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HEARING
ON
NATIONAL DEFENSE AUTHORIZATION ACT
FOR FISCAL YEAR 2010
AND
OVERSIGHT OF PREVIOUSLY AUTHORIZED
PROGRAMS
BEFORE THE
COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES
ONE HUNDRED ELEVENTH CONGRESS
FIRST SESSION

MILITARY PERSONNEL SUBCOMMITTEE HEARING
ON
**BUDGET REQUEST ON MILITARY
PERSONNEL OVERVIEW**

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FISCAL YEAR 2010 NATIONAL DEFENSE AUTHORIZATION ACT—BUDGET REQUEST ON MILITARY PERSONNEL OVERVIEW

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
MILITARY PERSONNEL SUBCOMMITTEE,
Washington, DC, Thursday, May 21, 2009.

The subcommittee met, pursuant to call, at 2:00 p.m., in room 2212, Rayburn House Office Building, Hon. Susan A. Davis (chairwoman of the subcommittee) presiding.

OPENING STATEMENT OF HON. SUSAN A. DAVIS, A REPRESENTATIVE FROM CALIFORNIA, CHAIRWOMAN, MILITARY PERSONNEL SUBCOMMITTEE

Mrs. DAVIS. Good afternoon. The meeting will come to order.

We are happy to have everybody here. Today, the subcommittee will hear testimony on the fiscal year 2010 national defense budget request for military personnel.

Each of your written statements makes clear the heartfelt commitment by the Department of Defense (DOD) and the services to protect and enhance the programs that support service members and their families. You can be sure that the subcommittee shares your view that the men and women who serve our Nation in uniform are deserving of the highest praise and our best efforts to protect the programs that are the foundation for their quality of life.

I was pleased to observe that Admiral Mullen, the chairman of the Joint Chiefs of Staff, feels as strongly as we do that personnel programs must be protected. In a speech at The Brookings Institution on Monday this week, the admiral indicated that tighter budgets will put increasing pressure on leaders to reduce programs that sustain people and that those leaders, including him, needed to resist the temptation to make those cuts.

The admiral did note that health care and other personnel-related costs were growing and that more needed to be done to control such costs because the rate of growth associated with personnel programs was not sustainable over time.

We have all felt the budget pressures increasing in recent years. For example, the ongoing cuts to recruiting and retention are understandable, so long as the military continues to attract and retain quality people. However, the cuts must be structured so as not to preclude our ability to respond when the economy begins to recover.

Other less prominent indicators of budget pressures are more troubling. For example, the Navy's freeze of permanent changes of station (PCS) for the remainder of the year is causing hardship for

many of our families. There are rumors of funding cuts to programs such as the Army Knowledge Online that is so important to communication within the Army and the Virtual Army Experience, that is important to understanding the recruiting of a new high-tech generation.

We now know that the Marine Corps Reserve will, for the third consecutive year, not achieve its authorized end-strength during fiscal year 2009. And the Air Force, the one service most reliant on retention, continues to struggle to achieve certain goals.

Our purpose today is to better understand how those budget pressures will be translated to fiscal year 2010 and how those pressures will impact end-strength; recruiting and retention; force structure; compensation; and service member, retiree, and family morale and welfare.

Once again, thank you all for being here. We look forward to your testimony.

And I want to turn to Mr. Wilson for his opening remarks.

[The prepared statement of Mrs. Davis can be found in the Appendix on page 37.]

STATEMENT OF HON. JOE WILSON, A REPRESENTATIVE FROM SOUTH CAROLINA, RANKING MEMBER, MILITARY PERSONNEL SUBCOMMITTEE

Mr. WILSON. Thank you, Chairwoman Davis.

In many respects, the military personnel systems today reflect a degree of success that would have been questionable three to five years ago. In large part, that success is due to the efforts of the witnesses who will testify today.

I want to particularly single out Lieutenant General Michael D. Rochelle, the Army G-1, and Lieutenant General Ronald S. Coleman, the Marine Corps deputy commandant for Manpower and Reserve Affairs. This likely will be their last appearance before this subcommittee. Each will complete more than 30 years of exceptional service before retiring. Both men are directly responsible for successfully directing the personnel programs of their respective services through an extraordinarily difficult period.

I personally want to thank you for your service to this Nation and wish you both well in our future endeavors. And I particularly know of your success, having the privilege of representing Fort Jackson, representing Parris Island, the Marine Corps Air Station in Beaufort and Naval Hospital at Beaufort. So thank you both for your service.

With regard to the fiscal year 2010 military personnel budget request, I have three areas of concern.

The first is the \$800 million reduction in the services' recruiting and retention budgets. While I know that the downturn in the economy has made recruiting and retention somewhat easier, the experience of this subcommittee is that reductions in recruiting and retention funding inevitably prove to be too deep. So I am interested in hearing the personal assessment of each of the service personnel chiefs as to where risk exists in the proposed cuts to recruiting and retention resources.

My second concern focuses on the number of nondeployable personnel in the Army, Army National Guard, and Army Reserve.

Clearly, the fact that there are at least 27,000 nondeployable personnel in the active Army and at least another 21,000 nondeployables in the Army National Guard and Army Reserve must have a range of effects on these components. I would like to hear more about those impacts and how the Army believes they might be mitigated.

The third area of concern relates to the recent testimony by the service chiefs, particularly those of the Marine Corps and Army, that dwell time will not significantly increase in the foreseeable future. I would like to understand why, with increased end-strength, there will not be a significant change in the dwell time for the active and Reserve components.

Madam Chairwoman, thank you for holding this hearing, and I look forward to the testimony of our witnesses.

[The prepared statement of Mr. Wilson can be found in the Appendix on page 38.]

Mrs. DAVIS. Thank you, Mr. Wilson.

I now want to introduce our first panel.

Ms. Gail McGinn, Acting Under Secretary of Defense for Personnel and Readiness, Department of Defense.

Thank you very much. Welcome back to the hearing. And I had an opportunity to see you this morning, as well, and talking about balloting for our military personnel overseas, and I appreciate your doing that, as well.

Lieutenant General Michael D. Rochelle, Deputy Chief of Staff, G-1, Headquarters U.S. Army.

And, General Rochelle, we had an opportunity to meet earlier, and I wanted to wish you the very best as you retire this summer. This probably is your final appearance before this subcommittee, and we wish you well. We thank you so much for all of your dedicated service. Thank you very much.

Vice Admiral Mark Ferguson III, Chief of Naval Personnel, Deputy Chief of Naval Operations of Total Force.

Thank you very much for being here, Admiral.

Lieutenant General Ronald S. Coleman, Deputy Commandant for Manpower and Reserve Affairs, Headquarters, U.S. Marine Corps.

And, General Coleman, we know that you also will be retiring this summer, and this is probably your final appearance as well. And, again, I thank you for your dedicated service. Thank you very much.

And Lieutenant General Richard Newton III, of the U.S. Air Force, Deputy Chief of Staff, Manpower and Personnel, Headquarters, U.S. Air Force.

Thank you for being here.

Please, we will start with Ms. McGinn.

STATEMENT OF GAIL H. MCGINN, ACTING UNDER SECRETARY OF DEFENSE, PERSONNEL AND READINESS, DEPARTMENT OF DEFENSE

Ms. MCGINN. Thank you.

Chairwoman Davis, Representative Wilson, and distinguished members of the committee, thank you for the opportunity to testify before you on the overview of the Department's programs, policies,

and budget dedicated to taking care of our most precious resource, our people.

As our data shows, we are largely succeeding in attracting and retaining the best and brightest young people. The Department of Defense has set high standards for the quality for the All-Volunteer Force, and the payoff is evident in the performance of this force in the field, which has been truly remarkable.

It is vital to our national defense to maintain this highly skilled and motivated force. We must continue to ensure that we provide the right combination of pay, benefits, and compensation. We want to continue to work with you to ensure that we make the best use of every dollar authorized.

We are still sending our service members in harm's way and to face serious conflicts abroad. And for those service members who have returned from these operations wounded and injured, the Department is committed to doing everything we can to make sure they receive all the necessary medical care and nonmedical assistance to return to full-duty status or successfully transition to the next phase of their lives.

We are grateful to you for your giving us the authority and resources to make significant progress in restructuring the disability and compensation systems, enhancing case management, and hiring additional recovery care coordinators.

However, we know that the work is not done. And this budget is a testament to the fact that the Department will continue to devote our energy and resources to our wounded, ill, and injured.

Furthermore, we understand the sacrifices made by not just the service members but their families. These brave men and women cannot do what they do without the support of their loved ones. And to enforce the ongoing support of these family members, the Department increased the fiscal year 2010 baseline for family assistance by shifting funds from the overseas contingency operations budget to the baseline to ensure continuity in program delivery. This is a step in the right direction.

I do have a statement I submitted for the record. And I would just like to thank you for the opportunity to discuss these important issues with you today, and I look forward to your questions.

[The prepared statement of Ms. McGinn can be found in the Appendix on page 39.]

Mrs. DAVIS. Thank you very much. Appreciate it.
General Rochelle.

**STATEMENT OF LT. GEN. MICHAEL D. ROCHELLE, USA,
DEPUTY CHIEF OF STAFF, G-1, HEADQUARTERS, U.S. ARMY**

General ROCHELLE. Chairwoman Davis, Ranking Member Wilson, distinguished members of the committee, thank you for the opportunity to appear before you today.

I appear before you on behalf of the 1.1 million men and women serving here and abroad, in peace as well as the most violent environments. This combat-seasoned force is resilient and professional, yet it is strained. More than 1 million of this Nation's finest citizens have deployed over the past 7 years into harm's way. We realize very well that are costs and effects associated with this conflict, both visible and invisible effects.

Our current programs to relieve stress on the force are vital to maintaining a healthy, balanced, and prepared Army. These programs help us defend our Nation against some of the most persistent and wide-ranging threats in our Nation's history.

The success of these programs are due in part—in large part, I might add—to the support of the Congress and specifically this committee. This committee has give us numerous programs that we have instituted to keep America's Army strong well into seven-plus years of war.

First and foremost, you have given us the means to recruit and retain an agile Army and, I might add, the best trained, the best led, and the best equipped Army in the world. As a result, for the past two years, we have met or exceeded our recruiting and retention goals for the total Army. This is a step in the right direction to get our personnel, our people, back in balance.

We continue to transform our force into one Army that consistently use the talents of our active, Reserve, and National Guard soldiers, as well as our magnificent teammates, our civilian workforce. This total force approach is key to restoring balance within our ranks and in our homes.

This Congress has embraced our needs, and we are very, very grateful. You have given us the means to improve the quality of life for our soldiers and their families. Soldiers are remaining in the Army because they see it is a good environment in which to serve and raise a family, thus making us the employer of choice.

The Army continues to face challenges which will be directly in front of us for the next several years. Armed with lessons learned, it is our intent to stay in front of those challenges, anticipate them, develop strategies and programs, and keep them from becoming problems in the future.

One of our largest challenges is the eligible population to serve in our Armed Forces today. That number continues to drop, thus creating what I believe is a national dilemma, a national problem. The Army will continue to work hard to attract and retain the best, but we need your help in taking on this larger issue, this larger problem.

The challenging environments that our soldiers serve in demand that we maintain the standards as set. And we must remain ever vigilant that our force is manned with both physically and mentally fit and qualified soldiers, as it is today.

I have described the challenging environment to you here today. I am confident, however, that with the operational and institutional agility America's Army has developed over the past eight years, we will meet all the challenges that will come our way.

It is easier to commit to a plan of action when we know that the Congress supports us. Your leadership and support have been unwavering. I have appreciated the discussions we have had over the years concerning the health of this great Army, and I look forward to taking your questions today.

Thank you for your support.

[The prepared statement of General Rochelle can be found in the Appendix on page 91.]

Mrs. DAVIS. Thank you.

Admiral Ferguson.

**STATEMENT OF VICE ADM. MARK E. FERGUSON III, USN,
CHIEF OF NAVAL PERSONNEL, DEPUTY CHIEF OF NAVAL
OPERATIONS, TOTAL FORCE**

Admiral FERGUSON. Chairwoman Davis, Representative Wilson, and distinguished members of the committee, thank you for the opportunity to appear before you to review our budget request on behalf of the Navy total force and their families.

During my previous testimony in March, I discussed end-strength and our successes in recruiting and retention. Since that time, recruiting and retention have remained strong, and we continue to achieve our enlisted and officer goals across both the active and Reserve components.

Our fiscal 2010 active and reserve budget request supports our ability to attract, recruit, and retain a highly skilled naval force in support of our maritime strategy. I would like to briefly highlight the principal themes contained in our budget request.

First, it includes an increase of our authorized end-strength to a level of 328,800. It sustains the Reserve force at an end-strength of 65,500. This increased end-strength above our 2009 level supports the demand for individual augmentees for the joint force and demonstrates our commitment to sustaining our current deployment dwell times to minimize stress on the force.

Our request sustains the recruiting successes we achieved last fiscal year, where we met medical goals for the first time in five years, and this year we met nuclear Zone A retention goals for the first time in over 30 years.

While the budget reflects a slight decrease in advertising expenditure, it increases the amount for enlistment bonuses and sustains our recruiting force in the field at their current levels to support our projected accessions.

The budget request also supports our stabilization strategy to balance the force in terms of seniority, experience, and skills, while safeguarding the careers of our top performers. We have adjusted incentives and bonuses in response to sailor behavior, and this request sustains our enlistment bonus programs at 2009 levels.

The budget request also includes increases for selected medical recruiting programs. Your support for these programs is essential as we continue to target our investment in critical skill areas. And, I might add, your support has been critical to our successes in the past.

The budget request also increases funding for family support programs and our Navy Safe Harbor, wounded, ill, and injured, program. It also supports our efforts to build resiliency and foster a culture that encourages sailors to seek help in response to stress.

Finally, our request balances our education and training requirements with growth in important mission areas, such as cyber warfare, language and culture.

Last week, I had the opportunity to visit our naval personnel overseas in Europe and the Middle East. Your sailors today are positive, enthusiastic, and performing extraordinarily well in meeting the demands of the joint force and of the Nation. I could not be prouder of their efforts that they do every day in service to the country.

And so, on behalf of all the men and women in uniform who sacrifice daily and their families, I wish to express my sincere appreciation to the committee and the Congress for your unwavering support for our Navy.

Thank you, and I look forward to your questions.

[The prepared statement of Admiral Ferguson can be found in the Appendix on page 105.]

Mrs. DAVIS. Thank you.

General Coleman.

STATEMENT OF LT. GEN. RONALD S. COLEMAN, USMC, DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS, HEADQUARTERS, U.S. MARINE CORPS

General COLEMAN. Chairwoman Davis, Congressman Wilson, distinguished members of the subcommittee, it is my privilege to appear before you today to discuss Marine Corps personnel.

I would like to thank both the Chairwoman Davis and Congressman Wilson for their kind words. It is an honor to serve this greater Nation of ours.

I would like to make a few key points.

First, with regard to our end-strength, the Marine Corps is now building on our success in fiscal year 2008 and will reach our 2010 goals this fiscal year, two years ahead of schedule. We owe this success in large part to our recruiters, who continue to meet all accession goals while maintaining the highest-quality standards. Thank you for your continued support of our enlistment incentives which help make this achievement possible.

Secondly, our active-duty component retention continues to be successful. In fiscal year 2008, first-term retention was 36 percent. We are building on that success in fiscal year 2009, having already achieved our fiscal year mission. We thank you for your support of our Selective Reenlistment Bonus Program. It will remain the foundation of our retention efforts as we move from growing our force to shaping it so that we maintain vital Marine Corps leadership and critical skills.

Third, I want to reiterate that a top priority of the commandant of the Marine Corps is caring for our wounded warriors and for the families of all Marines. Our wounded warrior regiment is diligent at work, implementing a new and holistic approach to wounded warrior care which makes thriving, not just surviving, the expectation of our wounded Marines.

Likewise, our family readiness programs have undergone a host of significant improvements which continue to this day. They are made possible in large part by the generous funding that you have provided.

I want to personally thank you, Chairwoman Davis, for your recent introduction of a House resolution that recognizes the work of our family readiness volunteers. As you mentioned, they are a crucial part of the family care and military readiness equations.

In closing, I want to thank you and the other Members of Congress for your support and partnership. They have been central to the strength that your Marine Corps enjoys today. They will continue to be essential as we work to shape the Marine Corps of the

future so that we always remain the most ready when the Nation is least ready.

Thank you.

[The prepared statement of General Coleman can be found in the Appendix on page 117.]

Mrs. DAVIS. Thank you.

General Newton.

STATEMENT OF LT. GEN. RICHARD Y. NEWTON III, USAF, DEPUTY CHIEF OF STAFF, MANPOWER AND PERSONNEL, HEAD-QUARTERS, U.S. AIR FORCE

General NEWTON. Madam Chairwoman, Ranking Member Wilson, and distinguished members of the committee, thank you for this opportunity to discuss our efforts as they relate to the fiscal year 2010 budget to ensure we attract, recruit, develop, and retain a high-quality and diverse fighting force.

Airmen are the focal point for providing the critical capabilities that the Air Force contributes for winning today's fight. And while the Air Force has innovative technologies and equipment, it is the hard work of our dedicated men and women in uniform and our civilians who underscore our success.

Without a doubt, the tremendous talent of our total force airmen and civilians is the backbone of our United States Air Force, and our budget proposal recognizes this fact. These dedicated volunteer servants are our most important asset. Without them, our organizations and equipment would not function, our operations would grind to a halt.

Therefore, we must ensure we have the proper end-strength to meet current, new, and emerging missions. For fiscal year 2010, our active-duty end-strength will be 331,700 airmen, with 69,500 serving in the Air Force Reserve and 106,700 airmen in the Air National Guard. This stops previously planned total force end-strength reductions. We will also grow our civilian population to a little over 179,000, which includes 4,200 contractor-to-civilian conversions.

Simultaneously, we will continue to reshape the skill sets of our workforce, with particular emphasis on stress career fields and mission areas that need our attention, such as intelligence, surveillance, and reconnaissance, aircraft maintenance, acquisitions, cyber operations, nuclear deterrence, operations, and sustainment. For instance, in fiscal year 2010, our manpower investment includes increasing our nuclear-related personnel by 2,500 and adding 200 acquisition professionals.

The growth in end-strength goes hand in hand with an increase in our recruiting efforts, and it goes beyond finding the right numbers. We must also ensure that the right quality and the right skills are present in our potential candidates.

And, despite the weak economy, we expect 2010 to be a critical retention environment for several reasons: an increased need to retain specific skill sets in certain specialties; previous end-strength decreases and corresponding decreases in accessions; increased operational demands; and new and emerging missions.

Our commitment includes continued support for special pay and allowances to address recruiting and retention concerns in our

health professional skills and our most critical war-fighting skills such as pararescue, combat control, tactical air control party, and explosive ordnance disposal.

