

**Advance Questions for Francis J. Harvey**

**Nominee for the Position of Assistant Secretary of Defense for  
Networks and Information Integration**

**I. Defense Reforms**

**More than a decade has 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 defense reforms?**

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

**B. 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.*

**C. 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 to national security.*

**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.**

**D. Do you agree with these goals?**

*Yes, I agree with these goals.*

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

*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 the national security challenges of the 21<sup>st</sup> century.*

**II. Duties**

**A. 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.*

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

*I believe that I have three basic qualifications for the position of ASD(NII). First, I know how to lead and manage large organizations, particularly program based organizations involved in the development and deployment of technology and systems. In the management area, 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.*

*Second, 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 the defense industry and also includes energy,*

*environmental and infrastructure, electronics, communications and information systems. In the defense area, I have been involved in various phases of over twenty programs that span the entire spectrum from under seas to outer space including submarines, surface ships, aircraft, missiles and satellites.*

*Finally, I have a hands-on management approach that I believe 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 have a BS from the University of Notre Dame and a PhD from the University of Pennsylvania in metallurgical and materials science.*

*I believe that the combination of successfully leading and managing large, technology based organizations, the broad base of industrial experience centered on the defense industry, and education have prepared me for the ASD(NII) position.*

**C. 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).*

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

*Assuming I am confirmed, I expect that the duties and functions that the Secretary would prescribe for me would be similar to those discussed above plus additional ones that he deemed necessary in my area of responsibility.*

**III. Relationships**

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

**1. 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.*

**2. 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.*

### 3. The Under Secretary of Defense for Intelligence

*If confirmed, I will work very closely with the Under Secretaries of Defense for Intelligence to ensure that intelligence systems are fully integrated with the Department's current and future communication and information systems.*

### 4. The Under Secretary of Defense for Acquisition, Technology and Logistics

*With respect to acquisition ~~of IT, other than Major Information Automation Systems (MAIS)~~, if confirmed, ~~I will report to the Deputy Secretary of Defense through~~ 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.*

### 5. 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.*

### 6. 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.*

### 7. 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, ~~and~~ command and control (C2), ~~and~~ communications matters and as the DoD CIO and his role as the chief legal officer of the Department of Defense.*

### 8. The Chairman of the Joint Chiefs of Staff.

*If confirmed, I will continue to 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.*

### 9. 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.*

#### **10. 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.*

#### **11. The Director of the National Imagery and Mapping 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.*

#### **12. 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.*

### **IV. Major Challenges and Problems**

#### **A. 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). 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. My understanding is that the Under Secretary of*

*Defense (Comptroller) is leading the improvement initiatives and, if confirmed, I plan to work very closely with him to ensure that this effort is highly successful.*

**B. 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 establish a strong systems engineering function in the OASD(NII) to ensure that systems and services being developed fully meet the objective operational capabilities. Thirdly, I would establish robust governance processes to ensure that the evolving elements of the information infrastructure are consistent with the principles of network-centric warfare operations.*

*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 roadmaps.*

*Finally, in regards to business process improvement, my understanding is that the USD(Comptroller) has established a broad based initiative to improve the efficiency and effectiveness of business process across the Department. If I am confirmed, I would work very closely with the USD(Comptroller) to ensure that the goals and objectives of this initiative are met, and preferably, exceeded.*

**C. 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.*

**D. 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.*

## **V. 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. Therefore, at a minimum, these would be in the following areas: program execution; program, systems and systems- to-systems integration; transition of legacy to future systems and DoD business process improvement.*

## **VI. 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).**

**A. In your view, how has the establishment of the USD(I) affected the mission, organization and vision 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). However, in my view, the vision and mission of the ASD(NII) have not changed substantially from those of the ASD(C3I).*

**B. How would you assess the evolution, to date, in the establishment of these two organizations, the separation of responsibilities, and the understanding of employees and consumers of the new areas of responsibility?**

*At this point I am not sufficiently informed to offer an opinion. If I am confirmed, I would be happy to discuss this topic with the Committee at a later date.*

**C. What remaining challenges do you foresee in fully implementing the responsibilities of these two organizations --USD(I) and ASD(NII)?**

*At this time, I am not sufficiently informed to comment on this issue. However, if I am confirmed, I can assure you that I would continue to foster a close and cooperative relationship with the USD(I).*

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

It is my understanding that the ASD(NII), ~~as the DoD CIO-in-conjunction-with-the DCI-CIO~~, is responsible for information architectures, interoperability and acquisition ~~relative to his CIO-responsibilities~~ regarding IT and national security systems of the Combat Support Agencies of the Department of Defense which have intelligence support missions.

