

**Congress of the United States**  
**House of Representatives**

COMMITTEE ON OVERSIGHT AND REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

MAJORITY (202) 225-5051  
MINORITY (202) 225-5074  
<https://oversight.house.gov>

October 18, 2022

Ms. Yvette K. Bourcicot  
Acting Assistant Secretary of the Army for Manpower and Reserve Affairs  
United States Army  
101 Army Pentagon  
Washington, D.C. 20310

Dear Acting Assistant Secretary Bourcicot:

The Subcommittee on National Security respectfully requests your testimony at a hearing on Wednesday, November 16, 2022, at 10:00 a.m. ET. This hearing will convene in room 2154 of the Rayburn House Office Building and remotely using the Zoom video platform.

The hearing will examine concerning and troubling allegations that a disproportionate number of Junior Reserve Officer Training Corps (JROTC) instructors have misused their positions of authority to abuse or exploit students under their supervision. The hearing will also consider whether the Department of Defense and the Military Services have the necessary safeguards and oversight mechanisms in place to protect JROTC cadets from sexual abuse, harassment, or other misconduct committed against them by program instructors.

The enclosed Witness Instruction Sheet provides information for witnesses appearing before the Subcommittee. Please note the procedures for submitting written testimony at least two business days prior to the hearing.

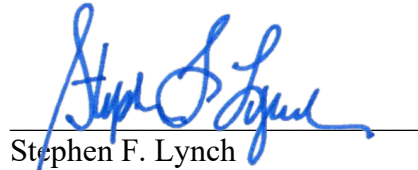
For in-person participants, the enclosed COVID-19 guidelines describe the Committee's coronavirus safety protocols. Consistent with these guidelines, all witnesses and their staff must confirm their vaccination status and complete a health assessment before entering the Committee's hearing room and/or office spaces. Witnesses who are not fully vaccinated must also provide proof of a negative COVID-19 test in advance of the hearing in order to enter the Committee's hearing room and/or office spaces.

In addition, the enclosed Zoom user guides demonstrate how to: (1) navigate Zoom features and (2) ensure the best user experience by employing general best practices (e.g., optimal lighting and sound conditions). Participants attending remotely are also asked to connect by 1:30 p.m. ET to ensure their participation and troubleshoot any connectivity issues.

Ms. Yvette K. Bourcicot  
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We ask that you please contact the Subcommittee by Friday, October 21, 2022, to confirm your attendance. If you have any questions, please contact Subcommittee staff at (202) 225-5051.

Sincerely,



Stephen F. Lynch  
Chairman  
Subcommittee on National Security

Enclosure

cc: The Honorable Glenn Grothman, Ranking Member  
Subcommittee on National Security

**Committee on Oversight & Reform**  
**Witness Instruction Sheet**

1. Witnesses should provide their testimony, biography, and "Truth in Testimony" disclosure and certification form via email to [Oversight\\_Clerks@mail.house.gov](mailto:Oversight_Clerks@mail.house.gov) no later than 10:00 a.m. two business days prior to the hearing.
2. Witnesses should also provide a short biographical summary and include it with the electronic copy of testimony provided to the Clerk.
3. At the hearing, each witness will be asked to summarize his or her written testimony in five minutes or less in order to maximize the time available for discussion and questions. Written testimony will be entered into the hearing record and may extend to any reasonable length.
4. Written testimony will be made publicly available and will be posted on the Committee's website and the U.S. House of Representatives Document Repository. It is therefore recommended that personally identifiable information, such as addresses and phone numbers, not be included in the biographical information.
5. The Committee does not provide financial reimbursement for witness travel or accommodations. Witnesses with extenuating circumstances, however, may submit a written request for such reimbursements to Robin Butler, Financial Administrator, 2157 Rayburn House Office Building, at least one week prior to the hearing. Reimbursements will not be made without prior approval.
6. Witnesses with disabilities should contact Committee staff to arrange any necessary accommodations.
7. Please note that Committee Rule 16(b) requires counsel representing an individual or entity before the Committee or any of its subcommittees, whether in connection with a request, subpoena, or testimony, promptly submit a notice of appearance to the Committee. If this applies to you, please email the address above to acquire this form.

For inquiries regarding these rules and procedures, please contact the Committee on Oversight and Reform at (202) 225-5051.