Finally, we are committed to taking care of our airmen and their families, to include our wounded warriors, to whom we have a never-ending obligation. Over the past year, we tackled important issues for Air Force families, such as expanding child care capacity, increasing child care support for Guard and Reserve families, improving financial readiness, and providing opportunities for children of airmen, whether they reside on our military installations or in our civilian communities throughout the United States.

The Air Force is leaning forward to be all in. Your continued support of our missions to attract, develop, and sustain talented and diverse airmen and their families is mission-essential, and it is also most appreciated. Our efforts to effectively manage end-strength to recruit and retain, train, develop, and care for airmen and their families will enable us to fly, fight, and win in air, space and cyberspace.

Thank you for your unfailing support of the men and women and the families of the United States Air Force. And I also look forward to your questions.

[The prepared statement of General Newton can be found in the Appendix on page 147.]

Mrs. DAVIS. Thank you very much.

Thank you all for your presentations.

You have all mentioned end-strength, and let's talk about that a little bit, because we know that there has been an increase in end-strength in excess of the 2009 authorization. And what I think we are interested in is your assurances that the dollars will be there as we move into 2010, given the fact that there is likely to be a bow from those higher end-strength numbers.

What can you tell us about those concerns? And do we have that all together?

I think I would just turn to the serve chiefs initially and start with you.

General COLEMAN. It is not often they let me go first, ma'am, as I am the junior guy, but I will just jump right up.

Ma'am, I think we are well—we, the Marine Corps—right now. We do expect that the funds will go down. We can handle that somewhat. It would be a discredit to you if I came in right now and said, we have made our retention goal already this year. We are two years ahead of schedule on our enlistments, but my fear, our biggest fear is that, if funds are taken away to allow the critical MOSs to reenlist and to bring in those critical Military Occupational Specialties (MOSs), then there would be great concern.

Mrs. DAVIS. Okay, thank you.

Admiral FERGUSON. From the Navy perspective, there are several challenges that we uniquely face and share with some of the other services. From a shared perspective, changes in entitlements, as the bill goes through the Congress, can affect our ability to execute.

Second, we receive cost increases throughout the execution year for housing allowances, subsistence allowances, and so those changes in rates greatly affect our ability to execute. We feel that

the money we put in the budget adequately programs and covers the cost of the end-strength that we have.

In the Navy, a unique case because we received authority from the Secretary to over-execute at end-strength this year. In the 2010 request, you will see part of our end-strength is funded in supplemental, and it covers 4,400 individuals in the overseas contingency operations to allow us to provide joint enablers to the joint force, where we provide almost 14,000 to the force.

And so, for our funding in 2010, the Overseas Contingency Operations (OCO) and supplemental both cover a portion of our end-strength.

General ROCHELLE. The Army, Madam Chair, is in a fairly unique position, not too dissimilar from my brother in the Navy, in the sea service here, in that we were funded below the 547.4, which is the number we have grown to 2 years ahead of schedule. As a result, we have a \$1.6 billion shortfall in 2009, which we are hopeful will be covered in full in the OCO request.

And, now, I realize that is here under deliberations by this body. But that is key for us if we are, in fact, to be fully funded across the fiscal year, fiscal year 2010, entering 2010 in a balanced way.

Mrs. DAVIS. Uh-huh.

General NEWTON. Madam Chairwoman, you and the committee members are certainly aware that we were on a glide-path down to 16,000 active-duty end-strength. We are going to make amends to that, and we are going to actually, as I mentioned in my opening remarks, will be active-duty end-strength at 331,700, and so we have programmed and budgeted for that.

And so we are absolutely committed to make sure that we uphold, both from a funding standpoint but also as we go out to recruit and retain, particularly in those critical skill sets, that we maintain what we have programmed and budgeted for. We feel that we are certainly adequately positioned to do just that throughout the program objective memorandum (POM).

Mrs. DAVIS. Thank you.

I know that, Admiral Ferguson, you mentioned the supplemental. And so, do any of you—you mentioned that you are okay. I think there is a concern that some of that we might need to look to an additional supplemental to help those numbers be able to support the increased end-strength that you have. Is that not a concern for anybody else?

Admiral FERGUSON. From the Navy perspective, in the current supplemental for fiscal year 2009, the House Appropriations Committee added in their mark of the bill \$350 million to support the Navy end-strength in this year, and that is under consideration in the Senate.

So, for this fiscal year in execution, that will help us to alleviate both the permanent change of station issue you addressed in your opening, as well as get us through and cover the end-strength.

Mrs. DAVIS. Thank you.

You know, I think the big question for all of us is, is there anything in this that would suggest that you have to reduce some accounts? And are there impacts on the family and welfare accounts that might be felt in 2010?

General ROCHELLE. I go back to the \$1.6 billion Military Personnel Army (MPA) shortfall for Army. And, again, the marks, as they make it through the House and the Senate, will determine the answer to the question you just posed. It is pretty significant for us.

Mrs. DAVIS. Uh-huh. All right.

General COLEMAN. Madam Chairwoman, for 2009, we feel good. But when you speak to 2010—

Mrs. DAVIS. No, we are talking about 2010.

General COLEMAN. Yes, ma'am. We are concerned that a large cut in 2010, especially in recruiting and retention and our family readiness programs, that would be brutal to us, ma'am.

Mrs. DAVIS. Thank you.

My time is up. I will turn to Mr. Wilson, and we will start the round of the panel.

Mr. WILSON. Thank you, Madam Chairwoman.

Again, thank all of you for your successes.

And right in line with discussing some budget cuts, recognizing that there has been a cut in the recruiting and retention of nearly \$800 million—and I indicated my concern about that in my opening statement—I am interested in hearing your assessment, all of you, as to where the risk may exist in the proposed cuts in recruiting and retention. And, in your own view, does the budget request cut too deeply for 2010?

General ROCHELLE. Well, let me start, if you will, Representative Wilson.

First of all, you are familiar with my experience in the recruiting world directly. And my concern would be that we are—we are funded adequately in 2010. However, however, we must be careful that we don't yo-yo across the POM, we don't yo-yo the resourcing of the recruiting initiative. Frankly, because it is imperative that we have a fairly steady stream and predictable stream of resourcing to resource both recruiters, advertising, and all of the associated support structure that, day to day, helps our recruiters be successful.

As a matter of fact, hours before I came to the Hill, the new commanding general of U.S. Army Recruiting Command paid a visit on me, and we had this very discussion. The discussion centered on the fact that we are in a very positive place today relative to where the Army was in 2005, the year I left Recruiting Command, a very different place, largely because of the economy. But there are already signs that the economy is beginning to make a slight turnaround. And so we must think strategically about recruiting in that new environment and not be lulled into a false sense of security from where we are today.

Ms. MCGINN. I would just say that we are very aware of the risks involved when you cut the recruiting account and believe that we have taken a prudent risk here with this particular cut because of the status of recruiting and retention and the overall status of the economy.

But my colleagues and I watch recruiting data monthly. They probably watch it more frequently than I do. So we need to be very vigilant in terms of keeping an eye on what is happening both in the economy and with the recruiting endeavors so that, if there is something to be corrected, we can correct it.

General COLEMAN. I would say again, sir, our concern in the Marine Corps is more drastic in the reenlistment bonus, the retention side of it, than the initial accession of it. So, too large a cut would be—because you can't make that up when there is critical MOSs and critical Marines to fill those MOSs, and when they go out, you can't get a seven-year veteran by someone coming in the front door.

So I think it is imperative that we maintain our selective reenlistment bonuses, sir.

Admiral FERGUSON. With respect to Navy, we did take a minor reduction in advertising, where we felt that was a prudent risk to take in balance, but yet we increased our accession bonus program, and we kept the number of recruiters in the field. We figured that is the strength of our program, in bringing in new sailors.

General NEWTON. Sir, may I also add from, perhaps, a different approach, the pool of talent and American youth that we can go after—I know we have discussed this previously in other hearings—is a challenge for all the services and particularly for the Air Force.

As you go about trying to find specific critical skills, not only from a recruiting standpoint but a retention standpoint as well, because even though we are in a downturn of our economy, many of those skills that airmen bring to the fight are skills that a lot of employers in the commercial sector put an eye on the prize as well.

So there is no letup, there should not be any letup, and the same effort, either in a downturn or an upturn, as General Rochelle described, you know, the strategic effort ought to still be maintained.

Mr. WILSON. Well, I appreciate all of you.

And I want to point out, I appreciate Chairwoman Davis visited with me at Fort Jackson, the recruiting and retention school, last year. And that was an extremely rewarding experience to me, to see the dedicated personnel. But it reinforced my concern over budget cuts, in that, General Rochelle, you all have helped create an extraordinary technological base. It makes you feel really good to know of the capabilities that you used to recruit people for the opportunity of military service.

Thank you very much.

Mrs. DAVIS. Thank you, Mr. Wilson.

Mr. Murphy.

Mr. MURPHY. Thanks, Madam Chairwoman.

And thanks to all the briefers today for your continued service to our country.

And I especially want to highlight General Rochelle and General Coleman. Thank you for your great service to our country. I wish you all the best in your future endeavors. And we are very proud, as a Nation and a Congress, for all that you have done.

Part of my questions, frankly, were already addressed by the opening statements and also by the questions, so let me ask and try and drill down a little bit.

General Rochelle, you mentioned, as did General Newton just a second ago, about the eligible population to join the military is declining, and that is a national issue. You all have physical fitness standards, and you have a great leadership model on how to get your folks in tremendous shape.

What advice do you give to Congress, what do you think we should do? I know this is kind of, probably, out of the box; you probably didn't prep for this. But what would you advise the Congress of the United States, what should we be doing to inspire the American people to follow your lead?

General ROCHELLE. I will defer to the junior member of the panel.

General COLEMAN. Thank you, sir.

If we could just continue, as a Nation, to emphasize physical fitness. It is a lot easier, I think we all would say, to stay in shape than it is to get in shape. So I think if we can—and I think you probably know this, sir, having served: There is a large percentage of the population that is not physically fit. And that is deplorable, when you think about what it was when we were growing up, when you had to take gym, and now you can opt out of gym. And you can't regain those muscles in a short period of time.

So if we could stress, and I don't just mean for a day, but if we could stress physical fitness. And I think a healthy body leads to a healthy mind. So, as a Congress, as a Nation, if we could stress physical fitness, I think we would be on the right track, sir.

General NEWTON. If I may add, Representative Murphy, it is also, to add to what General Coleman said, it is a call to service, as well. It is one that—I believe our generation has seen a more fit lifestyle, a more fit approach. Certainly, as I have gotten into my fifties, it is planning for the future as well.

This is a national challenge we have. One of the largest challenges we have with regard to being able to reach into America's youth, much less to entice them to come into the service, is because of the obesity issue we have among American youth.

And so, that behooves us who are perhaps more senior, regardless if you happen to be a Member of Congress or serving in the military, you be fit to fight, as we say in the United States Air Force. And so we have walk the walk and talk the talk and show our commitment in resources and so forth. But I believe it is a significant call to service that somehow if we can fill that gap.

General ROCHELLE. Sir, first of all, I would like to thank you for your very gracious comments about General Coleman and my service. And I would simply add that, not unlike all of our great soldiers and Marines and airmen and sailors who serve, it is our families who really deserve the credit.

To your question, and just to add on to what my wingman said here about obesity, the larger issue is high school completion and the declining rate of high school completion.

A couple of data points—and I will try to do this very quickly. If you look at high school graduation rates nationally and segment those rates by race, ethnicity, levels of poverty, and then the general population, you see some pretty alarming trends. Only one out of three, anywhere in the Nation, regardless of race and regardless of the level of income for the family, will graduate—I beg your pardon, I said that incorrectly—30 percent will not graduate.

If you now add the level of income at or below the poverty level, that number that will graduate, irrespective of race or ethnicity, drops to 50 percent. Add one more layer of segmentation, and we

are now looking at race, poverty level in general, and 70 percent will not graduate on time.

And I have talked about this a number of different times in various committees on the Hill. It really is a national tragedy. And for us to think that we can remain strategically competitive, not to mention a strong defense, with those types of trends is foolhardy.

Mr. MURPHY. I know my time is up, but I thought that President Obama's speech at the State of the Union when we talked to the American people, looked them in the eye and said, "When you graduate—if you drop out of high school, you are not just quitting on yourself, you are quitting on your country." I thought that was exactly the right tone, and putting the burden back on not just the teachers but it starts at home, education. And we need that accountability and that responsibility.

And I yield back the balance of my time. Thank you very much.

Mrs. DAVIS. Thank you.

Dr. Snyder.

Dr. SNYDER. Thank you, Madam Chair.

I wanted to ask—as you may know, another subcommittee here is doing a study of professional military education in residence, professional military education (PME). In fact, General Coleman, I now understand why, when I was at the Marine Corps University yesterday, I was the only one eating the donuts and the Marine officers were not. It all becomes clear to me now.

But I wanted to ask two questions and have you each respond. The first one is with regard to faculty the in-residence PME schools, and the second one is with regard to students.

The first one is, how are faculty selected for the in-residence PME programs? Both how they are selected, and then what does that mean for them down the line? I won't tell you which service, but we heard from a couple of people yesterday that said they were told by all their friends, don't take the position, it was a dead-end for them to be assigned as a faculty member at one of the schools.

And then, second, with regard to the students, how are students assigned to these schools? And how are decisions then made with regard to what their next assignment—you know, when and how is that process, as far as their next assignment after the school?

General Coleman.

General COLEMAN. Yes, sir. Thank you, sir.

As far as the faculty, the faculty is selected both by the head of our MMOA—that is the manpower management officer assignment side of it—in conjunction with the president of the university. So his or her record jacket is screened, goes to the school, and the school has say, the Marine Corps University, in, yes, this person should or should not be an instructor.

Dr. SNYDER. But what are the criteria by which you make the decision to send those to the school to be looked at?

General COLEMAN. Sir, probably one of the first things would be promotability. I will use myself as an example. When I was an instructor at our Amphibious Warfare School, which is a company-grade school, 12 members of the faculty, seven of us were selected to general officer. So, in the Marine Corps, if you go to be an instructor at a school, you know that you have been selected.

Now, whether it means that you have all A's or all B's, I don't think we do that. We look at the jacket. We look at intelligence. We look at personnel appearance. We look at physical fitness. We look at the whole-man or whole-woman concept. And then the president of the university still has some say, maybe not the final say, but he or she does have some say in that person coming to the school.

As far as the students, there is a board that convenes, just like a promotion board. And I would say, for some schools, like our top-level schools, your chances of making colonel are better than they are getting selected to school. So it is a hard nut to crack, from where I sit, sir.

Admiral FERGUSON. From the student perspective, when naval officers go through—I will speak about the unrestricted line—when they go through their screening boards at the O-5 and the O-6 level, generally if you are in the upper half of the group that screens and you are assigned a code, it makes you eligible to go to a senior war college. And then the distribution process will allocate those among National Defense University, the Naval War College, the various seats that we have to fill. So for our unrestricted line, they are screened by a board and then assigned a code that generally represents the top half.

We are driven in those pay grades primarily by command opportunities. And so we don't ascend them right away; it is adjusted based upon when their command tour is of a fighter squadron, let's say, or a submarine or a surface ship.

With regard to the faculty, the faculty are generally senior officers, O-6, at the Naval War College who have had prior master's degrees, most have had a prior tour, but they are nominated by the Bureau of Personnel to the president of the Naval War College for selection.

General ROCHELLE. Army's procedures are not terribly dissimilar from those of the Marine Corps and the Navy, the sea services. However, for our intermediate-level education, I believe you know, sir, that that is universally offered to all officers at a certain grade level. Whether it is done in residence at Fort Leavenworth, Kansas, which is our flagship intermediate-level education institution or whether it is done in a distributed fashion at one of several installations across the United States, where you can get the same level of training and education but it is broken up into segments and some of it is done via distance learning, it is universal intermediate-level education.

Your question about faculty—make no mistake about it, the Army is challenged right now to ensure that we have the very best faculty in place in our institutions of higher learning and training. The demand for that very best talent, from theater and elsewhere around the globe, is enormous. However, having said that, as my fellow witnesses have stated, the leaders of each of these institutions has a voice in whether or not an officer is acceptable to be on the platform.

Let me go to the next level, the Army War College. First of all, for that level of education and training, the capstone, if you will, for most officers, that is a board selection process—best qualified.

The availability of the officer to attend, however, is somewhat impacted by the level of demand on the Army today.

And one final point, if I may return to the intermediate-level education, two years ago we launched a pilot program, which I coined the phrase, "leader development assignment panel." The leader development assignment panel was designed to take a look at, are we, in fact, sending our very best and our brightest to our intermediate-level education in resident training? With a view toward where I think your question is heading, are we making the appropriate investments for the future, for the next Global War on Terror or downrange?

And for two years, we have received very, very positive feedback from the panel members. And we have indeed adjusted, as a result of those pilots—we will do a third one this year—whether individuals are sent to fellowships, whether they are offered an opportunity for a graduate-level education, or the resident intermediate-level education. All of the above are on the table.

General NEWTON. Sir, just briefly, a similar process in terms of selection, both for our faculty and students. Our faculty, first we look at their professional credentials as well as their academic credentials and, also, their desire to serve as instructors, particularly at our Air War College and Air Command and Staff College.

I can also tell you, from a student selection standpoint, those for intermediate development education or senior officer development education, again, those are board results. We take generally our top 15 to top 25 percent.

The actual selection and where they attend school could be at Air Command and Staff College or Army Command and Staff and so forth. I actually chair that board every fall and identify which students will go to what particular development education from that point on.

But it is, again, one that we put a lot of attention to. Because, as we are trying to not only develop certain professional qualities, it is also how they go about in their strategic thinking. How are they beginning, again, now, to become those strategic thinkers and those strategic leaders as early on as we possibly can to impact their professional development.

General COLEMAN. Can I add one more thing, sir?

Dr. SNYDER. Please.

General COLEMAN. And I should have started off with this. If you are not what we call PME complete, so if you haven't attended or haven't completed the schooling for your grade, then you do not get promoted.

Dr. SNYDER. Thank you.

Mrs. DAVIS. Thank you.

Mr. Loeb sack.

Mr. LOEBSACK. Thank you, Madam Chair.

Thanks to all of you for being here.

And, also, in particular, General Rochelle and General Coleman, it is my third year in Congress, and I have gotten to know you some. And I am going to miss you, but hopefully I will see you in another context in the future.

