

1. After briefly describing your biographical information, please describe how your experience speaks to your abilities both in supervisory and managerial roles.

Entered service through appointment to the United States Air Force Academy, served 14 years of active duty, 12 years in the Vermont National Guard, and 3.5 years in a guard/reserve position on active duty.

Retired 1 Sep 2017 as a Brig Gen.

Additional education includes Master of Science in Organizational Leadership from Norwich University, and Harvard Kennedy School Executive for Senior Executives in National and International Security and the National Preparedness Leadership Initiative.

30+ years of service -- with over 20 years of extensive domestic and international executive-level authority and management experience have - Transitioned through numerous leadership roles – and strategically managed resources, personnel, operations and complex challenges

- 8 years of direct command and leadership positions to include the supervisory and managerial requirements for an 1,100-person organization with multi-million dollar operations, personnel requirements, resources, and both a state and national budget.

- Managed up to \$4.5B dollar programs at national level and international level with our NATO allies, European partners, and Israel

- 5 years of experience in the Joint Force environment working at the our State Joint Force Headquarters and 2 Joint Force Headquarters at the Combatant Command Level – NORAD/NORTHCOM and EUCOM

2. Please offer your insights into the current workplace culture at the Vermont Guard. We are particularly interested in your views about whether the Guard currently fosters an inclusive work environment free from discrimination or harassment. Where you observe weaknesses or room for improvement, please describe how you would address them if you become the Adjutant General.

From my experience and from my wife's experience in the military – I have to say No – Not at the academy, not on active duty, not in the Guard/Reserve – and definitely not what I experienced when most recently serving back on active duty.

- Do not just rely on my observation – a culture of discrimination and harassment to include Sexual Assault, Sexual Harassment, and Sex based gender discrimination including the LGBTQ community exists – that is Fact – and Unacceptable Fact – this has been well studied, researched, documented and reported. Our most recent report – the 2018 report – reinforces this point.

- The Gender Gap Analysis section of our report clearly claims that a Military Culture of Sexism inhibits Gender Equality and serves as the root cause.

- In order to Change the Culture we must take action – and not be afraid to take Bold action – to Advance Gender Equality.

- I propose 3 specific actions that I will undertake as the Adjutant General:

1. I will create and appoint a Gender Equality Advisor

- A director level position with direct report to the AG

- modeled after role of and the relationship I had with the Director of Psychological Health as the Air Wing Commander

2. I will formalize a collaborative relationship with the Vermont Commission on Women (Executive Director is Cary Brown) est. 1964

- Advocate for a VT Guard person to serve as a Commissioner

- Establish a cross-cultural council to represent the VTNG as an Advisory Organization

3. I will direct the formation of a Cross-Sector/Cross-cultural Team of Internal and External Stakeholders to develop for implementation an Action Plan to Advance Gender Equality in the VT National Guard across 4 Fields of Action – Modeled after the Action Plan to Advance Gender Equality in Science – STAGES – Structural Transformation for the Advancement of Gender in Science.

(In this framework, in 2010, the European Commission launched a “structural change” strategy to systematically address gender inequality in science through formal gender-oriented action plans within research organizations, so as to introduce permanent solutions and long-term arrangements.)

- Data Collection and Monitoring of Gender Equality

- Data is necessary to portray the current gender balance and arrangements in the organization -- to identify problems and to devise tailored measures.

- Data is also crucial in making gender inequality visible, thus raising collective awareness and countering the widespread tendency to underplay or deny its existence.

- Finally, data provides the baseline to establish benchmarks – to measure advancements and setbacks and to assess gender policies and programs

Engaging Leaderships

The active engagement of leaders from different sectors and hierarchical levels is necessary if gender equality is to be acknowledged among the top organizational priorities.

- Connecting gender equality to institutional strategies - frame gender equality actions to address emergent priorities and widely recognized challenges of the organization (Readiness, Mission Effectiveness, Recruiting and Retention)

- Gain internal legitimacy through external support - involve motivated external institutions and experts to provide advice and support to the action plan and to act as testimonials for the wider relevance of the equality issue – by building

relations and partnerships with external institutions and groups - Involve external experts

Policy Making and Institutionalism

By definition, for **change to be structural it has to be irreversible**. New policies and measures may evolve, but they cannot be simply erased or reversed because of a leadership turnover or a budget cut. Establish Set new internal bodies and get them institutionalized and funded, to ensure continuity for selected parts of the Action Plan.

Communication and visibility

Communication is an essential part of the scientific process, ... unequal access to communication leads to increasingly negative effects, since it reinforces the unbalanced distribution of power and roles between women and men and amplifies the masculine image of the military.

Make women's contribution visible!

3. Vermont needs both the Army and Air Guard units to be strong and supported by Vermont Guard leadership. Do you believe the two divisions are currently supported on equitable terms? How would you ensure all Guard members are valued on equal terms?

Professional Organization – oath, doctrine, common operating procedures
Joint Doctrine – Joint Force – Joint Force Commander – Joint Force HQ
Unified Command of 2 Services – Army and Air – as One Force / One Team – aligned in Purpose and in Values to serve the State of VT and our Nation Honorably.

If the units are not being supported equally – then the commander and his staff are not doing there jobs correctly.

To be honest – I do not know what is happening right now – But I do know what RIGHT looks like – I lived it under Gen Dubie while working on the JFHQ staff at Camp Johnson and I lived it at NORAD/NORTHCOM and US EUCOM.

I have the requisite operational experience to Lead a Joint Force correctly – that is what I bring back with my most recent experiences - and I will do so with fairness – equality – and with complete transparency.

I will empower all in my command, but I will not delegate my Responsibility to Lead the Joint Forces of the Army and Air of the Vermont National Guard.

4. Guard members returning from overseas deployments are vulnerable to mental and physical injuries, as well as potential job discrimination. How would

you insure that these injuries are not ignored and that service members and their families receive the support they need throughout the deployment cycle?

I just want to take a moment to clarify and/or discuss some aspects of this question:

Our members are vulnerable to mental and physical injuries, to job discrimination, to assault, to harassment - every single day – regardless of their physical location, regardless of whether they are performing a State Mission or a National Mission, or even training for those missions. And these vulnerabilities extend beyond our time “on duty” to our “off duty “ time as well.

Likewise, we support the families at all times – support is not limited to the deployment cycle – we support always.

Now - Talk from Hand Notes/Memory

5. Please provide an experience from your service in which a fellow Guard member exhibited the traits you most hope to exhibit if you are elected Adjutant General.

- Mike Dubie – talk from the heart