## COMMITTEE ON OVERSIGHT AND REFORM

### COVID-19 GUIDELINES

- 1. Mask Wearing:** Mask wearing is strongly encouraged for all official business visitors, but it is not required. Individuals wearing masks should wear properly fitted, medical-grade, filtration face masks (i.e., KN95 or N95 masks).
- 2. Health Assessment and Vaccination Status:** Visitors must complete the Committee's COVID-19 Health Assessment and certify their vaccination status on the day of their visit, *before* entering the Committee's hearing room and/or office spaces by submitting a health assessment [form](#) in advance of their arrival.

Visitors who fail to complete the form will not be permitted entry into the Committee's hearing room and/or office spaces, and hearing witnesses who fail to provide the requested information will be required to testify remotely.

Unvaccinated visitors are required to submit negative a COVID test, taken no earlier than 24 hours before their visit to campus, to be granted entry into the Committee's hearing room and/or office spaces.

**COMMITTEE ON OVERSIGHT AND REFORM  
U.S. HOUSE OF REPRESENTATIVES  
117<sup>TH</sup> CONGRESS**

**NOTICE OF APPEARANCE OF COUNSEL**

Counsel submitting: \_\_\_\_\_

Bar number: \_\_\_\_\_ State/District of admission: \_\_\_\_\_

Attorney for: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (\_\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_

Pursuant to Rule 16 of the Committee Rules, notice is hereby given of the entry of the undersigned as counsel for \_\_\_\_\_ in (select one):

- All matters before the Committee
- The following matters (describe the scope of representation):

\_\_\_\_\_  
\_\_\_\_\_

All further notice and copies of papers and other material relevant to this action should be directed to and served upon:

Attorney's name: \_\_\_\_\_

Attorney's email address: \_\_\_\_\_

Firm name (where applicable): \_\_\_\_\_

Complete Mailing Address: \_\_\_\_\_

\_\_\_\_\_

I agree to notify the Committee within 1 business day of any change in representation.

\_\_\_\_\_  
Signature of Attorney

\_\_\_\_\_  
Date

# Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)\* of the *Rules of the House of Representatives*, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

**Committee:** \_\_\_\_\_

**Subcommittee:** \_\_\_\_\_

**Hearing Date:** \_\_\_\_\_

**Hearing** :

**Witness Name:** \_\_\_\_\_

**Position/Title:** \_\_\_\_\_

**Witness Type:**  Governmental  Non-governmental

**Are you representing yourself or an organization?**  Self  Organization

**If you are representing an organization, please list what entity or entities you are representing:**

## **FOR WITNESSES APPEARING IN A NON-GOVERNMENTAL CAPACITY**

**Please complete the following fields. If necessary, attach additional sheet(s) to provide more information.**

**Are you a fiduciary—including, but not limited to, a director, officer, advisor, or resident agent—of any organization or entity that has an interest in the subject matter of the hearing? If so, please list the name of the organization(s) or entities.**

**Please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent have received in the past thirty-six months from the date of the hearing. Include the source and amount of each grant or contract.**

**Please list any contracts, grants, or payments originating with a foreign government and related to the hearing's subject that you or the organization(s) you represent have received in the past thirty-six months from the date of the hearing. Include the amount and country of origin of each contract or payment.**

**Please complete the following fields. If necessary, attach additional sheet(s) to provide more information.**

- I have attached a written statement of proposed testimony.
- I have attached my curriculum vitae or biography.

\* Rule XI, clause 2(g)(5), of the U.S. House of Representatives provides:

(5)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a non-governmental capacity, a written statement of proposed testimony shall include— (i) a curriculum vitae; (ii) a disclosure of any Federal grants or contracts, or contracts, grants, or payments originating with a foreign government, received during the past 36 months by the witness or by an entity represented by the witness and related to the subject matter of the hearing; and (iii) a disclosure of whether the witness is a fiduciary (including, but not limited to, a director, officer, advisor, or resident agent) of any organization or entity that has an interest in the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B)(ii) shall include— (i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and (ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form 24 hours before the witness appears to the extent practicable, but not later than one day after the witness appears.

**False Statements Certification**

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

\_\_\_\_\_  
Witness signature

\_\_\_\_\_  
Date



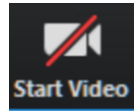
# COR Zoom Meeting Guide

## To Turn Webcam On/Off

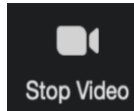
Participants can enable their webcams during meetings to engage in face-to-face interactions.

