the Department's actions impact on roles, functions and missions issues?

As stated above, I do expect to participate in the Department's consideration of the Commission's report.

d. If you are confirmed as Deputy Secretary of Defense, who will be designated and available to present and support the findings of the Commission in formal and informal proceedings?

Under the statute, the Commission continues until 30 days after the Secretary submits his comments to the applicable Congressional committees. The statute also makes provision for the Chairmanship of the Commission. I anticipate that, if I am confirmed as Deputy Secretary, the Secretary will take action to assure a smooth transition of the Commission Chairmanship and complete fulfillment of the Commission's remaining duties.

e. Your participation as Chairman in meetings of the Roles and Mission Commission has gone on for approximately a year. How will this experience impact on your ability to serve as the Deputy Secretary of Defense?

My experience on the Commission gave me the opportunity to delve into a number of the critical issues facing the Department. Perhaps more importantly, it required me to think broadly about the roles and missions of the DoD for the next 20 years. I believe this experience gives me additional background, if I am confirmed, to help address those and other issues in the coming months and years.

Unauthorized Appropriations

It is the view of this Committee that all spending must be both authorized and appropriated. This Committee recently sent a letter to the Secretary of Defense describing a procedure which would be required prior to obligating any funds which have been appropriated but for which there is no specific authorization.

Will you assure the Committee that you will not obligate or approve obligation of any funds for which there is not a specific authorization and appropriation?

The appropriated-but-not-authorized issue is complicated. We respect the prerogatives of all of our oversight committees. This issue pulls the Department into the middle of what is essentially a jurisdictional problem among its oversight committees. A solution offered by one entity is usually objectionable to the other entity, and vice versa. I will certainly work hard with all parties to try to develop a feasible solution to the dilemma.

Will you agree to work with the authorizing and

appropriations committees in an attempt to resolve the dilemma caused by unauthorized appropriations?

Yes.

Peacekeeping and Humanitarian Missions

You are quoted in the May 1995 Armed Forces Journal International, with respect to the costs of the Defense Department's participation in peacekeeping and humanitarian missions, as stating that "it seems to me that the Executive Branch ought to spend some time and energy making sure that some of the other capabilities in State, the Justice Department, and in some other places are available when these crises arise to assist the Department of Defense." You are also quoted as stating with respect to the Coast Guard's participation in humanitarian activities that "I think they can teach much of the rest of the government a lot about this."

1. If confirmed as Deputy Secretary of Defense, how would you go about involving other agencies in these missions to assist the Defense Department?

The Department, because of its unique and comprehensive capabilities, is called upon often to undertake immediate actions when there is a crisis situation. However, once the immediate crisis has passed some tasks are best performed by other agencies, such as delivery of relief, development assistance, and reform of civic institutions. The key to resolving this issue is better interagency planning.

2. Would you elaborate on what you believe the Coast Guard can teach the rest of the government with respect to the conduct of humanitarian activities?

The Coast Guard's success in meeting its multi-mission responsibilities results from effective coordination of all

aspects of operations, from planning through execution, with DoD and other federal, state, and local agencies.

DoD Organizational Issues

1. More than eight years after the enactment of the Goldwater-Nichols DoD Reorganization Act of 1986, there have been some commentaries critical of the authority and influence that the Chairman and Vice Chairman of the Joint Chiefs of Staff have gained partly due to the inability of civilian officials in the Services and the Office of the Secretary of Defense to match the expertise and continuity that resides within the Joint Staff.

What is your view on this issue?

I do not share that view. A major purpose of the Goldwater-Nichols legislation was to strengthen the roles of the CJCS/VCJCS in order to improve the quality of advice to the National Command Authorities. This has been done. In addition, the quality of the civilian staffs at OSD and the Services is high. That said, I do believe that the quality of career civilians and political appointees can be enhanced through improved policies and personnel management.

2. What is your view on the role of the Service Secretaries?

The Service Secretaries will remain important in overseeing the execution of Service Title 10 responsibilities -- to include helping us make tough choices concerning force modernization and development of future defense programs.

3. Do you see either a diminished or changed role for the Service Secretaries either based on the Roles and Missions Report or other changes in the joint decision making arena?

No.

4. What is your assessment of the contention by some that the Goldwater-Nichols legislation is moving the Chairman of the Joint Chiefs and the Joint Staff toward a "German General Staff" model?

Fundamentally, we cannot meaningfully compare the more effective Joint Staff that has emerged as a result of the Goldwater-Nichols legislation to a "German General Staff model" because the overall context of civil-military relations is quite different between 19th century Germany and that which exists today in the United States. We must strike the proper balance between a strong and capable Joint Staff and the civilian and military personnel serving in the Office of the Secretary of Defense and the Services. I believe this balance is being maintained.