**VII. Information Superiority**

**Many have described the major responsibility of the ASD (NII) as "information superiority."**

**Describe your vision of information superiority for DOD, including any major impediments to information superiority facing the Department.**

*In the general area of information superiority, a major responsibility of the ASD(NII) is to enable the Information Age Transformation of the DoD by building the foundation for network-centric operations which primarily involves the development and deployment of the future, or "to be", Global Information Grid.*

*On this basis, I envision a Department of Defense that is second to none in its ability to leverage Information Age concepts and technologies, creating an organization that has superior situational awareness, the ability to collaborate as well as to self coordinate and is both interoperable and agile enough to meet the challenges of an uncertain future. Providing each and every individual with access to the information he needs, ensuring that he has access to the individuals and organizations with whom he needs to interact, and facilitating and supporting these interactions with a rich collaborative environment will enable our warfighters to employ new concepts of operation and command and control approaches that are and will continue to emerge to meet the challenges of that uncertain future.*

*At this time I believe the major impediments to progress are 1) our inability to quickly field emerging information related capabilities and 2) cultural barriers to information sharing, collaboration, and experimentation that impede facilitation of these essential conditions. If confirmed, I will devote my energies and focus the ASD(NII)'s efforts to make each and every individual throughout DoD fully network-enabled, make information accessible, and foster collaboration while simultaneously ensuring that our information and information processes and systems are adequately protected and assured.*

**VIII. Information Operations**

**Joint Vision 2020 describes “information superiority” as a critical element of success in 21<sup>st</sup> 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.**

**A. Describe your vision for the role of information operations in the conduct of military operations.**

*As discussed in the previous question, information superiority requires robustly networked forces that share global, secure, reliable, real-time information. Obviously, any disruption to the network or the ability to share information would significantly decrease or neutralize a position of information superiority relative to an adversary. Likewise, adversely affecting an enemy’s communications and information systems will improve our relative position and, therefore, enhance our capability to efficiently and effectively conduct network-centric operations.*

*On this basis, my vision is that information operations plays a critical role in the effective and efficient conduct of network-centric operations and that a major emphasis should be placed on developing a first class capability to conduct these types of operations.*

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

*I am unable to answer that question because I am not familiar with the details at this time.*

**C. What lessons have been learned regarding information operations in Operations Iraqi Freedom and Enduring Freedom?**

*I am not familiar enough with the details at this time to respond to this question.*

**D. How will these lessons learned affect your vision for information operations?**

*I am unable to answer this question at this time. However, I would be happy to discuss this topic with the Committee if I am confirmed and I have had an opportunity to become familiar with the details.*

**IX. Information Assurance**

**The protection of the Department of Defense’s critical information infrastructure has become a high priority. Training and retention of personnel in this developing profession of computer security and infrastructure protection has been challenging.**

**A. Are you satisfied with the Department's current level of effort to protect critical DoD information infrastructures? Have sufficient resources been allocated for this task?**

*Like other organizations in which I have been involved in the past, DoD appears to be constantly in a race to stay up with technology and to balance growing IT demands with the required security. While I believe the Department has made significant progress over the years in improving its ability to protect information and defend the network, DoD must continue to evolve and strengthen its ability to defend its networks, computer and information systems. If confirmed, I will assess our progress to date and determine what additional actions and resources may be required.*

**B. What are your views on the professional development and retention of the highly skilled personnel required to ensure the security of our Department of Defense information systems?**

*In DoD, as in most organizations, development and retention of skilled people is critical and one of our most challenging tasks. It is my understanding that DoD has made strides in identifying and improving the management of these critical personnel. For example, I understand that DoD is making progress with its widely successful IA Scholarship Program, the implementation of Centers of Academic Excellence, and the introduction of a much more security relevant curriculum in DoD professional military education.*

**C. Given DoD's growing dependence on commercial networks and systems, what role, if any should DoD play in ensuring that the private sector sufficiently addresses information security issues?**

*By leveraging its important position in the information security market place, DoD needs to make security a priority mandate via its procurement policies and its configuration control requirements.*