### **From a desktop, laptop, iPad, or tablet:**

- To start your webcam, select “Start Video”:



- To stop your webcam, select “Stop Video”:



## To Mute/Unmute

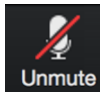
To reduce background noise, all participants will be placed on mute upon entering the meeting.

### **From a phone:**

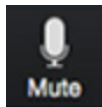
- Dial \*6 (toggle to mute and unmute)

### **From a desktop, laptop, iPad, or tablet:**

- To take yourself off mute, select “Unmute”:

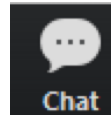


- To mute yourself, select “Mute”:



## To Communicate with Meeting Participants

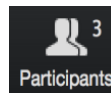
During the meeting, you can send *private messages* to individual users, or you can send *public messages* to all participants. Be careful when selecting who you wish to communicate with.



- To chat with other participants, select “Chat”:

## To View List of Meeting Participants

You can view the names of all participants in the meeting. Participants can only be viewed when using a desktop, laptop, iPad or tablet to join a meeting.



- To view all participants, select “Participants”:

# To Raise Hand During Meeting

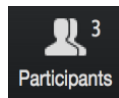
Participants who wish to speak should use the “raise hand” feature to get the attention of the host. The host can see who has raised their hand and in what order. The host will recognize participants by name to allow them speaking time.

## **From a phone:**

- Press \*9

## **From a desktop or laptop:**

- Select “Participants”:

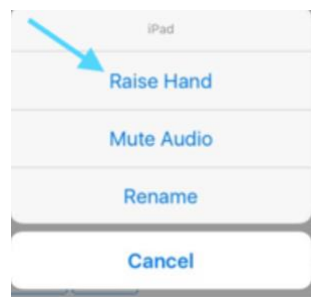
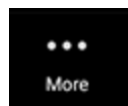


- Select “Raise Hand”:



## **From an iPad or tablet:**

- Select “More”:



- Select “Raise Hand”:

# Committee on Oversight and Reform

## Zoom Best Practices

### *Use a Neutral Background*

**Choose a simple and neutral background to minimize distractions.**

- ◆ Avoid busy backgrounds, such as backgrounds with numerous artifacts and paintings, or backgrounds with bold prints and patterns.
- ◆ Remove clutter and personal items you do not intend to share in your background.

### *Use Proper Lighting*

**Place your light source in front rather than in back of you.**

- ◆ Front-facing natural light is best. If possible, position your computer or personal device in front of a window to ensure the light is hitting your face straight-on.
- ◆ If your room lacks ample sunlight, place a lamp or other lighting (e.g., soft florescent lighting) in front of you, but behind or next to your computer or personal device. Try to avoid mixing light sources (e.g., lamp + sunlight).
- ◆ Avoid sitting with your back to a lamp or a window.

## *Adjust Your Camera*

**Sit at or slightly above eye level, and approximately an arm's length from the camera lens.**

- ◆ If you do not have the right equipment or desk configuration to position your device at eye level, try stacking it on top of flat, sturdy household items, such as books.
- ◆ Try to position yourself so that your video shows your face and midsection up.
- ◆ For smartphones, iPads, or tablets users, use an adjustable stand such as a tripod. Do not hold iPads or smartphones in your hands.
- ◆ For smartphones users, position your phone horizontally, rather than vertically, to capture your video.
- ◆ When recognized for questions, do not look at the video feed, the Participant panel, or the chat window—look straight into the camera.

## *Check Your Sound*

**Make sure that you sound clear and minimize any echo.**

- ◆ Rooms with blank walls and hard surfaces can cause echoing. You can break up echoes by padding your space with soft surfaces like a rug, or tossing pillows around the room.
- ◆ For the sharpest, clearest sound, try using a standalone microphone (e.g., headphones or earbuds). To avoid latency, use wired headphones.

## *Check Your Connection*

**Optimize your video performance by checking your internet connection.**

- ◆ Close all applications—except Zoom—on your computer or personal device.
- ◆ If you are connected to Wi-Fi, move closer to your router. However, for the best internet connection, connect your device to the router directly (e.g., ethernet).