5. What do you see as the role of the Service Chiefs?

They wear several hats, but the two most important are: as members of the JCS, to assist the Chairman in providing the best military advice to the NCA; and as the senior officer in their respective service, to work with the Secretaries of the Military Departments to ensure they provide well trained, equipped, and ready forces (units and individuals) to the combatant CINCs, now and in the future.

6. What have you learned from the Roles and Missions Commission with respect to the issue of roles of Service Chiefs as force providers and the CINCs as force employers?

They both play indispensable roles that have evolved in law and practice. CINCs are responsible for employing military forces in pursuit of national security objectives. The Services provide the military capabilities essential to the accomplishment of missions assigned to the CINCs. The challenge is to assure cooperation and trust.

Non-Traditional Operations

The post-Cold War period has seen a significant increase in the number of military operations conducted by the armed forces of the United States. Many of these operations have involved non-traditional operations, such as peacekeeping, peace enforcement, embargo enforcement, no-fly zone enforcement, humanitarian relief, disaster assistance, and counterdrugs. Many of these operations have been conducted under United Nations' (UN) auspices and some operations are being conducted under UN command, including the command of U.S. forces by a non-U.S. commander. Several operations are being conducted simultaneously.

1. Do you expect a continuation of these types of non-traditional operations?

The Department of Defense will continue to undertake these types of operations, as directed, whenever it is in the U.S. interest to support or participate. I believe that the types of crises, conflicts and threats that require these operations will continue to arise.

2. If so, what do you believe these operations mean in terms of education, training, intelligence and the development and testing of joint doctrine, tactics, techniques, and procedures?

These issues fall under the specific purview of the Chairman of the Joint Chiefs of Staff, Services, and the intelligence community, and I believe that these organizations are tackling these tough issues.

3. Are you concerned with the impact that today's high operational and personnel tempo is having on morale and readiness?

While both OPTEMPO and PERSTEMPO must be constantly monitored, I do not believe that we have an overall morale or

readiness problem. Nevertheless, the Department does need to be careful about the demands we place on our people, in particular a few specialized units that are often in high demand. The Department is taking steps to ensure that the deployment demands for these specialized units are kept within acceptable limits.

4. Are you concerned that a U.S. embrace of peacekeeping and other non-traditional missions risks dissipating our military power in areas where we have no vital interests?

U.S. involvement in peace operations to contain and prevent conflicts can serve important American interests. Such involvements must, of course, be undertaken very selectively. Our involvement in these operations must not be allowed to reach a scale that would undermine our ability to protect our vital interests.

5. Are you comfortable with the exercise of operational control by non-U.S. commanders over U.S. armed forces?

I agree with the Administration's position as articulated by Secretary Perry and General Shalikashvili.

6. Are you comfortable with the capability of the United Nations to exercise adequate supervision of field operations?

I understand that the UN's capability in this regard has improved, but more remains to be done.

7. What is your view as to the extent to which interagency coordination and cooperation both in Washington and elsewhere is capable of producing a united effort?

I believe that the interagency process continues to improve. The current process ensures that the voices of the

major policy makers are heard and a united effort is initiated and sustained. However, there is always room for improvement.

Financial Management

Both Secretary of Defense Perry and the DoD Comptroller, Dr. Hamre, have testified before this Committee that the Department of Defense has serious financial management deficiencies.

The General Accounting Office recently characterized DoD's financial management systems as "the worst in government . . . the product of many years of neglect", and a GAO official recently testified before the House Budget Committee that:

Our work clearly shows that DoD wastes billions of dollars each year because of long-standing inefficiencies in its day-to-day operations and because it has been slow to take advantage of opportunities to reform systems and processes, make further reductions in infrastructure, and reduce costs.

Defense spending has been declining for ten years, and given current efforts to finally balance the federal budget, the fiscal pressure on the defense budget is likely to continue.

1. What is your evaluation of the effectiveness of the financial management reforms DoD has undertaken to date?

I agree with the high priority that Secretary Perry has given to this problem. From my limited exposure to them, the reforms seem to be sufficiently comprehensive. I look forward to being able to make a detailed evaluation of their effectiveness. The key issue in my mind is their implementation.

2. What additional changes, if any, are needed?

I am not well enough informed on this issue at this moment to offer additional suggestions, but I would seek to answer this question when evaluating the effectiveness of the reforms thus far undertaken.

3. Does DoD need any additional resources in order to improve its financial management system?

I do not know, but again I would seek to answer this question when evaluating the effectiveness of the reforms.

4. Does DoD need any changes in the law to improve its financial management system?

If after analyzing the reforms, changes appeared necessary, I would vigorously work for their approval.

Senior Readiness Oversight Council

Last year, the Department set up a Senior Readiness Oversight Council (SROC) chaired by the Deputy Secretary of Defense. Traditionally the Services and the JCS have been responsible for readiness. What is your understanding of the duties of the SROC and division of decision-making responsibility for readiness issues with respect to the Military Departments, the JCS, and the SROC?