**X. Conversion to Internet Protocol version 6**

**The Department has mandated a transition of DoD networks to technologies based on Internet Protocol version 6 (IPv6). However, there are concerns that conversion of systems from either IPv4 or asynchronous transfer mode (ATM)-based systems could result in additional costs to critical service programs (such as the Army's Future Combat Systems) and potentially reduce the performance of critical networks, by limiting encryption speeds and reducing network quality of service.**

**If confirmed, what role do you expect to play in ensuring that cost and performance considerations are appropriately considered by DoD during the transition to IPv6 systems?**

*It is my understanding that in order to accomplish the Information Age Transformation of DoD, a transition to IPv6 technology is necessary. As the DoD CIO, I would ensure that this transition is necessary and fully justified as well as recommend to the Secretary efficient and effective investments to achieve that transition. If confirmed, I plan to stay closely involved in the planning and implementation of the transition process.*

**XI. Open Source Software**

**What are the current challenges facing DoD as it develops strategies for the development and use of open source software?**

*My understanding is that the challenges facing DoD with respect to Open Source Software (OSS) are similar to those facing any government organization or industry. The principal challenge is to maintain robust security.*

**XII. Global Information Grid**

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

*It is my understanding that the ASD(NII) development approach to test and evaluation of the GIG involves an end-to-end testing capability. If confirmed, my plan would be to ensure that this approach becomes a reality.*

**B. If confirmed, how would you assess the current and potential future threats to military forces dependent on the GIG?**

*If confirmed, I will work in partnership with the Joint Staff, the relevant Combatant Commanders, the Intelligence Community and the Information Security Community to protect the GIG by implementing a risk management-based approach. This approach would address current and potential threats to network-centric forces and develop measures to effectively deal with those threats.*

**XIII. ASD (NII) Roles in Space Programs and Policies**

The 2001 report of the Commission to Assess United States National Security Space Management and Organization (also known as the Space Commission) stated that space interests had to be “recognized as a top national security priority” but argued that “the only way they will receive this priority is through specific guidance and direction from the very highest government levels.” ASD (NII) is responsible for space policy formulation and coordination within the Office of the Secretary Defense.

**A. If confirmed, what role do you expect to play in the formulation of space policy?**

*The Deputy Secretary of Defense recently decided to transfer space policy from the ASD(NII) to USD(Policy). My plan, if confirmed, would be to work with USD(P) to define a supporting role for (ASD)NII in matters where space policy and ASD(NII) responsibilities intersect.*

**B. Do you believe that responsibility for the Department’s space policy is appropriately assigned, in light of the Space Commission’s recommendations?**

*I am not sufficiently familiar with the details of the transfer to comment at this time. However, I would reiterate that if confirmed, I would work closely with the USD(Policy) to define (ASD)NII’s role.*

**C. If confirmed, what role do you expect to play in the oversight of space programs?**

*With the very recent transition of space policy to USD(Policy), I do not believe there has been time to fully address the details of oversight responsibility. If confirmed, I would work with the USD(P) and the USD(Intelligence) to establish relative roles and responsibilities that will ensure that these types of programs are executed in the most efficient and effective manner. I plan to continue to actively pursue the oversight of space programs that involve the development of information and communications systems as well as space support programs such as assured access, space control, position, navigation and timing, environmental sensing, and satellite operations programs as delegated by USD(AT&L) and in coordination with USD(I) and USAF.*

**XIV. 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.

**A. What is the status of the Department’s efforts to implement the Clinger-Cohen Act?**

*At the present time, I am not sufficiently informed to know the details of the Department's efforts to implement the Clinger-Cohen Act. However, in my past experience I have extensively used a portfolio review approach to manage a closer grouping of programs. I believe this approach would be extremely beneficial to in managing interrelated information technology programs under my purview.*

**B. 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?**

*If confirmed, I expect to perform the statutory and regulatory role envisioned for the CIO with regard to IT embedded in major weapons systems. I will make recommendations to the Secretary of Defense on whether to continue, modify or terminate IT investments, including those in major weapons systems.*

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

*As I responded in the duties portion, if I am confirmed one of my major duties will be 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 matters in support of the Defense Mission. On that basis, I would expect that the Service Acquisition Executives would follow the Department's policies and governance in the acquisition of IT, C2 and communications systems.*

**XV. 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.**

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

*If confirmed as ASD(NII), I would be the Secretary's chief advisor on spectrum matters. In that capacity, I will have the lead for spectrum policy formulation and for providing guidance to the various Department spectrum management entities.*