Just to follow up on some of the earlier comments that were made and questions asked, while Mr. Murphy is out with the base-

ball team preparing for the big game in June, I normally go out running. And I go over by the Armory and go out into the Robert F. Kennedy Stadium parking lot, along the river there, and across over the Anacostia and go into the park on many days. And I see a lot of the folks from the services who are over there working out, doing their tests, running, that sort of thing. And, you know, I wish I could stop and talk to them and encourage them to continue to do it and all the rest, but of course they are running and I am running and that is not possible. But I think that it is just absolutely fantastic. And I think if we take a lifelong approach to this, too, I think that is really the way to do this.

Also, on the education front and the high school dropout issue, there are at least two of us on this subcommittee who are on the Education and Labor Committee. And the dropout factory problem is a huge one across the country, high schools where there are disproportionate numbers of folks who drop out and don't graduate. And we are trying to address that on the committee. I actually have legislation, myself, trying to deal with that issue, as well. So we are going to continue along those lines, and this is where we can cross over, as far as committees are concerned, I think.

But, along those lines, what, if anything, is being done by services as far as encouraging—I mean, it is a problem, but encouraging folks to stay in school and helping folks to get their high school degrees?

General COLEMAN. For us, sir, that is a recruiting tool. And we look at every Marine as a recruiter. But as our recruiters visit schools, I think that is the best way we can do it. And I would say that most Marines would never pass up a chance to go speak to a school or to children in any part or any fashion. But it is one of those things that you have to be accessible and they have to allow you in it. But I think that is the key.

Mr. LOEBSACK. If I might follow up, when the recruiters go to the high schools, they also then obviously encourage students to stay in school? Is that something they do as well?

General COLEMAN. Yes, sir. And that is service- and also DOD-directed because of the propensity of a high school graduate to do well in the service and stay. So, yes, sir.

Admiral FERGUSON. Some of the other services—the Navy Junior Reserve Officers Training Corps (NJROTC) program in the high schools, we have 75,000 students. Most are diverse and in lower-privilege areas. But when they complete to graduation, 65 percent go on to higher education and 45 percent come into the service. That is a real strong program for us, and we have over 600 units around the country.

General ROCHELLE. Sir, I would add one thing that we are very proud of. First of all, every soldier encourages young people, whether it is in his or her community or on a military installation, and the high school resident on that installation encourages young people to stay in school. And that is especially true of Army recruiters, as well.

But since we are at such an epidemic state on this—and you, obviously, know quite well that it is epidemic—the Army has launched an Army Prep School at Fort Jackson, South Carolina. And the Army Prep School is our effort, with DOD support—I re-

call having several conversations with Dr. David Chu about this, and he was very supportive. But as a result of those efforts, in 2009, 1,500, almost 1,600 young persons who would not have received a high school diploma did so through the Army Prep School.

Now it is an equivalent today. But, working with the Governor of South Carolina, we expect that, before the end of fiscal 2009, it will indeed be a certified high school diploma. That is a small effort, but it is a start.

General NEWTON. Just as a short follow-up, we also see our airmen as role models in whatever communities they serve. There is a total force aspect of that from those who are serving in active duty, but Guard and Reserve as well. I almost see that as a responsibility that they have as wearing the uniform.

I would also add that it is not just the students themselves, but to go after the influencers in the communities. And that could be found in the school, it could be found in a variety of organizations throughout.

The last point I would raise, in terms of the challenges that we have with regard to recruiting, whereby perhaps we focused on high school, 11th, 12th grade, perhaps we are now being compelled to reach into lower grades, as well, to begin, because of the challenges that we have already discussed here.

Mr. LOEBSACK. Well, thank you all.

General ROCHELLE. Sir, may I please edit my numbers? The 1,600 are the numbers who were entered into the program. The number of graduates is 1,376.

Mr. LOEBSACK. Okay, thank you.

And, Madam Chair, if I could, I would like to submit a question for the record, also, on access to family services, especially for the Reserve component.

[The information referred to can be found in the Appendix beginning on page 165.]

Mrs. DAVIS. Okay, thank you.

Ms. Tsongas.

Ms. TSONGAS. Thank you very much for your testimony.

I would love to hear more at some other time about the prep school. It is South Carolina-specific?

General ROCHELLE. Yes, ma'am, it is, because of the support from the Governor of South Carolina.

Mr. WILSON. But students from across the country.

General ROCHELLE. That is correct. I beg your pardon. I didn't understand that was your question. They are from across the country.

Ms. TSONGAS. I was going to say, you are doing very well here.

I am going to change the subject a little bit, if I might, and I think this will be directed to General Rochelle and General Coleman. General Casey mentioned at the Army posture hearing last week that we can expect the operational tempo to increase through fiscal year 2009 and into 2010. This is despite the fact that both the Army and the Marine Corps are projected to achieve their programmed end-strength increases by the end of this fiscal year.

How soon can we see a reduction in the operational tempo and an increase in dwell time for Army and Marine Corps combat and support units?

General ROCHELLE. Thank you for your question, ma'am. First, let me elaborate on what the Chief said and say it in the way that I would articulate it.

Before we see a net reduction in demand, we are probably looking at 12 months to 18 months into the future. And that is if everything goes according to plan, with responsible drawdown in Iraq and buildup to some acceptable level of forces in Afghanistan.

It is a little bit like, an analogy, if I may, of having an aircraft carrier battle group replace an aircraft carrier battle group in the middle of the Pacific. For a period of time, the Chief of Naval Operations has two equivalents of battle groups tied up that he can't do anything with until the one being relieved recovers. It is no different for a brigade combat team. It is no different for a combat aviation brigade replacing another combat aviation brigade.

If that demand, eventually, at the end of 12 to 18 months, does begin to diminish and we see a net reduction—and, by the way, history suggests that demand continues to rise. Yesterday, in testimony in the other body, I used the analogy, if the past is indeed prologue, then we may be headed for trouble.

But, optimistically. If we see the demand reduced, then we will be able to see also an equivalent reduction in the current dwell time, which, for the active Army, is one year deployed for every 1.3 years at home. That is unsustainable, completely unsustainable. For the Army Reserve and Army National Guard, the dwell is one year deployed for less than three years at home. Even at that rate for an operational reserve, that is way too high.

So the long answer to your question, 12 to 18 months from now, if all goes according to plan.

Ms. TSONGAS. And let's assume for a moment that things don't go according to plan and, in fact, there is a need for overall increases, what kind of planning and thinking is taking place to respond to that?

General ROCHELLE. We are actively considering—and this is a discussion we are having inside the Army at this point and will soon have at the Department of Defense level. We are actively considering whether or not, in order to mitigate the risk that you are articulating, ma'am, if we shouldn't look at other means of having a temporary wartime allowance. But that is an internal discussion, at this point.

Ms. TSONGAS. General Coleman.

General COLEMAN. Yes, ma'am. Thank you, ma'am.

At this time, with our growth, we have seen improvement in our dwell time. Our overall average now, where it was—and, unlike the Army, the Marine Corps is seven months out, seven months back, and our goal is three to one. We started off at 1-to-1.8. We are now at 1-to-2.4, so almost 2.5, a cycle back.

With the drawdown in Iraq, with the increase to our 202,000, I would suggest to you that during fiscal year 2010, we will conceivably get to where we want to be. But, again, as General Rochelle says, that is contingent upon things coming down out of Iraq in the way we think and depending on what happens in Afghanistan. But we have seen an increase in our dwell time.

Ms. TSONGAS. Thank you. I think my time has run out.

Mrs. DAVIS. Thank you very much.

Ms. Bordallo.

Ms. BORDALLO. Thank you very much, Madam Chairwoman.

And good afternoon to all our witnesses.

I would like to ask you, General Rochelle or Ms. McGinn, a question about the Army National Guard's end-strength. I represent Guam, where National Guard and Reserve personnel outnumber, per capita, any State in our Nation. And our ranking member, Mr. Wilson, will attest to that, because we attended a ceremony where these records were revealed.

The Guard is authorized for an end-strength of 352,600, according to your reports here, but is currently at an end-strength of over 368,000. Given that the Commission on the National Guard and Reserve has indicated that the National Guard is a highly cost-effective means of national defense and that the National Guard has demonstrated through innovative means that it can meet end-strength goals, can you describe the benefits of permanently increasing the Army National Guard's end-strength to 371,000? And I want to also add to that, keeping in mind that they have a domestic role to play.

Ms. McGinn.

Ms. MCGINN. I think that is a good question. General Rochelle may have a better answer, but I think I would need to consult with my colleagues back at home to give you that for the record so that I can give you a thoughtful response to it.

[The information referred to can be found in the Appendix on page 161.]

Ms. BORDALLO. Thank you.

General.

General ROCHELLE. It is a very good question.

First of all, let me say that the Army National Guard—and I know it is true for the Air National Guard, as well—is an extraordinary force, more so today than ever in the past, because it has migrated from the strategic reserve context to a much more relevant context, that of an operational reserve. And we are asking a great deal of our Army National Guard and Air National Guard soldiers, airmen, and leaders.

However, an operational reserve—first of all, let me say that 358,200, which is the current authorization, is sufficient, in my estimation, to cover down on both operational reserve demands in the Global War on Terror today, as well as to address the needs of governors across the United States and Guam.

Whether or not it would be efficacious to grow the Guard beyond that should be based upon operational demands, either in the state or operational and increased demand that we see for forces—Army forces and air forces—in the current environment. And I think it would be a prudent move, with that, to look at it strictly from the perspective of the demand for those forces.

There remains some reshaping that we may need to look at for the Guard in terms of structure, what is in those forces at 358,200.

But I would like to conclude by simply echoing, once again, Lieutenant General Clyde Vaughn, who you may know, a great, great leader who will retire on the 1st of June, is both my next-door neighbor and dear, dear friend. And he deserves many of the same

accolades that the chairwoman and others have bestowed upon General Coleman and myself.

Our Guard, the Army National Guard in particular, is awesome.

Ms. BORDALLO. If I could just add to that, what are the potential benefits of creating a Trainees, Transients, Holdees, and Students (TTHS) account for the Guam National Guard?

General ROCHELLE. Actually, I would expand my answer to your question. Creating a TTHS account for the Army National Guard and the Army Reserve would be a very prudent move, very prudent.

Ms. BORDALLO. Very good.

And one other short question, Madam Chair, just a short question. I think Ms. McGinn would probably be the best to answer this. This is for my own information.

What are the percentages of members of the military personnel—now, this is the active military personnel—who continue in the military service, make it a career, as opposed to those who leave the military service? Do you have any numbers? And that would include all the branches.

Ms. MCGINN. I think it would vary by branch. The Marine Corps has had—and General Coleman can speak to this—Marine Corps has had higher turnover of first-term Marines than the other services. And so I think that we would have to get you those numbers by branch.

[The information referred to can be found in the Appendix on page 161.]

Ms. BORDALLO. I would appreciate that. And I didn't want to go into all the branches here, but just overall what the retention is.

Thank you, Madam Chairman.

Mrs. DAVIS. Thank you.

I want to turn to a discussion about those service members who are unavailable to deploy, we call them nondeployables, but who are not able to deploy with their units for whatever reason.

General Chiarelli mentioned recently, the Army Vice Chief of Staff, that the number of Army service members who are nondeployable has become a burden on the force that threatens the Army's ability to fill deploying units to required levels and to achieve its objectives to reduce operation tempo and increase dwell time between deployments.

It sounds like that active nondeployable population is around 27,000, is that correct, as of April of 2009?

And I wonder, General Rochelle, if you could comment then. Given this current number, was the Army forced to give up the brigade combat teams (BCT), going from 48 to 45, as a result of that? Is that at play here, that the additional end-strength for manning those levels couldn't be achieved at the higher level? Where does that come into play? I mean, obviously, the shift from 48 to 45 BCTs has an impact, in a number of ways, for the ability to carry on the operations.

General ROCHELLE. An excellent question, Madam Chair.

And let me say at the very outset that the shift from 48 to 45 brigade combat teams, as has been testified in the past by both the Secretary of the Army and the Chief of Staff of the Army—and I think the Vice Chief, as well—was intended to give us the ability

to thicken our forces. In other words, we weren't chasing that additional structure inside a 547,400 end-strength, which would have stretched us even a little bit more. So it was a prudent move, but it remains to be seen over time relative to demand.

To your specific question, 26,936 nondeployables, temporary as well as permanent nondeployables, were indeed reported through our unit status reporting process in the month of April. And I want to emphasize that it is a moving target. A soldier who is nondeployable for a temporary reason this week may be fully deployable next week, and vice versa. So it moves fairly substantially.

But I will bring it into focus at the brigade combat team level. The Army G1 tracks, through rear detachment reporting, for our next-to-deploy brigades what the nondeployable rate is inside that brigade, frankly because it is a measure of whether or not we are going to meet our very, very critical gates in terms of operational manning for that deploying unit. And we are committed to ensuring that we deploy, as I said in my oral statement, the best trained, the best equipped, and the best led, and that includes the best manned.

The last 14 brigade combat teams, as we looked at their average nondeployables, averaged 11 percent, which is up, I might add, from over a year ago, prior to the surge, where nondeployable rates were trending between 8 percent and 10 percent. As we look at the most recent brigades, five, to deploy, of that 11, we saw an uptick to 12 percent.

Now, that is somewhat alarming for two reasons. I think it illustrates the cumulative effect of seven-plus years of war. It represents the impacts of too short dwell, 1.3 years at home for every one year deployed. And it is cumulative. And we are gaining some tremendous insights as a result of that.

To your question, however, we are able to deploy today the best trained, the best manned, the best equipped, and the best led soldiers downrange to do the Nation's bidding. Back to the question of risk, in terms of the future, my concern would be, if we cannot bring that dwell down, then we will begin to see other problems in addition to the ability to meet the manning levels.

Mrs. DAVIS. Yeah.

Others? General Newton, would you like to comment on that?

General NEWTON. Other than the fact that, again, we try to focus on our Expeditionary Air Force and our expeditionary airmen to make sure that their contribution to the fight, that they are ready, they are trained well for whatever the joint war-fight may take us.

Mrs. DAVIS. Admiral Ferguson.

Admiral FERGUSON. The Navy population of limited duty or medically not able to deploy is relatively small, roughly in the two percent to four percent range of the enlisted force. So it is not a significant problem. And our Safe Harbor Wounded Warrior program has about 400 individuals, for example. So, for us, it is not as significant an issue.

Mrs. DAVIS. General Coleman.

General COLEMAN. Yes, ma'am. For us, the nondeployables—and we have and I would believe all the services have what we call

P2T2, and that is the Patients, Prisoners, Trainees, Transients. And that is an everyday occurrence, and every day that changes.

But when you take that away and you are talking about combat units deploying, the Marine Corps will not deploy a unit—infantry battalion is deployed at 100 percent. Now, what that means is that a unit deploying has 100 percent but the unit back home may not be at 100 percent because we stole from Peter to pay Paul.

Mrs. DAVIS. And I guess we end up with more individual augmentees as a result of that, too, which creates some additional problems; is that correct?

General COLEMAN. Not in infantry battalions, ma'am. When you go to an infantry battalion, you have—for the Marine Corps, anyway—we have a six-month buildup. So when you deploy, you have been with that unit for 6 months before they deploy.

Mrs. DAVIS. Okay. Thank you.

General ROCHELLE. In our case, because we are committed to eliminating stop-loss, the challenge that I just articulated makes the mountain that we have to climb just a little bit higher.

Mrs. DAVIS. Uh-huh. Okay. Thank you.

Mr. Wilson.

Mr. WILSON. Actually, the brigade combat teams question, the number reduced from 48 to 45, was my interest. So I appreciate that that has been discussed.

And so I would be happy to defer to Dr. Fleming.

Mrs. DAVIS. Dr. Fleming, welcome.

Dr. FLEMING. Okay. Thank you, Madam Chairman.

Well, first of all, let me say that I thank you for being here today to testify. And on the issue of personnel, that is, in my opinion and I think the committee as a whole, to be the most important asset that we have in armed services. So I appreciate your focus on that.

More specifically, Ms. McGinn, in your testimony you mention that DOD is looking at altering the meritorious award system, medals, based on the new realities of the war on terror. Can you elaborate on that some?

Ms. MCGINN. Yes. As a result of action from the Congress, we have new medals now for Iraqi Campaign Medal, Afghanistan Campaign Medal, Global War on Terror Expeditionary Medal, and the like. And so what we have been doing is systemically going through our records and policies for awards of medals and meritorious citations, and we are updating our policies on that to reflect the new kinds of decorations that we have for now.

Dr. FLEMING. Thank you.

Is there any change in the Valor Award criteria?

Ms. MCGINN. That I don't know. I will have to get back to you.

[The information referred to can be found in the Appendix on page 161.]

Dr. FLEMING. Anyone else on the panel have any input?

General ROCHELLE. Sir, let me comment on that, if I may. I was a member of the panel, a member of the board, if you will, working that issue in the Department of Defense. And almost unanimously—I believe it was not unanimous—but I want to mention something here that I think is very important.

Each of the service senior enlisted advisors were present on this matter of valorous awards. And, to a person, they felt that we

should not change the valorous award criteria—and I concurred with that and supported it—while we are in our current conflict.

Dr. FLEMING. Okay.

I will ask a totally unrelated question. You know, there has been this problem or issue with two wars that have gone on longer than we would have liked at levels that are more intense than we would like.

I would love to hear from the panel, whoever would like to step up on this one, what is the sustainability of that? You know, we have a very active Reserve. They are not a reserve Reserve in the classic sense any longer. And some people who have been in the Reserves have had several deployments, have been more active-duty than they have not-active-duty.

So I would love to hear comments from the panel on this.

Ms. MCGINN. Can I just say that, if you look at the retention statistics from the services, where just about every retention goal has been met, it tells you that the All-Volunteer Force is working.

The Gates Commission that was the commission that recommended the All-Volunteer Force had predicted that, in a time of prolonged conflict, it wouldn't stand up. But it is doing very, very well, thanks to the work of my colleagues here and thanks to your help. Because what is very critical are the bonuses and the funding for recruiting and retention that we get. And so we are sustaining very well, at this point.

General NEWTON. Sir, if I may, just to briefly chime in, it is certainly a total force effort, not only from an active-duty, Guard and Reserve standpoint, but also the aspect of how we, as the United States Air Force, contribute to that joint fight.

I would also mention to you that, for 2009, we have dedicated it the "Year of the Air Force Family." And the reason I say that is the balance of effort and resources and so forth, it is important to us not only on our men and women in uniform, regardless of active-duty, Guard and Reserve, but also our family members as well, that we emphasize their value, their service, and their commitment.

Dr. FLEMING. Anyone else?

General ROCHELLE. Sir, for the Army, it is about dwell. It is whether or not we will have the ability, as predicted, to have a slightly less demand—or a substantially less demand that would allow us to get to the optimum levels of time home against time deployed for the active component as well as the Army Reserve and Army National Guard components.

And the current level, as I said earlier in my testimony, the current levels of dwell are unsustainable.

Dr. FLEMING. Okay.

Yes, sir?

