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COMMITTEE ON ARMED SERVICES

U.S. House of Representatives

Washington, DC 20515-6035

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ROBERT L. SIMMONS, II, STAFF DIRECTOR

April 4, 2011

General George W. Casey, Jr., USA
Chief of Staff, United States Army
200 Army Pentagon
Washington, DC 20310-0200

Dear General Casey:

I understand that you will be unable to attend the House Armed Services Committee hearing on repeal of the Don't Ask, Don't Tell law. In that regard, I would like to extend the heartfelt condolences from the Members and staff of the committee to you and your family about the passing of your grandson, Jackson Ryan Casey.

In your absence, I would ask that you provide your personal and professional judgment in responding to the enclosed questions and that your responses become the basis of the oral testimony of General Chiarelli who will testify on your behalf. During testimony before the Senate, you had indicated that you were concerned that the repeal was a "major cultural and policy change" in the middle of war that would add stress and complications for combat units. You also stated that you felt implementation would be more difficult than what the Pentagon's survey would suggest. It is very important that the committee understand your current perspective to ensure that the military readiness of the Army is not put at risk.

Thank you for your kind attention to this matter during this difficult period.

Sincerely,



Howard P "Buck" McKeon
Chairman

HPM:jbw
Enclosure

*I am so sorry about
your loss - You and
your family are in
our prayers.*

QUESTIONS FOR GENERAL CASEY

The Benefit of Repeal:

- Aside from the ability of all members to serve with integrity as articulated by Admiral Mullen, how would implementation of repeal of Don't Ask, Don't Tell improve morale, unit cohesion, good order, discipline, recruiting and retention, and ultimately combat readiness in the military?

Education and Training:

I assume you will be involved in the process of advising the President, the Secretary of Defense, and the Chairman of the Joint Chiefs of Staff about whether they should proceed with certification.

- What are the objective and subjective criteria you will use to conclude that the education and training program associated with the repeal of Don't Ask, Don't Tell is (1) effective and (2) sufficiently complete to justify your recommendation that the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the President proceed with certification?
- What percentage of the force must be trained before you will be confident that repeal will be successful and certification the appropriate recommendation?

Personal Attitudes Concerning Risk to the Force:

General Casey, you had expressed reservations during testimony in the Senate about the central conclusion of the report of the DOD Comprehensive Review Working Group that the risk of repeal to overall "military effectiveness" was low. You noted that such a major cultural change during war would add stress to the mission of combat units.

- As you proceed with the education and training phase of the implementation plan, has your attitude changed and what is your current perspective about the risk to military effectiveness?

Preparation of the Force for Change:

You have now been engaged in the education and training process for about six weeks.

- Are you comfortable that the members of your force, both leaders and followers, have been armed with sufficient guidance that they will credibly cope with the array of questions that will follow implementation on conduct, billeting, privacy, and religious freedom?



UNITED STATES ARMY

THE CHIEF OF STAFF

APR 06 2011

The Honorable Howard "Buck" McKeon
Chairman
Armed Services Committee
United States House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

This is in response to the committee request that I provide my personal and professional judgment to five questions concerning the implementation of the repeal of the "Don't Ask Don't Tell" policy.

The Benefit of Repeal:

1. Aside from the ability of all members to serve with integrity as articulated by Admiral Mullen, how would implementation of repeal of Don't Ask, Don't Tell improve morale, unit cohesion, good order, discipline, recruiting and retention, and ultimately combat readiness in the military?

We are in the early stages of implementation, and I believe that it is too early to say what the impact on implementation of the repeal of DADT will have on our morale, unit cohesion, good order, discipline, recruiting and retention in the Army.

Education and Training:

2. What are the objective and subjective criteria you will use to conclude that the education and training program associated with the repeal of Don't Ask, Don't Tell is (1) effective and (2) sufficiently complete to justify your recommendation that the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the President proceed with certification?

The objective criteria we will use will be:

- Completion of training;
- Completion of policy changes;
- Completion of follow on training preparation; and
- Incidents of Soldier harassment toward gay and lesbian Soldiers.

The subjective criteria will be:

- Effectiveness of the training (as measured by the Army Inspector General)
- Impact on military readiness, military effectiveness, unit cohesion, and retention (as measured by assessments from unit Commanders and an independent assessment by the Army Inspector General); and
- Impact on recruiting (as measured by our Accessions Command propensity analysis).

3. What percentage of the force must be trained before you will be confident that repeal will be successful and certification the appropriate recommendation?

I will be confident in making a recommendation on repeal when we have trained our experts, our Commanders, and about half of our force. I believe that by that time our Commanders will have ample opportunity to assess the impacts of the repeal of DADT and provide me the insights I need to provide my military advice. I should point out that my successor may feel he needs to have a larger portion of the force trained to feel confident once he gets in the job.

Personal Attitudes Concerning Risk to the Force:

4. As you proceed with the education and training phase of the implementation plan, has your attitude changed and what is your current perspective about the risk to military effectiveness?

We are only in the early stages of training. I still believe that implementation can be accomplished with moderate risk to military effectiveness and the long-term health of the force.

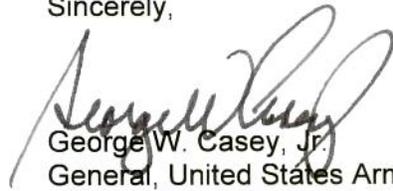
Preparation of the Force for Change:

5. Are you comfortable that the members of your force, both leaders and followers, have been armed with sufficient guidance that they will credibly cope with the array of questions that will follow implementation on conduct, billeting, privacy, and religious freedom?

I am comfortable that our training package is simple and understandable and, with the accompanying frequently asked questions/vignettes, provides our leaders with sufficient guidance to cope with the array of questions they will get. We have also established feedback mechanisms to continuously address questions as they come up.

I have personally led the training for our 4 stars and 3 star Army Staff officers and I have talked to soldiers and leaders at different levels who have had the training. They found the guidance simple and effective and were often surprised by how little had actually changed.

Sincerely,



George W. Casey, Jr.
General, United States Army