**B. If confirmed, would you represent the Department of Defense in interagency and international negotiations regarding spectrum management issues?**

*Yes. If confirmed, I will be responsible for representing the Department in national and international forums.*

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

*In order to properly answer this question, I will need the additional information and data available to me as the ASD(NII). There are several factors to be considered such as organization, technology and strategic plans in the improvement of spectrum management policies. The emphasis and approach used on these key aspects will be determined once I have received additional information and background data, in the event of my confirmation.*

**D. 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?**

*To the best of my knowledge, there has been more attention focused on spectrum in recent years – this is crucial to the Department of Defense. If confirmed, I plan to continue to focus on accurately projecting future requirements for spectrum use to enable efficient operation.*

**E. What do you see as the proper balance between defense and other uses of the frequency spectrum, and what is your view of the current process by which those needs are balanced?**

*In balancing spectrum uses I believe that national security as well as financial considerations must be fully taken into account in making any changes to spectrum allocations. It is my understanding that there are two organizations in the federal government that have overall responsibilities for frequency spectrum management. The Department of Commerce is responsible for integrating government requirements, and the Federal Communications Commission resolves commercial and government requirements. At this time, I believe that the process is adequate.*

**XVI. ASD (NII) as Chief Information Officer**

**DoD Directive 5137.1 stipulated that the ASD (C3I) would: “Serve as the Chief Information Officer (CIO) of the Department of Defense (DoD). This responsibility includes providing direction and oversight for Information Management (IM) and Information Technology (IT)--including a Departmental IM strategic plan integrated with the Planning, Programming & Budgeting System and the institutionalization of performance- and results-based management.”**

**Has that role changed under the newly-formed ASD(NII) office?**

*No. To the best of my knowledge, this role has not changed under the newly formed ASD(NII).*

## **XVII. Coordination Between CIO and CFO**

**Title 40, Chapter 25 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 branch to consult with both the CIO and the CFO in establishing appropriate policies and procedures.**

### **A. 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.*

### **B. 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, he 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.*

### **C. Given the long history of difficulties with financial and accounting systems at the Department of Defense, 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?**

*Based upon my response to XVII A. above, 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.*

### **D. 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.*

## **XVIII. Chief Information Officer Role**

**The Chief Information Officer position is required by law to report directly to the Secretary of Defense.**

**Is the ASD(NII) placement in the OSD hierarchy conducive to meeting this legislative requirement and, if confirmed, how do you anticipate fulfilling the DOD CIO role?**

*If confirmed, I will report directly to the Secretary and Deputy Secretary of Defense. I anticipate forming strong partnerships with the Under Secretaries, Assistant Secretaries, the Chairman of the Joint Chiefs of Staff, and the DoD CIO community. I believe these alliances will be key to the DoD CIO in providing leadership, direction and oversight, and successfully executing the CIO's statutory and regulatory responsibilities.*

### **XIX. DISA Oversight**

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

**A. 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.*

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

*At this time, I do not believe I am sufficiently informed to know specific problems and challenges. If confirmed, I would plan as part of the goals and objectives setting process to solicit the input from my colleagues on DISA performance and how to improve it, and structure the goals and objectives accordingly. However, in general, I believe that at least some of the major challenges that DISA faces are similar to those previously discussed in the question on (ASD)NII's major challenges – delivering quality products and services on time at affordable cost.*

### **XX. Joint Command and Control**

**Initial reporting from recent military operations indicates joint command and control capabilities have greatly improved in recent years.**

**A. What is your assessment of the performance of the Department's global and theater C2 systems?**

1/7/04

*I am not sufficiently informed at this time to answer this question, but if confirmed I will carry out in depth reviews and make recommendations for improvements to performance.*

**B. What interoperability challenges remain between service to service and service to joint C2 systems?**

*I do not have the details at this time, but it is clear to me that achieving interoperability is key to network-centric operations.*

**C. What role should ASD(NII) play in ensuring the development of reliable, interoperable, and agile command and control systems?**

*It is my view that the role of the ASD(NII) is to provide leadership, management, policy and governance to the DoD wide information infrastructure and supporting network as well as C2 and communication matters in support of the Defense Mission.*

**XXI. 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.**

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

*Yes, I do.*

**B. 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.*

**C. 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.*