Admiral FERGUSON. In our survey data of members and their families throughout the conflict, what we have seen is that the support of the Congress, in terms of compensation, health care is extremely important and access to it, the family support programs. We have had to expand our own health care programs, providers, as well as family support programs. And that has been the biggest ability that we have demonstrated, I think, to support families and has kept morale high.

General COLEMAN. Thank you, sir.

Sir, I would say that, for the Marine Corps, we are doing extremely well. Our reenlistment rates are higher amongst those marines that deploy than those that do not deploy. I believe our families, thanks to you all, are being taken care of much better than ever before. And, as importantly, the American people support the military to a higher degree.

Ms. MCGINN. Can I throw one more thing into the mix? One of the things that we are doing now, it is really a new initiative, is building a civilian expeditionary workforce so that our civilian employees can step up to do some of the missions that our military personnel have to do right now, particularly in the phase-four post-conflict operations, stability operations, humanitarian missions. We are asking civilians who would be willing to come forward and volunteer to be sent on those kinds of assignments to identify themselves.

And we have a few thousand in the mix, and it is a brand-new initiative. So it is very small right now, but hopefully it will pay off in the future.

Dr. FLEMING. Madam Chairwoman, if I could just close the loop on this very quickly, let me say that an All-Volunteer Force is an expensive force, but I think it is a great investment. I think it is worth every penny of it.

My understanding is that the active-duty member today is likely to have a family, as opposed to in previous years. And it would be my sense that they can perform much longer overseas in harder conditions if they know their families are well taken care of, which I think is such a high priority today. And so I thank you in your efforts in doing this.

I yield back.

Mrs. DAVIS. Thank you.

Ms. Tsongas.

Ms. TSONGAS. I hate to pick on you, General Rochelle, but since you mentioned stop-loss, I just am curious: Again, do you think that you can achieve the timetable that is in place? And is it subject, really, to the dynamic of how we are able to bring down soldiers in order to respond to the needs in Afghanistan?

General ROCHELLE. It cannot be done in isolation from the challenges of deployers, nondeployers, et cetera. It exacerbates the challenge. But we can do it. We can absolutely do it. But we will be challenged.

Ms. TSONGAS. So the timetable, you still feel confident, or—

General ROCHELLE. I do.

Ms. TSONGAS. You do.

And then the follow-up question is, in terms of the sustainability and the issue of dwell time being so key, General Chiarelli, I think, recently testified of the enormous mental strains that our soldiers are currently experiencing, and the need we have for mental health care professionals, chaplains and I think he said substance abuse counselors.

So, as you face many questions, really, around how quickly you are going to be able to address the issue of dwell time, knowing the great strains that are going to continue to be placed on our sol-

diers, how are you responding to that in terms of the need for these professionals?

General ROCHELLE. Well, we have actually had much help from the Congress and help even from Office of Personnel Management (OPM) on addressing health care professionals. The ability to do direct hire for civilians, which has helped us a lot in isolated areas. The ability, if you will, to bypass some of the merit-based hiring practices that are extraordinarily cumbersome.

For the Congress, we have been given the authority to offer very attractive bonuses, and for individuals going through the Health Professions Scholarship Program, to offer them additional incentives as well. So we have received support in both.

Ms. MCGINN. Can I jump in on that from a DOD-wide perspective?

We have been aggressively pursuing more mental health providers in our health care system. We actually have, since 2007, I think 1,900 more in our military treatment facilities and about 10,000 more in our contracted TRICARE operation.

We have expanded the number of confidential counseling sessions you can have with our Military One Source, which is also a call-in support line we have for our families. And we have provided for confidential mental health counseling under TRICARE.

Today, I think we rolled out a major mental health campaign called Real Warriors, which is a marketing campaign designed to do away with the stigma of showing up for help if you have a mental health problem and to reinforce the fact that leaders should encourage their service member subordinates to seek help for that just as they would seek help for anything else.

So we have been working very closely with the Department of Veterans Affairs and established a Center of Excellence on Psychological Health and Traumatic Brain Injury. And we have been moving very, very aggressively towards solving the mental health problem.

Ms. TSONGAS. Would any others like to comment?

It seems as though we have made great strides. And I know that Congress wants to be a partner with you, but that we just can't seem to keep up with it, that even General Chiarelli said, "I need more, and I don't know where I am going to get them." So I think it is an ongoing challenge that we all have an obligation to face.

But thank you.

Ms. MCGINN. It is. It is a national problem, in terms of shortage of mental health providers.

General ROCHELLE. If I may follow up, ma'am, one of the things we are learning is that our basis of authorization for mental health providers was designed, if you will, in a Cold War environment. And it is inadequate for what we are facing and what our soldiers are experiencing today.

And I would especially mention the fact that, in addition to what Ms. McGinn said, I fully agree with, that there is a challenge nationally to grow the mental health care providers, health care providers in general, that we need. It is especially acute in our ability to find individuals capable of donning the uniform and providing those services to our soldiers in Afghanistan at Sharana and—you name the combat outpost.

Mrs. DAVIS. Thank you, Ms. Tsongas.

And it is really interesting because I think that, almost every discussion that we have lately, we turn towards mental health issues. I mean, we end up talking about them. We will be having a hearing solely on mental health issues, post-traumatic stress disorder (PTSD), traumatic brain injury (TBI), and the impacts on family, as well, because we want to highlight those issues and we know it is critical.

I am delighted to hear about the program that is being unveiled. And we know that the issue of stigma is an important and a critical one.

I wanted to turn quickly, Ms. McGinn, to an issue that is going to hit us in the face here pretty soon. And we are seeing the first concurrent receipt legislative proposal offered by the Administration. And it is a very welcomed shift, I think we all feel that way, in the concurrent receipt landscape, which will really set a precedent for future initiatives.

The President's budget request does provide sufficient mandatory offsets to support the legislative proposal, but none of those offsets are within the Defense accounts and, therefore, not within the management reach of the House Committee on Armed Services.

And I am wondering, Ms. McGinn, what the Department's position on the offsets is. And will the Department and the Office of Management and Budget (OMB) assist the committee in identifying some offsets that are most likely to be available for inclusion with the provisions in the national defense authorization bill?

Ms. MCGINN. Well, Madam Chairman, I wasn't part of the conversation around the offsets, so I will have to get back to you on that so I can get a good answer for you.

Mrs. DAVIS. Okay. What it does is limit our ability to act in some other areas. And, while we welcome it, we really are interested in how you all are going to be handling it, as well. So that would be of help to us.

I know that there are a number of family initiatives that you have been speaking about and are considering. I would like you to just let us know what initiatives that you are really most proud of that will result from a 2010 funding request. What are you hoping that is new, provides additional services to our families, that we might be able to follow and evaluate in the future?

General COLEMAN. Ma'am, I would say for us, the money that this Congress has allowed us to work with as far as family readiness, it has allowed us to hire folks rather than a key volunteer or someone working with and for the families on an all-volunteer basis. We have been able, thanks to you all, to hire folks to do that.

So I don't know that there is anything more important than the funding that Congress has given us to take care of our families—nothing more. And as long as we maintain that, because a Marine or any service man or woman that deploys and knows that his or her family is taken care of is a much better service man or woman.

Admiral FERGUSON. I would offer, too, is the important support of the Congress on recruiting and retaining medical personnel—dental, nurses, Medical Service Corps, mental health practitioners. Those bonuses are very important to us, and to protect those is important.

In terms of the programs for the Navy, we have rolled out what we call the Operational Stress Control. And we have introduced this training to up to 16,000 service members, everyone going into theater, coming out, and then also expanding it to the whole force. And the budget request supports us expanding that, essentially, education awareness of service members and how they react to stress and be able to remove the stigma of it. I think that is an important program that you will see from us in the future.

Ms. MCGINN. I think that a lot of what is in the budget is an expansion of the important things that we are already doing; child care being principal among them, to try to meet the unmet demand for child care.

There are a couple of things—obviously, there was a litany of them in my testimony. The spouse career accounts, where we provide funding for spouses to get certifications for careers and we can start to build a career base for our spouses. I think spouse employment is incredibly important.

And I also think that the Yellow Ribbon Program, where we reach out to the Reserve component upon their deployment and their coming home, working with their families and easing the stress of the deployments for the Reserves is another very important one.

General ROCHELLE. I would echo Ms. McGinn's opening comment, which is that much of what you see in the fiscal year 2010 budget is a continuation of the wonderful programs that the Congress has authorized us to have and to offer primarily to our families. I would echo the words of General Creighton Abrams, a former Chief of Staff of the Army, who said that the Army isn't about people, it is people. And that is very, very true. It is perhaps even more true today than it was then, if that is possible.

I would highlight one particular area that is fully funded in the budget that is vital, with those two previous comments in mind, and that is, one, the family readiness support assistance, which the Secretary of the Army and the Chief of Staff of the Army two years ago carved out of existing authorizations and existing funds to resource down to the brigade and battalion level in order to address what they clearly recognized as the fragile fabric of that family readiness. And repeated deployments: Once again, dwell being at one year for every 1.3 years back at home. And for our Army National Guard and Army Reserve, the same.

General NEWTON. Madam Chairwoman, as I mentioned earlier, 2009 is the "Year of the Air Force Family." And as we move forward into the fiscal year 2010 through 2015 budget years, we are also continuing to make a deep investment in our families. There is a balance in terms of our men and women in uniform and our civilians, but also our family members as well.

I believe Dr. Fleming had talked about the operations tempo and so forth in a previous discussion. The stress on the families is significant, and we are anticipating it to remain significant. We have taken great steps, through the support of this committee and support of resources, to narrow down our open child care spaces from over 6,400 nearly down to zero by fiscal year 2011 and so forth, as we continue to make sure that, again, we take care of what are mission-critical efforts for our Air Force family, as well.

And I will just close on this point, that we hosted a Year of the Family symposium that lasted two days where we looked at a number of initiatives that we are going to follow through, not necessarily just for fiscal year 2009 but for the out-years as well, from family support and Guard and Reserve support, school support; the challenges that children have, on average moving five, six, seven times.

I was an Air Force kid; I moved 13 times in 12 years of school and so forth. I brought my wife Jodi with me today, and I think we are on our 18th or 19th move. But can you imagine the impact that has on a lot of our service men and women? That will continue to remain.

Thank you.

Mrs. DAVIS. Thank you very much.

And thank you, Jodi, for being here. We appreciate it. We know that you sacrifice a great deal and are a great support. And thank you very much for being here and for being part of this.

Mr. Wilson.

Mr. WILSON. Admiral Ferguson, a few minutes ago you mentioned Navy JROTC. And I want to give you a first-line report.

Saturday, I went to an awards dinner at Chapin High School, Chapin, South Carolina. There were nearly 400 people there. And Colonel Buddy Slack, Chief Charlie Cook, the personnel you have there, it was just really uplifting to me. My wife and I were just so impressed by the young people serving the families. We have known so many of the families over the years, and to see these young people, what an extraordinary opportunity. And they will have a great future.

Another issue you mentioned was individual augmentees. I would like to know what the status in the Navy as to individual augmentees and what the Navy is doing for families who have had individual augmentee deployments.

Admiral FERGUSON. That is a great question.

Presently, there are about 11,000 on the ground in Central Command Navy personnel. And, on any given day, there may be more personnel on the ground than there are at sea in the waters off Iraq.

And so, last October, the Chief of Naval Operations designated a four-star, Admiral Greenert down at Fleet Forces Command in Norfolk, to be the lead executive agent for individual augmentee support and family support.

We have formed a federated council: the Chief of the Navy Reserves; the Bureau of Medicine and Surgery, Admiral Robinson; Admiral Greenert's deputy; myself. And we formed together and look at all the ways to support families and do that. And so, having a four-star in charge of that, with us as a council to help him, has provided that to the families, where we do following, we assign mentors for them, we track them and provide assistance where we can.

Mr. WILSON. Well, it is really, again, inspiring to me to know the talented people serving in the Navy who have volunteered to serve around the world as sand sailors, many of them trained at Fort Jackson, South Carolina.

Admiral FERGUSON. That is correct.

Mr. WILSON. Thank you very much.

Mrs. DAVIS. Thank you.

Before we close—and I certainly appreciate everybody having been here. I know that members have other committees to go to today. But one of the areas that we speak about often are the critical-need areas that we have in the services. And I wondered if you believe that we should open up some ideas about how we might have more commissioned officers who don't necessarily always come from the ranks of citizens, that perhaps have green cards, have talents, have abilities that we might look to for help in the services. We have some opportunities with the Reserves and also with the enlisted, but not with commissioned officers.

Any thoughts about that and whether or not that is an area that we ought to explore more?

General ROCHELLE. I would like very much to offer a thought, Madam Chairwoman.

First of all, a little background to get to your question. Several years ago, when I was the Commanding General (CG) of Recruiting Command, I was called to the Pentagon and asked if we could launch a program to recruit Middle Eastern-born individuals, primarily in the Dearborn, Michigan, area, which was where it began. That program is called—and it still exists—the O-9 Lima Interpreter Program. It broke the mold a little bit because these, indeed, are citizens, in many cases, but they were unable to pass the standard Armed Services Vocational Aptitude Battery.

A few years later, last year, to be precise, fiscal 2008, if my memory serves correctly, we launched the Military Accessions Vital to National Interest Program—in fact, it may have only been this year, this fiscal year—which was targeted toward visa holders. And what we saw is that we were able to attract a much better educated individual. Nothing wrong with the O-9 Lima interpreters, but we opened up a whole new vista. And that program has proved very, very fruitful for the Army. I have not tracked so closely the other services' accessions in it.

To your specific question, I believe, because of the challenges we face, which we have talked about today, in terms of health care professionals, scientists, and individuals with very highly specialized skills, that it is time to ask the difficult question: Should we, indeed, change Title 10 United States Code to allow us to commission individuals in a military-accessions and skills-vital-to-national-interest style? I believe it is.

Mrs. DAVIS. Anybody else want to comment on that?

Well, it is a discussion, perhaps, that we need to have in the future. And I appreciate the fact that sometimes, when one is retiring, you can bring up some issues that might have been tougher earlier on.

General ROCHELLE. No, Ms. McGinn just said my opinion hasn't changed.

Mrs. DAVIS. It hasn't changed; it has been there. Right. Well, I appreciate that.

And we always really encourage people to stick out on issues which may not always be easy but have, certainly, some merit as we move forward. Because people are critical, and being able to reach out and really engage Americans, people who are in our

country, productive and contributing, is always an important issue for us.

And so I want to thank you very much again.

General Coleman and General Rochelle, thank you for your dedicated service. We will miss you at these hearings, but we wish you well.

And thank you to all of you being here.

The committee is adjourned.

[Whereupon, at 3:43 p.m., the subcommittee was adjourned.]

A P P E N D I X

MAY 21, 2009

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

MAY 21, 2009

**Opening Statement of Chairwoman Susan Davis
Hearing on Fiscal Year 2010 Budget Request for Military Personnel
May 21, 2009**

“Today the subcommittee will hear testimony on the fiscal year 2010 national defense budget request for military personnel.

“Each of your written statements makes clear the heartfelt commitment by the Department of Defense (DoD) and the services to protect and enhance the programs that support service members and their families. You can be sure that the subcommittee shares your view that the men and women who serve our nation in uniform are deserving of the highest praise and our best efforts to protect the programs that are the foundation for their quality of life.

“I was pleased to observe that Admiral Mullen, the Chairman of the Joint Chiefs of Staff, feels as strongly as we do that personnel programs must be protected. In a speech at the Brookings Institution on Monday this week, the Admiral indicated that tighter budgets will put increasing pressure on leaders to reduce programs that sustain people and that those leaders, including him, needed to resist the temptation to make those cuts.

“The Admiral did note that health care and other personnel related costs were growing and that more needed to be done to control such costs because the rate of growth associated with personnel programs was not sustainable over time.

“We have all felt the budget pressures increasing in recent years. For example, the ongoing cuts to recruiting and retention are understandable so long as the military continues to attract and retain quality people. However, the cuts must be structured so as not to preclude our ability to respond when the economy begins to recover.

“Other less prominent indicators of budget pressures are more troubling. For example, the Navy’s freeze of permanent changes of station for the remainder of the year is causing hardship for many families.

“There are rumors of funding cuts to programs such as the Army Knowledge On Line that is so important to communication within the Army and the Virtual Army Experience that is important to understanding the recruiting of a new high tech generation. We now know that the Marine Corps Reserve will for the third consecutive year not achieve its authorized end strength during fiscal year 2009. And the Air Force, the one service most reliant on retention, continues to struggle to achieve certain goals.

“Our purpose today is to better understand how those budget pressures will be translated to fiscal year 2010 and how those pressures will impact end strength, recruiting, retention, force structure, compensation, and service member, retiree, and family morale and welfare.

“Mr. Wilson, did you have any opening remarks?”

**Opening Statement of Ranking Member Joe Wilson
Hearing on Fiscal Year 2010 Budget Request for Military Personnel
May 21, 2009**

“Thank you, Chairwoman Davis. In many respects, the military personnel systems today reflect a degree of success that would have been questionable three to five years ago. In large part, that success is due to the efforts of the witnesses who will testify today.

“I want to particularly single out Lieutenant General Michael D. Rochelle, the Army G-1, and Lieutenant General Ronald S. Coleman, the Marine Corps’ Deputy Commandant for Manpower and Reserve Affairs. This likely will be their last appearance before this subcommittee. Each will complete more than 30 years of exceptional service before retiring, and both men are directly responsible for successfully directing the personnel programs of their respective services through an extraordinarily difficult period. I personally want to thank you for your service to this nation and wish you both well in your future endeavors.

“With regard to the Fiscal Year 2010 military personnel budget request I have three areas of concern.

“The first is the \$800 million reduction in the services’ recruiting and retention budgets. While I know that the downturn in the economy has made recruiting and retention somewhat easier, the experience of this subcommittee is that reductions in recruiting and retention funding inevitably prove to be too deep. So I am interested in hearing the personal assessment of each of the service personnel chiefs as to where ‘risk’ exists in the proposed cuts to recruiting and retention resources.

“My second concern focuses on the numbers of non-deployable personnel in the Army, Army National Guard and Army Reserve. Clearly, the fact that there are at least 27,000 non-deployable personnel in the active Army and at least another 21,000 non-deployables in the Army Guard and Army Reserve must have a range of effects in those components. I would like to hear more about those impacts and how the Army believes they might be mitigated.

“The third area of concern relates to recent testimony by the service chiefs, especially those of the Marine Corps and Army, that dwell time will not significantly increase in the foreseeable future. I would like to understand why, with increased end strength, there will not be a significant change in the dwell time for the active and reserve components.”