The SROC provides senior civilian and military leaders with a broad overview of readiness of our forces today and in the near future. The SROC provides a forum for the JCS, represented by the Vice Chairman, to present the collective CINC assessment for readiness, and to assess how the forces supplied by the Military Departments will meet it.

Environment

1. In your view, do environmental programs contribute to the readiness of the armed forces?

A key readiness requirement is continued access to air, land and water for training and testing. Careful use of these resources ensures our forces will continue to have access to them to train and operate. In addition, most installations are small "cities," where day-to-day military operations are intimately connected with everyday environmental compliance.

2. Do current budget priorities strike a proper balance between the need to address environmental issues and the need to provide for other priorities, including military training?

I believe so. DoD is subject to the same environmental, health and safety regulations as private industry. It must plan and budget for environmental compliance just as any large company would. The DoD budget reflects DoD's commitment to meet environmental laws and regulations, while also addressing other priorities.

3. What is your assessment of the DoD environmental budget in terms of achieving the proper balance among the competing needs for cleanup, compliance, conservation, pollution prevention, and technology?

I believe the budget represents a reasonable balance among these important environmental strategies.

4. Are any changes needed to federal environmental laws to ensure that DoD cleanup and compliance priorities are established by a rational assessment of DoD environmental priorities?

I am not well enough informed about possible changes, however, to offer specific suggestions for statutory amendments at this time.

5. Do current procedures ensure that the technology programs do not duplicate activities which are, or reasonably can be undertaken in terms of addressing environmental issues in the private sector?

The Department's environmental technology programs are structured such that our technology investments do not duplicate, but rather leverage, private sector efforts. They target DoD investments to those areas where the private sector has not made sufficient progress, or where it is in the Department's best interest to partner with the private sector.

6. Are there any changes in the environmental and base closure laws that you would support to facilitate and expedite the transfer of closing bases for civilian use?

It is my understanding that the Military Construction bill forwarded by the Administration includes three provisions that would amend the Superfund law to promote reuse of property at closing bases.

Modernization

1. In the next five years, which acquisition programs should receive the highest priority in terms of allocation of modernization funds?

As the Secretary of Defense recently testified before the House Budget Committee, the Department's current budget proposal is designed to sustain today's force structure, which will support two nearly simultaneous major regional conflicts. The challenge, the Secretary said, is to ensure that the Department's budget proposals can sustain this capability in the future. I am not prepared now to discuss which specific acquisition programs should receive highest priority. But, if confirmed, I plan to work closely with the Secretary to ensure that the Department's resource allocation process is responsive to the national military strategy.

2. Has the Department achieved the appropriate balance between modernization and other budgetary functions?

The Secretary of Defense has a difficult challenge in balancing many important Department efforts. For example, as the Secretary stated in recent testimony before Congress, the current budget proposal aims to do several things at once: maintain the force structure, protect readiness, ensure quality of life, and lay the foundation for the recapitalization of the Department's forces. I am not prepared now to give a specific assessment of the balance between modernization and other functions as reflected in the Department's budget proposal. But, if confirmed, I plan to work closely with the Secretary to assist him in striking the important balance between modernization and other important functions.

a. If not, should modernization funds be increased or decreased?

As noted above, I am not able to offer an informed judgment on this question at this time.

b. If so, what programs should be affected by any such increase or decrease?

As noted above, I am not able to offer an informed judgment on this question at this time.

Military Technicians

Military technicians are critical to the National Guard's day-to-day operations. What is your view of the impact of proposed reductions in military technicians on the effectiveness of National Guard operations?

The FY 1996 President's Budget contained a military technician program with significant reductions. As DoD moves

forward on this matter, it is important to preserve the Reserve components' ability to conduct peacetime operations to reduce active PERSTEMPO/OPTEMPO. I understand that Secretary Perry is reviewing options to allocate these military technician cuts in a manner that would protect early deploying units, while still streamlining headquarters and overhead functions.

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- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Attention ~~to~~ Alan Eisenman

Edna Fairbanks Williams

63 years old 5 children and a widow.

Always lived in Vt. family dates back to 17???

Live in Hubbardston mail area Fairbairn Vt.

I had some welfare help when children were small. My children are not on welfare but one has a Navy pension and one has SSI.

I volunteered for American Cancer Society, Vt Division, Vt Dental Care, Vt Legal Aid, North East Regional Training, Vt Low Income Advocacy, United Church of Christ Dept of Mission and Soc. Com. Advocacy Com. of Woodstock.

I worked in sewing shops & coat factory and drove a garbage truck thru sep. towns when children were younger.

Also worked at Heath's department store the car to pick up the children.

Have done cleaning & painting and whatever odd jobs I could find.

My hobby is sewing my own clothes & working on cars. I like to hunt and fish as some of my ancestors were Indian.

Oct 3/95.