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Prepared Statement

of

Ms. Gail H. McGinn

Performing the Duties of the

Under Secretary of Defense (Personnel and Readiness)

Before the

House Armed Services Personnel Subcommittee

on

“Personnel Overview”

May 21, 2009

INTRODUCTION

Chairwoman Davis, Representative Wilson, and members of this distinguished Subcommittee, thank you for inviting us to be here today.

As Secretary Gates as stated in his budget testimonies, the Department's first priority is to take care of its people. The President's budget fully supports this priority by fully funding military healthcare, moving family support including childcare and youth programs from the supplemental to base budget, raising the military pay, and fully funding programs that support our wounded warriors and their families.

MILITARY PERSONNEL POLICIES

Active Duty Recruiting

The Services have emerged over the last six months from the most challenging recruiting environment since the advent of the All-Volunteer Force (AVF) in 1973. This environment lasted over four years during which time the economy was growing, unemployment was low, influencers of youth were not likely to recommend military service, propensity among youth themselves hit an all-time low, and recruiting goals of the Army and Marine Corps were increasing - all of this at the same time we were engaged in the first protracted war for our volunteer military. Yet since 2005, the Services together were able to meet or exceed both their numerical and quality recruiting goals and the AVF has performed magnificently. The recruiting program never waived.

Nonetheless, the Department is in the midst of reviewing the impact of today's economy and other recruiting indicators on this important program. Unemployment continues to rise and economic uncertainty permeates the nation. Generally, times like this make recruiting less

challenging, and a regrettable trend in national unemployment operates to the advantage of those who are hiring, including the U.S. military. In addition, the situation in Iraq has improved, and interest in the military among young people has increased markedly.

However, we must remember that the economic downturn is not the only factor affecting recruiting. There continue to be other factors that negatively impact our ability to attract bright, young Americans into the Armed Forces – the lower likelihood of influencers of youth (e.g., parents and teachers) to recommend service, a large and growing proportion of youth population who are ineligible to serve in the military, higher numbers of youth going to college directly from high school, and the continuing concerns about the prolonged worldwide, irregular campaign with its concomitant high operations tempo. Therefore, we are in uncharted waters – with significant factors, both negative and positive, directly affecting military recruiting. As a result, we are carefully reviewing recruiting programs to align funding and policies with current realities. Our proposed cuts to recruiting budgets in response to a less challenging recruiting environment appear reasonable and should not compromise success. The Services will decide where best to take those cuts, and whatever realignments are undertaken will be done carefully and their effects closely monitored.

Fiscal Year (FY) 2008 was a successful year for Active Duty recruiting – with 172,103 first-term enlistees and an additional 12,738 individuals with previous military service – and the Services, together, exceeded their goal of 184,186 accessions by 655.

FY 2009 Active Duty recruiting efforts to date are even better. Through April, all Services have met or exceeded both quantitative and qualitative recruiting objectives for the active force, with the Army achieving 38,314 of its 36,625 recruiting goal, for a 105% year-to-date accomplishment (Table 1). Especially notable is the fact that after four years of falling

below the 90 percent DoD Benchmark for High School Diploma Graduates, the Army is now exceeding that measure, with 94 percent of new recruits holding that credential; the Army is expected to meet or exceed this 90 percent benchmark for the fiscal year.

Table 1. FY 2009 Active Duty Enlisted Recruiting Through April 2009

AC Enlisted Recruiting Through January 2009	Quantity			Quality	
	Accessions	Goal	Percent of Goal	% High School Diploma Graduates (HSDG); DoD Benchmark = 90 percent	% Scoring at / above 50th Percentile on Armed Forces Qualification Test; DoD Benchmark = 60 percent
Army	38,314	36,625	105%	94%	66%
Navy	19,902	19,902	100%	94%	76%
Marine Corps	16,398	13,900	118%	98%	69%
Air Force	19,215	19,204	100%	99%	79%
DoD Total	93,829	89,631	105%	96%	71%

We should not lose sight of the fact that, although the overall youth population is large, a relatively small proportion of American youth is qualified to enlist. It is an unfortunate fact that much of the contemporary youth population is currently ineligible to serve. Medical disqualification (with obesity a large contributing factor) removes 35 percent, drugs or alcohol removes 18 percent, and another 23 percent do not meet our standards for reasons such as criminal misbehavior, more dependents than can reliably be accommodated in the early career, or low aptitude scores. Another 10 percent are qualified, but are attending college.

Given this limited pool of eligible youth, our continuing recruiting success does not come easily. It remains the result of long hours and hard work by the 15,000 dedicated and professional, Active Duty military recruiters. These recruiters often stand as the sole representative of our military forces in local communities, and they have the both my and the

Department's most sincere respect and gratitude.

On August 1, 2009, the implementation of the Post-9/11 GI Bill will begin – the most extensive restructuring of post-service education benefits since the introduction of the original World War II GI Bill. As I am sure you are aware, the current post-service education program, the Montgomery GI Bill (MGIB), has been a cornerstone of our Active Duty military recruiting efforts since 1985. There is little doubt that the MGIB has met or even exceeded the expectations of its sponsors when it was enacted, and has been a major contributor to the success of the All-Volunteer Force.

The new Post-9/11 GI Bill should enhance our recruiting efforts even more. However, we remain cautious about the impact of such a major, new benefit on retention, particularly first-term retention. We hope that the provision in the new program that allows career Service members to share or transfer their GI Bill with immediate family members, long requested by both members and their families, will mitigate any negative retention impacts. We will be monitoring the effects of this implementation very closely.

Active Duty Retention

As a result of the economic situation and growing inclination of Service members to stay in the military, the Services continue to review their retention bonus programs and are making adjustments with regard to bonus amounts and the skill sets covered by retention bonuses. There are still retention concerns, however. Previous Navy and Air Force reduction/force shaping programs created grade and skill imbalances. Air Force also had less than successful retention in FY 2008. Retention bonus authorities continue to offer powerful tools which allow the Services to target the technical and hard-to-train, mid-grade skills where shortages exist as a result of previous force shaping decisions. The Army and the USMC also continue to need bonus

authorities to fix skills that are short as a result of force structure growth. Bonus programs are also essential in retaining those skills, such as nuclear, legal, and medical, which are generally insulated from the effects of the economy.

Retention continues to remain relatively strong in the Active Duty force since September 11, 2001. The Army continues to meet or exceed its overall reenlistment goals each year. And while the Navy, Marine Corps and Air Force did relatively well, they did not always meet all retention goals, and their efforts were often complicated by force shaping (or growth in the case of the Marine Corps) decisions. These three Services have adjusted their retention bonus programs to better target deficient skills and grade levels. For FY 2008, in particular, the Army and Navy surpassed their retention goals while the Marine Corps missed its first-term goal; however, the Marine Corps achieved impressive levels of enlisted retention, ending with 95% against a very challenging retention goal. The Marine Corps increased its FY 2009 accession mission by 3,300, which should make up the shortages from FY 2008. Air Force missed its FY 2008 end-of-year mission in each reenlistment zone. To address this shortfall, the Air Force tripled funding for new selective reenlistment bonuses (SRBs) in FY 2009 to reconcile skill and grade imbalances.

With regard to the use of bonuses in the Army, a recent GAO report titled "MILITARY PERSONNEL: Army Needs to Focus on Cost-Effective Use of Financial Incentives and Quality Standards in Managing Force Growth," recommended that the Army avoid making excessive payments to achieve desired results and build on currently available analyses that will enable the Army to set cost-effective enlistment and reenlistment bonuses. The Department understands the GAO concern, but pointed out, "The intent of bonuses is to influence personnel inventories in specific situations in which less costly methods have proven inadequate or impractical."

Additionally, the Department of Defense requires extensive justification prior to approving new bonus authorities or defending changes to existing incentives. The Department, however, understands that motivating retention behavior is very complex and constant adjustment is needed to avoid bonuses in excess of what is required. To that end, in February 2009, the Department contracted a DoD-wide research study entitled "Recruiting and Retention Effectiveness of Cash Incentives." The objective of this research is to assess the impact of military cash incentives on enlistment and reenlistment propensity. The assessment of bonuses will cover scope of application, growth trends, and cost-effectiveness relative to other resources utilized to improve recruiting and retention. The Department expects to receive initial research findings in August 2009.

FY 2009 retention through April is strong in the active force as shown in Table 2. Nearly all Services have met or exceeded their overall retention missions.

Table 2. Active Duty Enlisted Retention Through April 2009

	Status	Reenlisted	Mission YTD		FY09 Goals
Army					
- Initial	G	22,705	17,168	132%	19,250
- Mid-Career	G	21,859	17,491	125%	23,100
- Career	G	13,338	10,505	127%	12,650
Navy					
- Zone A	G	8,285	7,322	113%	13,300
- Zone B	G	6,251	5,848	107%	9,400
- Zone C	G	3,805	3,766	101%	6,000
Air Force					
- Zone A	G	10,126	10,089	100%	17,296
- Zone B	G	5,578	5,770	97%	9,892
- Zone C	G	4,959	4,869	102%	8,346
Marine Corps					
- First	G	7,628	4,278	178%	7,334
- Subsequent	G	7,508	4,354	172%	7,464

Active Duty officer retention is strong across the Services; however, there is still concern with critical shortages in certain specialties. The Air Force and Navy completed their force shaping downsizing programs in FY 2008; however, during this transition period both Services experienced shortages – with Special Operations and Health Professionals having the most acute shortages. Both Services adeptly utilized the Critical Skills Retention Bonus and targeted their shortage skills appropriately.

The Army force structure growth in FY 2008 resulted in shortages among basic branch majors and captains. To address this shortage, the Army offered an incentive package, as well as

a cash bonus, to junior officers willing to extend their contract for an additional three years. Army saw success in that more than 15,000 Captains took the incentives and cash bonuses. In lieu of the cash bonus option for the remaining portion of the fiscal year, Army is developing programs to commission directly a limited number of civilians with critical skills to ranks above lieutenant.

The growth of the Marine Corps in 2008, to include the increase of nearly one thousand captains through FY 2011, caused an immediate shortfall within the Marine Corps junior officer force. Similar to the Army, the Marines offered a cash bonus to any captain willing to extend for an additional year to help close the gap between the inventory of captains and mandated force structure growth.

Stop Loss Update

All Services discontinued Stop Loss except the Army, which uses Stop Loss to preserve cohesion in units deploying into combat, enhancing collective unit performance and safety. From a peak of 15,758 in 2005, the Army has reduced the number extended under the Stop Loss authority to fewer than 13,000 (one percent of its Active and Reserve Component forces).

The Secretary of Defense has approved a comprehensive plan to eliminate Stop Loss, while retaining the authority for future use under extraordinary circumstances. As part of that plan, the Department implemented the Special Pay as authorized in Section 8116 of the “Consolidated Security, Disaster Assistance, and Continuing Appropriations Act, 2009.” Specifically, the Army is providing a monthly payment of \$500 to those Service members whose term of enlistment, period of obligated service, or planned retirement date is, or was involuntarily, extended by way of Stop Loss during FY 2009.

The Department understands that some members of Congress support Stop Loss Special Pay (House FY 2009 Supplemental Appropriations) for the 170,000 Service members who have had their enlistments involuntarily extended during the period September 11, 2001 through September 2008. A recent report on the feasibility of this pay was sent to Congress on May 6, 2009, and explains why the pay would be extremely difficult to implement, since automated records of those affected do not exist. Moreover, the gain in readiness to be directly achieved is unclear. We urge against its adoption.

End Strength Management

End strength levels remain a top priority of the Department. Table 3 below depicts the FY 2009 Active Duty statutory authorizations and projected levels planned by the Department to achieve end strength requirements for FY 2010 and beyond. The Secretary has used authority granted to him under the terms of the President's national emergency declaration and the FY 2008 National Defense Authorization Act (NDAA) to revise strength goals in recognition of the challenges each Service is facing. The Services have implemented recruiting, retention, and force shaping policies and programs to achieve end strength for FY 2009.

Table 3. Active Component End Strength Summary

Component	FY 2008 Actual End Strength	FY 2009 NDAA	FY 2010 Request
Army	543,645	532,400	547,400
Navy	332,228	326,323	324,400**
Marine Corps	198,505	194,000	202,100
Air Force	327,379	317,050	331,700

** The total Navy request, including the OCO budget, is 328,800

Force Development

Enactment of the Goldwater-Nichols Department of Defense (DoD) Reorganization Act of 1986 was a watershed event. The special authorities enacted by the Congress in the FY 2007 NDAA, allowing the Department to recognize joint experience whenever and wherever it occurs in an officer's career, is turning out to be just as significant a milestone. Implementation of these authorities is aiding in the creation of an officer corps with the critical competencies required for counter-insurgency warfare, peacemaking, peacekeeping, and nation building.

Reserve Component officers, full partners in this system, have the opportunity for the first time to have their joint experiences recognized and earn the same qualifications as their Active Component counterparts. As of January 2009, the Department validated over 2,000 joint experiences from officers of all components and designated 40 Active Duty and six Reserve officers as Joint Qualified Officers (JQO) who earned their experience credit through a series of deployments. We expect this number to continue to grow as the Joint Qualification System matures.

Joint officer management is not the only area of significant improvement for the officer corps. The Department continues to develop a credible and sustainable cadre of senior military intelligence leaders by working with the Director of National Intelligence to create a viable National Intelligence Structure and to provide general and flag officers to fill critical positions in each major intelligence organization.

As we look to the future, the next steps are clear; we must capitalize on the momentum gained and deliver a general and flag officer management system that seamlessly integrates with the changes to joint officer management. The numerous controls put in place over the years to address a myriad of senior leader issues must be reassessed. The statutory framework supporting

the management of our senior leaders must be at least as flexible as that of the joint officer management system and the Senior Executive Service.

The authorities delivered by the Congress in the FY 2009 NDAA provide for the development of general and flag officers with the competencies and experiences necessary to lead and counter emerging threats. We will deliver to the Congress in the upcoming weeks the requested report and conforming legislation that will allow full implementation of these authorities. We look forward to continuing our partnership with the Congress on these changes.

Military Decorations and Awards

As reported to Congress, the Department continues to update military decorations and awards policies and procedures to conform to the realities of the Global War on Terrorism (GWOT). The Department of Defense Manual of Military Decorations and Awards has been completely revised for clarity of understanding, inclusion of GWOT policies and procedures, and elimination of unnecessary requirements. The current version of the manual, dated September 1996, will be replaced with three awards manuals providing DoD and the Military Departments with contemporary policies and procedures. All three volumes of the revised manual are being coordinated within the Department – official coordinating versions are expected to be released to the Military Departments in June 2009, and completed manuals will be released by late 2009.

Leave and Liberty Enhancements

Given the ongoing operations tempo associated with Operation IRAQI FREEDOM and Operations ENDURING FREEDOM, the Department has worked diligently to ensure our Soldiers, Sailors, Airmen, and Marines receive adequate leave and liberty opportunities. Service

members serving in Iraq and Afghanistan are provided a much needed break through the Rest and Recuperation (R&R) program. Through the R&R program, the Department funds transportation to the airport closest to the Service members' leave destination.

Additionally, the Department established the Post Deployment/Mobilization Respite Absence (PDMRA) program to provide Active Duty Service members who are deployed above and beyond the Secretary of Defense's desired dwell time ratios with respite time off upon return from deployment.

I would also like to take this opportunity to thank Congress for enacting legislation, through the FY 2008 NDAA that allowed our Service members to temporarily increase, from 60 to 75, the number of leave days they are authorized to carry over from fiscal year to fiscal year. This provision led to a decrease in lost leave days from 830,000 in FY 2007 to 219,000 in FY 2008 – a decrease of 74 percent. The provision that allowed our Soldiers, Sailors, Airmen and Marines to save up to 75 days of their unused leave is due to expire on December 31, 2010. The Department also appreciates the opportunity to conduct a pilot test on career intermission. Presently, the Department of Navy is using this discretionary authority under the policy published by the Department of Defense.

Separation Policy

The Department's military personnel separation policies continue to evolve to recognize our changing military. As stated in a report to Congress, the Department shares Congress' concern regarding the use of personality disorder as the basis for administratively separating Service members who deployed to imminent danger areas. Our primary goal was to ensure that

Service members who should be separated due to disability as a result of post-traumatic stress disorder (PTSD) were appropriately processed for disability separation. To address this concern, the Department instituted policy requiring multiple levels of review, to include the Surgeon General of the Military Department concerned, prior to separating a previously deployed Service member for a personality disorder. To further support our separating Service members, the Department is also updating policy regarding the DD Form 214 (DD214), Certificate of Release or Discharge from Active Duty. Specifically, it will allow electronic signatures and electronic transfer to the Department of Veterans Affairs. This seamless connection will allow Service members to receive veteran's benefits in a timelier manner. The Department will publish revised DD214 policy in the summer of 2009.

Military Compensation

With your continued support, we have ensured that our forces are receiving fair and equitable compensation and benefits. The member's compensation and benefits package has greatly contributed to our ability to recruit and sustain our highly skilled and ready volunteer military. For FY 2010, the Department proposes a 2.9 percent across-the-board increase to Service members' basic pay – on par with the Employment Cost Index (ECI).

The Department continues its strong commitment to provide a secure standard of living and quality of life to those who serve in uniform. We must continue to increase military pay for all Service members on par with civilian wage growth as measured by the ECI.

The Department thanks the Congress for assistance in consolidating over 60 separate pays into eight broad pay categories. Earlier this year, we provided our report with the implementation plan for this transition, and we are happy that we are on our way to using more

of these broader and more flexible authorities. Under this new structure, our special pays, bonuses, and recruiting and retention incentives will have highly increased focus and flexibility to target specific skills, and the quantity and quality of personnel filling those positions. The new flexibilities in the consolidated authorities have also allowed the Department to implement certain enhancements to military pay programs. For example, under the consolidated authorities, the Department implemented the Pay and Allowance Continuation program for wounded, ill, and injured military personnel serving in a combat zone, combat operation, hostile fire area or exposed to a hostile fire event. This program ensures that all the special and incentive pays these members are receiving at the time of their injuries or illnesses are continued during their hospitalization and rehabilitation.

RESERVE COMPONENT***National Guard and Reserve Forces***

In recent years we have seen an unprecedented reliance on the Reserve Components (RC) – since 9/11, almost 717,000 Reserve Component members have been mobilized; of that number 196,000 have served more than once. The transformation to an Operational Guard and Reserve represents the largest set of changes in policy and statute since the inception of the all volunteer force.

As events unfolded following the attacks of September 11, 2001, we recognized this would require a different kind of operational Reserve Component with changed expectations and policies. Our policies on mobilization, force structure rebalancing, personnel management, training, readiness, equipping, and family and employer support have changed significantly during what is now the largest mobilization of the Guard/Reserves since the Korean War—in a period of conflict that has lasted longer than World War II. This year, we have issued the first-ever DoD Directive to establish the principles for managing an operational Guard and Reserve.

Mobilization Policies

We authored mobilization policies, such as the Secretary of Defense memo on January 19, 2007, that institutionalized “judicious use” as the core principle of Reserve Component use. It requires 30 days notification prior to mobilization, with an eventual goal of 180 days. Our policies are evolving to sustain a reasonable level of utilization of an Operational Reserve force. The planning objective for involuntary mobilization of Guard/Reserve units will remain a one year mobilized to five years demobilized ratio and we will move to the broad application of 1:5

as soon as possible. The Army is moving away from Stop Loss by January 2010. Involuntary mobilization for members of the Reserve forces will be for a maximum one year at any one time. A key part of this approach is Train-Mobilize-Deploy, a construct that allows units to better prepare during pre-mobilization to allow a greater boots-on-the-ground time for RC units.

Personnel Management

At the outset of the conflict, it also became clear that many personnel management policies and practices were too rigid and inflexible for the operational demands encountered. One of our signature initiatives in meeting this challenge was the creation of the concept of the “continuum of service,” which provides greater flexibility in managing Reserve personnel. It offers innovative accession and affiliation opportunities to permit individuals with specialized skills to contribute to military mission requirements. This allows the Reserve Components increased flexibility to meet the emerging needs of an operational force by widening the aperture of how people can serve. Since 2002, more than 165 separate legislative changes directly affecting Reserve personnel management have been enacted, establishing the statutory basis to manage the Reserve Components as an operational force. We have made tremendous progress in cementing the underpinnings of managing the Reserve Components as an emerging operational force with a manpower management system increasingly different than the one that supported once-in-a-lifetime mobilization.

Reserve Component Recruiting

Even with the stress of mobilization and the other elements in this challenging recruiting environment, the DoD Reserve Components continued the upward trend for the past four years

and, cumulatively, achieved 105% of their FY 2008 recruiting objectives. This success can be primarily attributed to a variety of successful initiatives that have mitigated many of the current challenges. Through the end of April 2009, the Reserve Components have achieved 112% of their year-to-date goals with all six DoD Reserve Components meeting or exceeding their recruiting objectives.

We continue to monitor the quality of recruits against DoD benchmarks, and in this area we also see continued improvement in the quality of young men and women being recruited today. Changes to the Reserve enlistment and affiliation bonuses and a challenging economic environment have helped to sustain this positive trend.

Table 4. Reserve Component Recruiting Performance through April 2009

	Quantity			Quality	
	Year-to-date Goal	Year-to-date Accessions	% of Goal	% High School Diploma Graduate (HSDG); DoD Benchmark = 90%	% Scoring at / above 50th Percentile on AFQT (Categories I-III); DoD Benchmark = 60%
Guard and Reserve Enlisted Recruiting (Through April 2009)					
Army National Guard	35,286	40,396	114%	94%	74%
Army Reserve	21,598	24,678	114%	96%	63%
Navy Reserve	4,527	4,527	100%	92%	72%
Marine Corps Reserve	4,369	4,587	105%	98%	70%
Air National Guard	5,330	6,081	114%	94%	76%
Air Force Reserve	5,238	5,264	100%	98%	71%
DoD Total	76,348	85,533	112%	95%	71%

Reserve Component Retention

Measuring all losses, regardless of reason, from the Reserve Components, we note that enlisted attrition remained below established ceilings for FY 2008. As a matter of fact, the composite (officer + enlisted) attrition rate of 18.5% was the second lowest rate since FY 1991. Through the March 2009, enlisted attrition is on track to remain below ceilings established by each Reserve Component. We are closely monitoring retention/attrition, particularly among those who have been mobilized and deployed to support operations in Iraq and Afghanistan.

Reserve Component End Strength

End strength achievement grew for the third year in a row to a cumulative 100% of the authorized Reserve Component strength in FY 2008. We project that five of the six Reserve Components will meet their authorized levels in FY 2009. This positive strength picture is due to increased recruiting achievements and low attrition.

Judicious use has been a core principle of Reserve Component utilization. This, coupled with compensation increases, management programs designed to reduce stress on the force, and policy changes in the areas of recruiting, retention and mobilization, have all combined to sustain the Reserve Components during this period of extensive use.

Table 5. Reserve Component End Strength Summary

Component	FY 2008 Actual End Strength	FY 2009 NDAA	FY 2010 Request
Army National Guard	360,351	352,600	358,200
Army Reserve	197,024	205,000	205,000
Navy Reserve	68,136	66,700	65,500
Marine Corps Reserve	37,523	39,600	39,600
Air Force National Guard	107,679	106,756	106,700
Air Force Reserve	67,565	67,400	69,500
Coast Guard Reserve	7,970	10,000	10,000

Employer Support of the Guard and Reserve (ESGR)

The support for employers and in turn their support for employees who serve in the Guard and Reserve continues to be excellent. The mission of Employer Support of the Guard and Reserve (ESGR), a DoD agency, is to gain and maintain employer support for Guard and Reserve service by recognizing outstanding support, increasing awareness of the law, and resolving conflict through mediation. ESGR leverages the overall effort of approximately 4,500 volunteers located in all 50 states and U.S. Territories. In FY 2008 these volunteers logged more than 234,000 hours of service.

Commission on the National Guard and Reserves

The Commission's final report of January 31, 2008 contained 95 recommendations. The Commission validated two strategic initiatives the Department undertook several years ago – the operational role of the Reserve Components and the Continuum of Service personnel management construct. Following the release of the Commission's report, a working group was established to assess the recommendations. We determined that there are 82 recommendations which require the Department to take action or continue actions already underway. The remaining 13 recommendations are either under the purview of another Department or no action will be taken. A biannual report will be provided to show the implementation progress and to identify any impediments to their implementation. Currently the Services and the Department are providing the implementation status of each implementation plan for which they have responsibility.

CIVILIAN PERSONNEL POLICIES***Human Capital Planning and Forecasting***

The Department continues to lead an enterprise-wide effort to establish a more-structured, standard approach to Strategic Human Capital Management (SHCM), based on a combined effort of competency assessment and workforce analysis trending.

A DoD Instruction on Civilian Strategic Human Capital Management was issued in November 2008. It assigns responsibility for SHCM to Functional Community Managers (FCMs) at the OSD and Component level, in concert with Human Resources and manpower staffs, and Command leadership. The instruction requires FCMs to assist in managing the health of their community by assessing future mission and environmental trends, forecasting current and future workforce needs based on those trends, developing plans to address competency and recruitment gaps, and assessing the effectiveness of established plans in addressing identified gaps. The Department believes the involvement of top leadership, at both the OSD and Component levels, will result in achieving its SHCM objectives. FCMs at the OSD, and Departments of the Navy, Army and Air Force have been designated. The FCMs are currently updating workforce forecasts to identify outyear recruitment and retention goals for mission critical occupations.

The Department's SHCM planning efforts are fully integrated with mission and program goals. The Department refreshed its mission critical occupations to ensure those skills needed to meet current and future mission and program goals were identified and addressed, i.e., military to civilian conversion in support of the All Volunteer Force, Base Realignment and Closure

(BRAC), Stimulus Bill hiring goals, in-sourcing, and emerging mission requirements such as cyber warfare and Stability, Security, Reconstruction Operations in Iraq and Afghanistan.

In support of these mission goals, the Department has undertaken a number of aggressive recruitment and retention strategies.

Civilian Expeditionary Workforce (CEW): We are in the process of establishing a Civilian Expeditionary Workforce (CEW). The CEW catalogues DoD civilians by skill sets for the purpose of supporting military operations; contingencies; emergency operations; humanitarian missions, disaster relief; restoration of order; and stabilization & reconstruction operations. Certain DoD positions will be designated as Emergency Essential (EE) (required to support combat operations) or Non-combat essential (NCE) (required to support humanitarian and other non-combat operations), depending on the position requirements. Assessment of DoD positions to identify those requiring EE or NCE designation is scheduled to begin later this fiscal year. A third component of the CEW encompasses those employees, not in EE or NCE positions, but who have capabilities needed to support contingency operations, and who have volunteered to support such an operation if called. Currently, there are 1,285 employees in the CEW volunteer data base. Civilians deployed under the CEW receive general and theatre-specific training, and are eligible for the same health care benefits as deployed military personnel, including Medical Evacuation and access to hospital services in-theatre. To date, 4908 civilian employees are serving in theater; an additional 86 selections have been made and in-processing is ongoing and 36 selections are pending theater decision.

Hiring Healthcare Professionals: We have conducted aggressive recruitment campaigns to hire healthcare practitioners to care for wounded warriors and their families. The medical community has a Direct Hire authority, which it has used aggressively at job fairs and when

conducting web-resume mining, resulting in, as an example, 78 mental health care practitioner hires thus far this fiscal year in the Army. A new compensation system is also being developed for the Department's non-NSPS doctors and dentists that will enable payment of salaries commensurate with those paid at the VA.

Acquisition Workforce: We have developed and are currently implementing a comprehensive plan to recruit more organic talent to manage the Department's many acquisition programs and equipment recapitalization efforts. We delegated expedited hiring authority (EHA) in December 2008 for most mid-level and above acquisition positions. The EHA has enabled the Department of the Navy, for example, to hire 111 acquisition personnel since the EHA's delegation.

Information Technology Specialists: We have initiated recruitment and compensation strategies to meet the increased need for Information Technology specialists especially in the information assurance/cyber warfare areas, and to hire the large numbers of Civil Engineers needed to address BRAC, humanitarian and SSTRO requirements.

Interagency Competencies: We are aggressively pursuing training activities to develop the interagency competencies needed for our National Security Professionals, as well as a "joint, national security competency" for our Senior Executive Service members.

Executive Leadership

The Department is also focusing on its executive leadership capability to enable 21st century mission requirements. In the fall of 2007, the Department began the transformation of its Senior Executive Service to be a more agile, joint, capable and portable executive cadre. Deliberate management of the SES members' career lifecycle, which includes development of competencies to facilitate the interchange of General/Flag Officers and SES leaders, a pay for

performance system that focuses on accountability and rewarding results, and a succession planning system to ensure a pipeline of fully competent leaders, will ensure a continuum of executive leadership talent to meet the Department's 21st century mission requirements.

Two highly competitive DoD-wide leader development programs are key building blocks of the new leader development framework. The Executive Leadership Development Program (ELDP) and the Department of Defense Senior Leader Development Program (DSLDP) Defense Leadership and Management Program (DLAMP) have been thoroughly reviewed for alignment to this new 21st century competency framework. Both programs are designed to ensure application of critical leader competencies in the joint environment.

International Programs

The Department recently launched a review of the foreign national (FN) human resources program, which covers over 70,000 workers in some 22 countries to ensure alignment with the Department's 21st Century requirements. The Department employs the FN workforce under various laws, treaties, and international agreements, host nation labor policies and labor union contracts resources program. To inform the review, the Department hosted a worldwide conference in April 2009 of U.S. and FN human resources personnel.

The Department continues to be engaged in establishing Status of Forces Agreements (SOFAs) with new NATO partners, such as Romania, Poland, Bulgaria, and the Czech Republic. Implementing Arrangements with Romania and Bulgaria have been concluded and contain provisions that allow the Department to effectively hire and manage a local national civilian workforce. While the SOFAs with Poland and the Czech Republic have not been entered into

force, the Department was able to conclude the labor articles in each agreement that provide a framework for FN employment which will ensure a ready, capable and agile FN workforce.

Workforce Shaping

The Department leverages a number of tools to mitigate the impact of workforce shaping, while ensuring we have the talent needed to effectively continue Department operations. These tools include: the Priority Placement Program (PPP), and Voluntary Early Retirement Authority (VERA) or the Voluntary Separation Incentive Pay (VSIP) program, or both VERA and VSIP. During the four previous BRAC rounds, through the use of the PPP and these authorities, the Department reduced its civilian workforce by over 400,000 employees with less than 10 percent being involuntarily separated. We continue to establish and foster employment partnerships with Federal agencies, State, county and local governments, trade and professional organizations, local Chambers of Commerce, and private industry to facilitate improved outplacement opportunities, including partnering with the Department of Labor to provide BRAC installations outplacement assistance under their Workforce Investment System (WIS). The WIS consists of over 3,000 State One-Stop Career Centers prepared to offer assistance such as retraining, career counseling, testing, and job placement assistance.

DEFENSE HEALTH***Force Health Protection.***

Among the many performance measures the Military Health System (MHS) tracks is the medical readiness status of individual members, both Active and Reserve. Specifically, we track individual dental health, immunizations, required laboratory tests, deployment-limiting conditions, health assessments, and availability of required individual medical equipment.

DoD has been performing health assessments on Service members prior to and just after deployment for several years now. These assessments serve to identify any potential health concerns that might warrant further medical evaluation. This includes assessing the mental well-being of all soldiers, sailors, airmen and Marines in the Active Force, Reserves, and National Guard.

We also ensure that the health of our Service members is evaluated before deployments (through the annual Periodic Health Assessment and the Pre-deployment Health Assessment), upon return (through the Post-Deployment Health Assessment) and then again 90–180 days after return from deployment (through the Post-Deployment Health Reassessment). These health assessments provide a comprehensive picture of the fitness of our forces and highlight areas where we may need to intervene.

Mental health services are available for all Service members and their families before, during, and after deployment. Service members are trained to recognize sources of stress and the symptoms of depression, including thoughts of suicide, in themselves and others, that might occur during deployment. Combat-stress control and mental health care are available in theater. In addition, before returning home, we brief Service members on how to manage their reintegration into their families, including managing expectations, the importance of

communication, and the need to control alcohol use.

After returning home, Service members may seek help for any mental health issues that may arise, including depression and post traumatic stress disorder (PTSD), through the MHS for Active Duty and retired Service members, or through the VA for retired and non-retired veterans. TRICARE is also available for six months post-return for Reserve and Guard members. To facilitate access for all Service members and family members, especially Reserve Component personnel, the Military OneSource Program—a 24/7 referral and assistance service—is available by telephone and on the Internet. Through Military OneSource, we provide no-charge, confidential face-to-face counseling in the local community for all Service members and family members.

Pandemic influenza represents a new threat to national security. With our global footprint and far-reaching capabilities, we are actively engaged in the Federal interagency effort to help effectively prevent, detect, and respond to the threat of avian and pandemic influenza, domestically and internationally. In an influenza pandemic, the DoD's mission is to preserve the U.S. combat capabilities and readiness and to support U.S. government efforts to save lives, reduce human suffering and slow the spread of infection. The President's National Strategy for Pandemic Influenza includes the DoD as an integral component in our nation's response to this threat. One example of this integrated response is DoD's Pandemic Influenza Watchboard to provide ready access to pandemic influenza information for DoD Service members, civilians, and their families, DoD leaders, and DoD health care planners and providers. Currently, the Watchboard includes extensive information on the H1N1 flu outbreak.

Centers of Excellence for Psychological Health and Traumatic Brain Injury

The Department is committed to providing the assistance and support required to meet the challenges that confront our severely injured and wounded Service members, and their families. Our Defense Centers of Excellence (DCoE) for Psychological Health (PH) and Traumatic Brain Injury (TBI) are integrating quality programs and advanced medical technology to give us unprecedented expertise in dealing with psychological health and TBI. DCoE partners with the DoD, VA, and a national network of military and civilian agencies, community leaders, advocacy groups, clinical experts, and academic institutions to establish best practices and quality standards for the treatment of PH and TBI. This work is carried out across these major areas: clinical care; education and training; prevention; research and patient, family and community outreach. In developing the national collaborative network, the Centers will coordinate existing medical, academic, research, and advocacy assets within the Services with those of the VA and Health and Human Services (HHS), other federal, state and local agencies, as well as academic institutions.

Health Informatics

The MHS continues to expand and improve AHLTA, its electronic health record (EHR). A key enabler of military medical readiness, AHLTA gives healthcare providers secure, 24/7, worldwide access to medical records of our highly mobile patient population. Across the enterprise, AHLTA supports uniform, high-quality health promotion and healthcare.

Electronic medical records MHS beneficiaries are retrievable at the point of care, whether the care is delivered at one of more than 880 fixed military medical and dental facilities, on board select ships, or in a deployed medical facility. AHLTA use continues to grow at a

significant pace. On average, AHLTA processes over 135,000 encounters per workday; as of May 1, 2009, AHLTA had processed and stored over 107 million outpatient encounters.

DoD-VA Data Sharing

Currently, DoD and VA share a significant amount of health information for patients being treated by both Departments, including pharmacy data, allergy data, laboratory results, radiology reports, provider notes and procedures, problem lists, vital signs, family and social history, and digital radiology images at some sites. The two Departments have broadened the scope of shared information, supporting enhanced continuity of care; the Departments expect to achieve interoperability for the provision of care, as defined by the Interagency Clinical Informatics Board, by September 30, 2009. DoD's improvements to AHLTA will enhance its performance, reliability and usability. Improvements such as an improved flexible graphical user interface (GUI) and enterprise service bus based on a common services approach will dovetail with the virtual lifetime electronic record.

On April 9, 2009, President Obama announced the creation of a "virtual lifetime electronic record" for Service members and Veterans. DoD and VA accelerated efforts already underway toward developing the approach to achieve that goal. The purpose of the virtual lifetime electronic record described by the President is to improve care and services to Service members and Veterans by enhancing the availability of administrative and healthcare information through role-based access by both Departments. It will be the source of information on the Service member/Veteran from the point of entry into military service, through the military career and Veteran continuum up to, and including, internment upon death of the individual.

Role-based access ensures that the information is accessed only by those who have a legitimate need for it, thus supporting security and privacy.

Health Budgets and Financial Policy

The FY 2010 budget reflects several areas of emphasis. While we have achieved outstanding success in managing injuries on the battlefield and preparing wounded Service members to live productive lives, much remains to be done to help America's injured warriors return to full duty or to move on to the next phase of their lives. The Unified Medical Budget, the Department's total request for health care in FY 2010, is \$47.4 billion. This includes the Defense Health Program; Wounded, Ill and Injured Care and Rehabilitation; Military Personnel, Military Construction, and Medicare-Eligible Retiree Healthcare.

Providing the highest quality care and cost effective care at the lowest possible cost to the taxpayer is a goal every bit as important as the others. The ways we are addressing cost effectiveness include implementation of Federal Ceiling Pricing of retail pharmaceuticals; obtaining significant discounts for pharmaceuticals at Military Treatment Facility (MTFs) and mail-order venue; effective Contracting Strategies to reduce administrative costs, and additional increases in VA and DoD sharing of facilities.

FOREIGN LANGUAGE AND REGIONAL EXPERTISE

The Defense Language Program continues to transform how the Department develops, values, employs, and deploys foreign language capability and regional expertise, helping shape the force for 21st century operations. We have made great progress with Defense Foreign Language Transformation and look forward to building upon these successes. Efforts continue to ensure the Department can deploy the right people with the right skills at the right place at the right time. The Department continued the following initiatives and made these significant accomplishments. The FY 2010 budget will allow us to continue these efforts, and others, to increase our foreign language capability:

Senior Reserve Officers' Training Corps: Over the past two years, the Department awarded 12 grants, totaling close to \$5 million, to colleges and universities with Senior Reserve Officers' Training Corps (ROTC) programs, to increase opportunities to study languages of strategic interest. Additionally, on April 8, 2009, we kicked off a Skills Proficiency Bonus incentive that will pay up to \$3,000 annually for ROTC cadets and midshipmen to successfully complete courses in foreign languages and cultures of strategic importance to the Department. We thank you for your support of this important initiative.

Army's 09L Interpreter/Translator Program: Another particularly successful program was initiated to recruit and train individuals from heritage Arabic, Dari, and Pashto communities. The Army subsequently established the 09L Interpreter/Translator permanent military occupational specialty with a full enlisted career path. More than 600 native and heritage speakers have successfully graduated and deployed, with approximately 150 personnel currently in the training pipeline. The Army continues to expand and develop this highly effective program.

Defense Language Institute Foreign Language Center: The Institute has an enrollment of approximately 4,000 students a year, up from approximately 2,000 in 2001. We have increased the resourcing to almost triple since 2001. Additionally, we have redirected training toward the more strategic languages such as Arabic, Chinese, and Persian Farsi.

The Foreign Area Officer (FAO) Program: This program fulfills the Department's need for a cadre of language and regional professionals. FAOs are highly educated, have professional-level foreign language fluency in at least one regional language, and have studied and traveled widely in their region of expertise. FAOs are the Department's uniformed experts who possess a unique combination of strategic military focus, regional expertise, cultural awareness, and foreign language proficiency. In FY 2001, there were 1,164 Army and Marine officers designated, qualified or in training as FAOs; there are now over 1,770 from all the Services.

Cross-Cultural Competence: Cross-cultural competence is the institutionalization of a culture-general approach known as "cross-cultural competence" (or "3C") for the DoD Total Force. 3C involves universal concepts that cut across cultures such as kinship, religion, or negotiation methods. The Defense Language Office is identifying desired outcomes for cross-cultural competence and is sponsoring academic research, hosting senior-level symposia, and assembling working groups to determine requisite initiatives for institutionalizing 3C across the Department. Also, Services are conducting culture-specific training to meet their immediate operational needs.

The National Security Education Program (NSEP) continues to represent a vital component of the Department's language transformation efforts and the commitment to expand

the national capacity to educate a new national workforce of globally competent professionals. During the past year, NSEP has aggressively moved forward on the following programs and issues:

Startup of a New Department of Defense Professional Development Program for Recipients of NSEP Awards: Beginning in September 2009, the Office of the Secretary of Defense and associated components will bring annually into the Department a group of NSEP award recipients highly skilled in critical languages, regions and cultures. We are very pleased that a number of these outstanding individuals will be joining the Office of the Under Secretary for Policy.

Establishment of the National Language Service Corps (NLSC): NSEP has completed the 2nd year of pilot testing the concept of a National Language Service Corps. The NLSC represents an entirely new, highly cost-effective organization that promises to provide the national security community, as well as the entire federal sector, with vital access to Americans with language skills when they are needed. NLSC has just completed a highly successful exercise with the Centers for Disease Control and has completed plans to support USPACOM on a new international exercise in Indonesia taking place next month.

Expansion of the Language Flagship Program: NSEP has established a set of unprecedented programs across the U.S. designed to graduate students at the “Superior” level (based on American Council on the Teaching of Foreign Languages standards) in languages to include Arabic, Hindi/Urdu, Persian, and Russian. Flagship represents a vital investment in a future workforce that has the language and cultural skills we so desperately need. In the coming years, the Department will have access to hundreds, if not thousands, of university graduates proficient in a wide range of languages.

English for Heritage Language Speakers: In 2006, Congress tasked the Department and, in turn, NSEP with the challenge to provide English language training for American citizens who are native speakers of critical languages. NSEP has responded with the development of an intensive six-month program at Georgetown University. Now in its third full year, a significant percentage of the program's graduates have been hired by the Intelligence Community and have greatly enhanced our capacity to exploit open source literature. In addition, students in the program now enjoy a highly productive relationship with the Defense Intelligence Agency (DIA), working on specific projects provided by DIA while enrolled in the Georgetown program.

SEXUAL ASSAULT PREVENTION

The Department is committed to preventing sexual assault in our Armed Forces. Our aggressive training and outreach programs, victim-centered reporting options, large-scale prevention campaigns, and pursuit of improvements in training and sustainment have sent an unmistakable message: sexual assault violates the very essence of what it means to be a Soldier, Sailor, Airman, or Marine.

The FY 2010 budget has increased sexual assault prevention by approximately \$20 million, which will be incrementally distributed to each Military Service, and their Reserve Components for 54 full positions at Military Service, National Guard Bureau and Reserve Component Headquarters; the implementation and evaluation of Sexual Assault Prevention and Response standards by the Military Services, and to service sexual assault prevention and response efforts including training, prevention and response.

SUPPORTING THE WOUNDED WARRIOR

The Department established the office of Transition Policy and Care Coordination (TPCC) and has appointed a new Deputy Under Secretary to lead it. The TPCC assumed responsibility for policy and programs related to disability systems, Service member transition to veteran status, separations from the Armed Forces, case and care coordination, and pay and benefits entitlements for wounded, ill and injured service members, veterans and their families. Concurrently, we established the Office of Strategic Planning and Performance Management/Executive Secretariat to the WII SOC/JEC and have appointed a permanent senior executive leader. This office has many of the responsibilities formerly accomplished by the WII SOC Staff Office, including tracking progress of SOC-directed actions; tracking the status and accomplishment of the more than 600 actions embraced by DoD and VA.

The Department has fully funded the programs that support Wounded Ill and Injured service members and their families in the FY 2010 budget.

Disability Evaluation System (DES)

The mission of the Disability Evaluation System (DES) is to develop and establish one solution for a DoD and VA Disability Evaluation System that is seamless, transparent, and administered jointly by both Departments and uses one integrated disability rating system, streamlining the process for the Service member transitioning from DoD to VA. That system must remain flexible to evolve as trends in injuries and supporting medical documentation and treatment necessitates.

Now, as in the past, the Department of Defense remains committed to providing a comprehensive, fair and timely medical and administrative processing system to evaluate our

injured or ill Service members' fitness for continued service using the DES. One way we have honored these men and women, was to develop and establish a DES Pilot that provides one solution for a DoD and VA Disability Evaluation System using one integrated disability rating system. This system has several key features: simplicity; non-adversarial processes; single-source medical exam and disability ratings (eliminating duplication); seamless transition to veteran status; and strong case management advocacy. The system must remain flexible to evolve as trends in injuries and supporting medical documentation and treatment necessitates.

Based on guidance from the WII SOC, the DES Pilot will expand to a total of 20 sites by June, 2009. In addition to the locations in the National Capital Region, which include Fort Belvoir and Fort Meade, the following expansion sites are now operating the DES Pilot:

- Naval Medical Center San Diego, CA and Fort Stewart, GA, as of November, 2008
- Camp Pendleton, CA as of January, 2009
- Naval Medical Clinic Bremerton, WA, Vance Air Force Base, OK, and Fort Polk, LA, as of February, 2009
- Nellis Air Force Base, NV, MacDill Air Force Base, FL, and Marine Corps Base Camp Lejeune, NC, as of March, 2009
- Fort Drum, NY, Fort Richardson, AK, Fort Wainwright, AK, and Elmendorf Air Force Base, AK, as of April, 2009

Expedited DES: The Secretary of Defense established a voluntary program that will expedite a Service member through the Disability Evaluation System. The Expedited DES process is a special benefit to those Service members who sustain catastrophic injuries or illnesses from combat or combat-related operations as defined in the policy. The establishment of the policy supports the Department's belief that there must be a special process for those members who sustain catastrophic disabilities while participating in combat or combat-related operations, in contrast with those disabled otherwise.

To qualify, a Service member's condition must be designated as "catastrophic" and the injuries or illnesses must have been incurred in the line of duty and received as a result of the causes prescribed under the statutory definition of "Combat-Related" as used in the combat-related special compensation program. Under the Expedited DES, Service members receive a presumed 100% disability retirement from DoD. The Expedited DES process will allow the early identification of the full range of benefits, compensation and specialty care offered by the Department of Veterans Affairs.

Care Coordination

The mission of Care Coordination is to simplify the care coordination process by providing uniform standards for wounded, ill and injured Service members and their families throughout their continuum of care from recovery, rehabilitation, and return to duty or reintegration into the community.

A DoD Directive Type Memorandum, "Recovery Coordination Program (RCP): Improvements to Care, Management and Transition of Recovering Service Members", was published and implemented by the Services' Wounded Warrior Programs in January of 2009. A working group chaired by the Care Coordination Office in the Office of Transition Policy and Care Coordination is now writing the DoD Instruction to fully address the FY 2008 NDAA requirements to establish Recovery Care Coordinators and a Comprehensive Recovery Plan for all recovering Service members. Members of the working group include representatives from the Service Wounded Warrior Programs, Surgeons General, Assistant Secretaries for Manpower and Reserve Affairs, Health Affairs and, Family Support Programs, the Joint Chiefs of Staff, Joint Task Force National Capital Region Medical, OSD Reserve Affairs, Services' Reserve

Components, and the Department of Veterans Affairs. The DoD Instruction is expected to be completed by early July.

Recovery Care Coordinators (RCCs): Currently there are 31 RCCs deployed across the United States at 13 Military Treatment Facilities (MTFs) and installations. The RCCs have been trained using uniform, standard DoD curriculum, as required by Congress. An additional 100 plus Army Wounded Warrior Program (AW2) Advocates were recently trained as RCCs using this uniform standard curriculum.

Defense Knowledge Online: We established an online portal through the Defense Knowledge Online (DKO) system to serve as an online resource for those involved in management and implementation of the Recovery Coordination Program. The portal provides information on policy, training, communications and the latest news on the Recovery Coordination Program. The initial launch provides access to Recovery Care Coordinators and Wounded Warrior Program Directors. The DKO site is part of a larger RCP Communications Plan to improve awareness and support of the RCP amongst key stakeholders inside and outside the Pentagon.

Recovery Coordination Program Evaluation: A Pulse Check of Wounded Warrior Program Directors and Recovery Care Coordinators was conducted in April 2009. Initial results showed that we have a good start, but we have more work to do around clarifying roles and responsibilities of the RCCs and we need to continue to refine the tools we developed to assess eligibility for the program. Preparation for the initial baseline evaluation of the DoD RCP is well under way. Metrics are currently being established to evaluate the program, and assess the current RCC workload. Customer satisfaction surveys will be administered to recovering service members and families enrolled in the RCP and assigned an RCC.

SUPPORTING THE MILITARY FAMILY

The Department of Defense has made family support a high priority in recognition of the crucial role families play in supporting Service members on the battlefield, a concept that has resounded during these times of multiple deployments. To ensure continuity in program delivery, the Department increased the FY 2010 Defense-wide baseline by shifting \$234 from the Overseas Contingency Operations funding to the baseline. The total FY 2010 Defense-wide Family Assistance budget request, not including DoDEA, is \$472M to fund programs such as child care expansion, outreach to Guard and Reserve, non-medical counseling, financial education and training and access to training and certification opportunities for spouses. These programs are lifelines of support for military members and their families who are stationed around the globe. Our military leaders have testified to the inextricable link between investments in quality of life programs and readiness of Soldiers, Sailors, Airman, and Marines.

Child Care

DoD continues a strong commitment to child care and youth programs. Yet, some components still have unmet demand for childcare. Efforts are ongoing to address an estimated shortage of approximately 37,000 child care spaces needed for Active Duty, Guard, and Reserve families, although the Air Force states that by the end of FY 2009, the Service will be able to meet its childcare space requirements. The FY 2010 Defense-wide budget includes \$60 million to expand child care in civilian communities for public-private ventures. The Department has exercised a robust program to accelerate child care capacity and increase spaces on a rapid basis. We need to eliminate barriers to hiring practices key to expanding our partnerships with community providers of child care. The temporary program to use minor military construction

authority for the construction of child development centers provided a means to increase the availability of quality, affordable child care for Service members and their families.

Youth Programs

DoD promotes positive youth development by designing programs to recognize the achievements of youth and by developing partnerships with other youth-serving organizations like the Boys & Girls Clubs of America and 4-H that offer a variety of resources. Programs prepare pre-teens and teenagers to meet the challenges of military life, adolescence, and adulthood. Recognizing that developing good financial habits needs to start earlier, we launched the Military Youth Financial Readiness Campaign as part of the Military Saves Week in 2008. In 2008, we had over 5,000 youth participants and this year that number grew to more than 7,000.

Department of Defense Education Activity (DoDEA)

A key quality of life issue is the education of military children. Service members often make decisions about assignments based on the availability of quality educational opportunities for their children. The Department of Defense Education Activity (DoDEA) provides quality pre-kindergarten through 12th grade educational opportunities and services to military dependents around the globe, who would otherwise not have access to U.S.-accredited public education. Of the approximately 1.2 million military school-age children, DoDEA educates nearly 85,000 in 192 schools in 12 foreign countries, seven states, Guam, and Puerto Rico with 8,700 educators. DoDEA also operates a tuition reimbursement program for military assigned

overseas without a DoDEA school. Through the Educational Partnership Initiative and new technologies, DoDEA can expand its reach to the approximately 92% of military students who do not attend DoDEA Schools.

The ongoing relocation of thousands of military students through force structure changes has created an urgent need and responsibility to enrich and expand partnerships with military-connected communities to ensure the best possible educational opportunities for military children. DoDEA works collaboratively with the Secretary of Education to ease the transition of military students, to use DoDEA funds to share experience with local educational agencies (LEAs) who educate military students, and to provide programs such as distance learning and teacher training to LEAs with military students undergoing transition from force structure changes. DoDEA is developing a new approach to provide a fully accredited virtual school program for Grades 9-12. Beginning in School Year 2009-2010, DoDEA plans to increase course offerings within the existing distance learning program to implement a comprehensive accredited virtual high school by School Year 2010-2011. A middle and upper elementary program is also planned for delivery in subsequent years.

Interstate Compact

The mobile military lifestyle creates tough challenges for children who attend, on average, six to nine different school systems from kindergarten to twelfth grade. To help overcome these issues, the Department is working with the states to implement the Interstate Compact on Educational Opportunity for Military Children. A variety of federal, state and local officials as well as national stakeholder organizations helped develop this interstate agreement whose goal is to replace the widely varying treatment of transitioning military students with a

comprehensive approach that provides a uniform policy on eligibility, enrollment, placement and graduation in every state that chooses to join.

Eleven states, Arizona, Colorado, Connecticut, Delaware, Florida, Kansas, Kentucky, Michigan, Missouri, North Carolina and Oklahoma, adopted the compact in 2008. This was sufficient to activate the Compact and establish the Commission to finalize implementing rules and provide operational oversight. Although it is still fairly early in 2009, Indiana, Iowa, Mississippi, Texas, Virginia, and Washington have joined the Compact bringing the total number of member states to 17 and covering 58 percent of military children. In addition, legislation is being actively considered in 15 states, and in 3 of these (Alaska, Hawaii, and Maryland), it has passed both chambers and is with the respective governors for signature.

Voluntary Education: The First Joint Service Graduation Ceremony in Iraq

The first Graduation/Military Recognition Ceremony was conducted on Camp Victory, Iraq, Sunday, 17 May 2009. All Service members who have graduated in 2008-2009 college year and are stationed in Iraq will be participating. Graduates from Central Texas College, University of Maryland University College, American Military University, Pierce College, Webster University, University of Phoenix, American International University, Troy University and Toro University International. Currently about 130, who are either college graduates or military recognition candidates, will be receiving their diplomas and/or certificates.

Fitness

All of the military Services continue to expand and provide innovative fitness programs that sustain a physically fit, healthy force in our military communities and for deployed men and

women around the world. Long term plans will modernize the fitness infrastructure beginning with the Services request for ten fitness center military construction projects in FY 2009 and another 71 fitness centers programmed through FY 2014. Installation fitness facilities are one of the most important facilities on base for troops to release stress after returning from combat, combat obesity, and remain physically and mentally fit.

MWR Outreach

To promote a healthy lifestyle and expand the military MWR benefit to Active Duty, Guard and Reserve and their families who do not have access to installation MWR programs, we have contracted with the Armed Services YMCA to offer free YMCA family memberships at local, participating YMCAs to families of deployed Guard and Reserve Personnel, Active Duty Service members and their families assigned to Independent Duty locations, any relocated spouse of a deployed Active Duty Service member and a limited number of families assigned to the Joint Base locations.

Communication Services in Combat Areas

The ability to communicate with family and friends is the number one factor in being able to cope with longer and more frequent deployments. Service members have free access to the non-secure military Internet by using their military e-mail address, including aboard ships. They also have free Internet access at 751 MWR Internet Cafes in Iraq and Afghanistan with 9,107 computers and 4,015 Voice Over IP phones (with call rates of less than 4 cents a minute). To enhance MWR provided services, the Exchanges provide personal information services for a usage fee for this customer convenience. Back home, computers and Internet service located in

our family support centers, recreation centers, libraries, and youth centers help ensure families can connect.

Additionally, the Exchanges contract for telephone services in combat zones, operating 72 calling centers with 1,536 phones in Iraq, Afghanistan, and Kuwait, plus calling centers on-board ships in theater. Rates are 45 cents per minute afloat and 15 cents per minute ashore. The Exchanges are in compliance with the Department of Defense policy and the law, which require that contracts for telephone service be awarded through competitive procedures and include options to minimize costs to individual users. Where feasible, the contracts provide the flexibility to use a variety of phone cards.

MilitaryHOMEFRONT (www.militaryhomefront.dod.mil): The DoD library of official information about quality of life programs for helping professionals and military families. The Homefront provides access to information about benefits, entitlements and programs available to military members and their families including policies, reports and directives on topics from child care to relocation, special needs to voluntary education, morale welfare and recreation to combat stress. Further, DoD uses MilitaryHOMEFRONT to develop tools, accessible through both the Military OneSource and MilitaryHOMEFRONT websites, to assist families – including the very popular “Plan My Move” and “Military Installations.” Military Installations, an on-line directory within the website, provides access to points of contact for 56 activities on installations worldwide, including the commissary, exchanges, MWR programs, child development centers and the military health care facilities.

Military OneSource Outreach Center

Six years of deployments and redeployments have prompted the Department of Defense to rethink methods and strategies to deliver family support. Two major issues drove the development of the new delivery system: 1) how do we meet the needs of the National Guard and Reserve families and those geographically dispersed, and 2) how we can meet the needs of commanders for surge support surrounding deployments. The Military OneSource Center, along with the Military OneSource 24/7/365 call center and web-site, provide the scaffolding for our outreach and support.

1. Military OneSource.com and Call Center: Launched in 2002, Military OneSource provides support services 24/7/365 to Active Duty, National Guard and Reserve Component Service members and their families world-wide. This backbone of the Military OneSource Center provides toll-free confidential telephonic support and a website that provide interactive tools, educational materials, discussion boards, links to military and community resources, and tax filing services, among other services. Testimony to its usefulness is the fact that over 600,000 tax returns were prepared through Military OneSource this tax season, at no charge to Service members.

2. Outreach Counseling offers Services members and families with confidential, short term, situational, problem solving assistance, instrumental for coping with normal reactions to the stressful situations created by deployments, family separations and reintegration.

Military OneSource offers confidential face-to-face, telephonic, and on-line counseling up to twelve sessions. *Telephonic and on-line counseling sessions are new and beginning to grow.* The *Military and Family Life Consultant (MFLC)* program provides professional,

confidential, and flexible service delivery on a 30-90 day rotational basis on military installations to meet surge support requirements and to support Guard and Reserve events.

3. Financial Counseling. Additionally, financial counseling is available, through both Military OneSource and the MFLC program, to assist with the financial concerns of military members and their families during all stages of the deployment cycle. The Military OneSource Center has been highly successful in making these services available world wide.

Financial Readiness Installation Roadshows: Installation workshops are delivered on demand that include information about budgeting, mortgage and foreclosure, debt reduction, saving and investing, identity theft and retirement planning. Twenty-three road shows have been conducted since November 2008; over 20 additional events are scheduled in 2009.

4. Military Spouse Career Advancement Accounts. To jump start portable careers in health services, education, information technology and financial services, DoD will provide up to \$6000 per spouse to assist spouses in developing portable careers in fields such as nursing, teaching, real estate and banking. This, in turn, supports families in attaining their aspirations and goals that may be interrupted as a result of the mobile military lifestyle.

5. Outreach support to the National Guard and Reserve – Joint Family Support Assistance Program. A continuum of support and services for National Guard and Reserve members and their families during pre-deployment, deployment, post-deployment, reunion and reintegration. Services have reached 364,000 Service members and families over the last year. It is a support service multiplier by broadening the network of resources beyond those that exist on installations. This program also supports Yellow Ribbon Reintegration Program 30-60-90 day events during post-deployment.

6. Wounded Warrior Resource Call Center. Embedded in the Military OneSource Call Center, this feature provides Service members who have become wounded, ill or injured, as well as their families and their primary caregivers, with a single point of contact for referral to Services' resources. Assistance is provided with reporting deficiencies in covered military facilities, obtaining health care services, receiving benefits information and any other difficulties encountered.

Commissaries and Exchanges

The commissary and exchange programs are vital to mission accomplishment and, as components of the military compensation system, are important contributors to morale and readiness. The Defense Commissary Agency (DeCA) operates 254 commissaries around the world providing groceries and household products to military personnel, retirees, and their families at cost plus a five percent surcharge to fund commissary construction and equipment. Savings exceed 30 percent compared to commercial prices; savings that contribute nearly \$3,400 per year in disposable income for a family of four that does all of its grocery shopping at the commissary. Sales exceed \$5.8 billion; operations are funded by appropriations of \$1.3 billion. DeCA met or exceeded all performance goals in Fiscal Year 2008 and is performing equally well in 2009, with year-to date sales above target. DeCA is bringing the commissary benefit to Guard and Reserve personnel who don't live near a commissary through their 158 on-site sales at Guard and Reserve locations. The three exchange systems - the Army and Air Force Exchange System (AAFES), the Navy Exchange System Command (NEXCOM) and the Marine Corps Exchange (MCX) - operate over 3,700 retail outlets at 300 military installations, in 89 contingency operations, and aboard 161 ships. The exchanges sell a wide range of goods and services and

distribute 63 percent of their profits to support MWR programs. Savings exceed 20 percent, not including sales tax savings. Soon, AAFES will deploy new mobile exchanges specially outfitted to serve Guard and Reserve units together with DeCA. In combat areas, the exchanges provide 129 retail operations, 228 name brand fast food outlets, 600 service concessions, and telephone services that minimize costs for deployed members to call home. The exchanges had sales of \$11.8 billion in FY 2008 with profits of \$579 million and project sales of \$13 billion in FY 2009.

READINESS AND TRAINING***Improving Readiness Assessment and Reporting***

The Department has fundamentally changed the way we view and assess readiness. The Defense Readiness Reporting System (DRRS) represents a significant cultural change for the Department; both in the technology used to report readiness and the assessments that define readiness. Combatant Commanders now have a view of their resources and capabilities for assigned missions which did not exist before. For the first time, the Department can now see what capabilities are available to address developing threats; capabilities which are current and visible to decision makers. The Combatant Commanders' assessments have become the nexus for these mission assessments marking a significant shift from the cold war focused readiness reports. Mission based readiness now puts the focus on our ability to successfully execute operational plans in today's dynamic geopolitical environment.

We continue to work with the Services, Joint Staff, Combatant Commands, and Combat Support Agencies to implement mission based assessments. Combatant Commanders, the Army, the Navy, and most of the Combat Support Agencies have been using DRRS for their assessments for a number of years now. As of June 2009, the USMC and Air Force will begin assessing in DRRS, completing the original plan for a DoD-wide system for mission assessments.

A supporting pillar to DRRS assessments is accurate and timely asset visibility. DRRS has greatly expanded data transparency, allowing users a single source to look across the entire Department or down to an individual or a single item of equipment. DRRS data are discoverable, accessible, and understandable net-centric environment. These data are also easily

shared across the DoD Enterprise. DRRS allows leaders to "drill down" to root causes affecting mission performance and is routinely used by our Combatant Commanders and the leadership of the Joint community.

DRRS is a major transformation, moving the focus of force managers from reporting and assessing unit resources to managing force capabilities. We continue to expand this readiness concept through our work in support of domestic missions through the National Guard Bureau, and NORTHCOM with a goal to provide increased situational awareness and assist the Department in integrating and coordinating our response to domestic crisis. Development and implementation of DRRS will continue through 2010.

Defense Mishap Reduction Initiative.

As a world-class military, we do not tolerate preventable mishaps and injuries. The direct cost of mishaps is more than \$3 billion per year, with estimates of total costs up to \$12 billion. We have rededicated ourselves to achieve a 75 percent accident-reduction goal and are aggressively working towards it. From our 2002 baseline, the Department is down 46 percent in our civilian lost work day rate, down 38% in private motor vehicle fatality rate, and down 50 percent in our Class A aviation accident rate.

To reach the next level in military and civilian injury reductions, we are pursuing 78 funded initiatives. The Department is implementing Occupational Safety and Health Administration's (OSHA) Voluntary Protection Program (VPP) at more than 135 DoD installations and sites. This program brings together management, unions, and employees to ensure safe working conditions. We are expecting 36+ sites to attain OSHA's Star recognition, which is designed for exemplary worksites with comprehensive, successful safety and health

management systems. Additionally, we have developed an Omni Intermedia award winning Military Injury Prevention Course, and various projects ranging from a military field injury tracking system, to the HMMWV rollover escape training device. These and our other initiatives have the highest visibility and support within the Department.

We believe that safety technologies will prevent rotary wing, fixed wing, and unmanned aerial vehicle accidents. Investments in hardware and software will prevent aircraft crashes; reduce the need for replacement aircraft, and save the military lives. These technologies assist the pilots when they are mission/aircraft over tasked. Several of these technologies already exist in commercial aircraft, in foreign military aircraft, or have been previously tested in DoD military aircraft---but not previously funded. Our plan is for DoD components to upgrade the appropriate safety technologies in our current systems and include as a standard requirement in future acquisition programs.

Joint Training.

The goal of Training Transformation (T2) is to ensure no member of the deployed joint force will experience a task for the first time in combat. Lessons learned are gathered on a weekly, and at times daily, basis from forward-deployed commands. Those units share real-world experiences with stateside training centers and schoolhouses. Mission rehearsal exercises now routinely integrate Afghan, Iraqi and coalition partner personnel as well as interagency, non-governmental and international organizations and personnel, with a focus on sharpening cultural sensitivities and basic language skills.

In today's complex operations, T2 must be broadened beyond the traditional military participants to include the other US agency and DoD civilians, our multi-national partners,

NGOs, and academia. In support of the whole-of-government training vision, USAID, the Department of State, and the DoD co-chair a Senior Leader Roundtable (SLRT) that addresses crosscutting training requirements for Reconstruction and Stabilization Operations. Since its inception in 2006, the SLRT has grown to include eleven Executive Agencies.

The Advanced Distributed Learning (ADL) Initiative and the ADL Co-Laboratory System has harnessed the power of individual learning technologies. ADL is the technology enabler of the Joint Knowledge Development and Distribution Capability and has developed the standards and guidelines for the development of a technology-based digital learning environment. In FY 2008 ADL enabled over 10 million course completions across DoD and the number of courses available grew to over 300.

T2 also addresses the training for new equipment to include updated Defense policy that now require early consideration of “System Training” as a Selective Key Performance Parameter in Defense Acquisition Programs. Additionally, acquisition programs such as Littoral Combat Ships and Joint Strike Fighter are working with ADL on linking their technical publication and data standards with training courses to ensure accuracy, currency of configuration, and to promote reuse of the content.

CONCLUSION

Chairwoman Davis, we want to thank you and members of this Subcommittee for your advocacy on behalf of the men and women of the Department of Defense. We believe that the FY 2010 budget honors our commitment to our people by devoting over \$244 billion or nearly half of the Department’s total base budget. These funds will help us to continue our work in supporting our most precious resources in the Department – our people.

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STATEMENT BY

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DEPUTY CHIEF OF STAFF, G1

UNITED STATES ARMY

BEFORE

MILITARY PERSONNEL SUBCOMMITTEE

HOUSE ARMED SERVICES COMMITTEE

FIRST SESSION, 111TH CONGRESS

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Introduction

Chairwoman Davis, Senator Wilson, Distinguished Members of this Committee, thank you for the opportunity to appear before you on behalf of America's Army. Our greatest heroes are America's most precious resource – our Soldiers. These Soldiers and their Families, backed by our civilian workforce, represent the very best of America's values and ideals. Your continued support of our personnel initiatives provides the tools we need to ensure the growth, sustainment, and well-being of our All-Volunteer Force. This fighting force of 1.1 million Soldiers is continually tested at home and abroad. Repeatedly our nation's young men and women step forward and pledge to serve. They recognize the challenges facing our nation, answer the call, and become part of something larger than them. Their dedicated service and sacrifice are deserving of the very best services, programs, equipment, training, benefits, life-style, and leadership available. Our focus this year centers on the growth in volume and talent, sustainment of the force, our ability to meet the national challenges, and the importance of maintaining this strength to meet the demands now and for the future.

Strategic Overview

America's Army, strained by persistent conflict, remains a resilient and professional force. More than one million of our country's men and women have deployed to combat; more than 4,500 have sacrificed their lives, and more than 31,000 have been wounded. After seven years of continuous combat our Army – particularly our people – remains out of balance. We have several challenging years ahead and must remain vigilant and proactive to the needs of our people and maintain the programs and policies in support of them. The current conditions of supply and demand must change in order to restore balance in our force. We remain cautiously optimistic that we will achieve balance by fiscal year (FY) 2011.

End Strength

As part of the overarching goal of restoring balance, the Army met the "Grow the Army" end strength goal ahead of schedule, resulting in an end strength of 543,645 for

FY08. The Army met the FY10 end strength goal of 547,400 in January 2009. This success is based largely on the Army's recruiting and retention programs. Since attaining the authorized strength, the Army has taken actions to ensure that Army end strength in FY09 remains at, but does not exceed, the authorized level of 547,400. These actions included reducing the recruiting and retention missions and policy changes to manage losses.

Because the Army was able to meet the "Grow the Army" end strength early, we have sufficient enlisted Soldiers to meet all the current authorizations. This will help mitigate some of the stress of the ongoing high operational pace; however, there are still many stressors overwhelming the force. In spite of the Army's strength, however, the Army cannot meet the 1:2 Boots on the Ground (BOG) dwell time goal due to the cumulative effects of the planned deployment schedule, the elimination of Stop Loss, and the continuing demands of training Soldiers and caring for the wounded warriors.

Recruiting and Retention (Officer and Enlisted)

Once again, despite the challenges of a protracted conflict in FY08, the Army exceeded its enlisted recruiting and retention missions for the first time since FY02 and is confident it will meet its goals for FY09. Meeting these critical benchmarks moves us closer to restoring balance, but much more needs to occur. As a result of a dynamic environment, we have adjusted our recruiting and retention objectives mid-year. We will continue to monitor the trends and make adjustments as required.

In FY08, with congressional support, the total Army spent \$4.2B on recruiting and retention. In FY09, these programs received \$3.8B and requested an additional \$1.1B in supplemental funding. The requested increase of \$0.7B was the result of a large residual and anniversary payments initiated in FY08 and coming due in FY09. We intend to decrease our FY10 budget by 6% over FY09 to \$4.6B due to a more favorable recruiting and retention environment. The amount budgeted for anniversary payments will continue to increase through FY11 but is anticipated to decrease in FY12 in subsequent years.

The cumulative effects of this funding is a quality all-volunteer force and a proven model to sustain personnel levels as required. For example, the Army's percentage of new enlisted Soldiers considered "high quality" with high school diploma increased by 2.1% in 2008. Additionally, recruits scoring in the upper range (50-99%) on the Armed Forces Qualification Test (AFQT) increased 1.6%; and recruits who scored poorly (30% and below) on the AFQT decreased 1.2%.

The Army must remain adaptive to the recruiting environment. As an example, a recently developed program to assist the Army in meeting critical skills is the Military Accessions Vital to the National Interest (MAVNI). The Army launched this pilot program on February 23, 2009 to attract high quality individuals with exceptional skills in health care professions or one or more of 35 languages. MAVNI recruits are non-U.S. citizens who have been legally present in the United States for two or more years and speak a designated and critically needed language or are licensed health care professionals, but who do not have permanent residency (i.e. Green Card). Additionally, the Army continues to utilize the Military Occupational Specialty (MOS) 09L Program. The Army has recruited more than 1,500 Soldiers as military interpreters and translators under this program.

The Army retention mission is also on track to meet the goals set for FY09. In all components, the Army is currently above mission and expects to finish successfully in every category. The Army reduced the overall active component mission in the 2nd quarter from 65,000 Soldiers to 55,000 Soldiers due to meeting the overall "Grow the Army" objective. Retention of combat experienced veterans remains critical to current and future readiness. As a result of this successful program, 45.1% of all reenlistments occur in theater currently. Operation Iraqi Freedom/Operation Enduring Freedom (OIF/OEF) areas of operations have achieved reenlistment rates of 135% against their annual goals.

Shortages remain within our officer corps due to overall structural growth of the Army. To correct this, the Army initiated the Captains' Retention Incentive Menu in September 2007. The Army spent \$443.6M from FY07 to present on this incentive

program. The goal of the program was to recruit, retain, and manage critical skills in officers to increase the retention of lieutenants and captains for three years. The Captains' Retention Incentives Menu program included a cash option based on the officer's accessed branch, resident graduate school attendance for up to 18 months, or attendance at the yearlong Defense Language Institute in exchange for a three year additional active duty service obligation. As a result, the Captain retention increased in FY08 to 89.1% over the ten year average of 88%. The program guaranteed retention through FY11 for over 16,000 of the 23,000 captains who were eligible to participate. The timing of our Captains' Retention Incentives Menu program, concurrent with the dramatic downturn of the economy and job market, helped support our retention goals. The cash and Defense Language Institute options ended in November 2008. The remaining retention incentive, the Expanded Graduate School Program, has been funded at \$7.5M in FY10. Overall, the single most effective retention incentive for junior officers was the cash bonus. Over 94% of the more than 16,000 officers who took incentives in FY08 elected to take the cash bonus. Department of Defense survey data analysis showed that most officers who intended to separate or were uncertain about staying in took the incentive and committed to further obligated Army service.

The Officer Accession Pilot Program (OAPP), launched under authority of the 2006 National Defense Authorization Act (NDAA), allowed us to offer cash incentives to students who graduate from the Leader Training Course (LTC) and contract as a two-year ROTC cadet. As a result, the FY08 contract rate for graduates from the LTC increased from 65% to 70%. That is a 5% increase from the contract rate average the previous four years. This authorization further allowed us to incentivize language training focused on the Critical Language List. At a cost of \$68,250, the program had 127 participants as of January 2009. Finally, the new authority gives us needed tools to assess much needed chaplains and medical professionals.

The United States Military Academy (USMA) and ROTC both offer Pre-Commissioning incentives. These consist of offering new officer's their Post or Branch of Choice or Graduate Schooling. In FY06 and FY08 there were 4,500 participants.

These incentives have increased longevity by 40% for newly-commissioned, high-performing USMA and ROTC officers.

In spite of a dramatically changed recruiting climate, based on the economy, our message to our Soldiers and their Families must resound with assurance that they will be cared for in a manner commensurate with their service and sacrifice. Incentives, bonuses and pay are only part of the equation in creating balance in our Soldiers and Families lives. In the event of a life changing injury or the loss of life, our Soldiers are assured that their Families will receive financial and programmatic support for their loss and sacrifice. This support includes full-earned benefits and disability compensation. The Army is working closely and aggressively with Soldiers and their Families to streamline access to assistance from other Federal Agencies, such as the Social Security Administration, Department of Labor, and Department of Veterans Affairs.

Overall, the Army's programs are effective in recruiting and retaining both Officers and Enlisted Soldiers with critical skills. For Enlisted Soldiers, the Selective Reenlistment Bonus (SRB) and Critical Skills Retention Bonus (CSRB) remain proven as effective tools for filling critical skills. The Army carefully manages its resources, reviewing and adjusting incentives at least quarterly to ensure we attract and retain quality individuals in needed occupations, while remaining fiscally responsible to avoid excessive payments. The economic environment allows us to reduce incentive levels amounts and the number of occupations offered bonuses. However, we must retain the flexibility to apply incentives as necessary to attract and retain mission critical talent in shortage MOS, and reshape the force as QDR and other factors warrant. The continued authorities and funding of these programs by Congress remains critical to the Army.

Stop Loss

A friction point that the Army intends to alleviate is the use of stop loss. The Army's current use of stop loss is based solely on mission demands. In accordance with the March 18, 2009 announcement from Secretary of Defense Gates, the Army will

phase out the use of the stop loss program between now and January 2010. By August 2009, the US Army Reserve will no longer mobilize units under stop loss and the Army National Guard will stop doing so in September 2009.

Individual Ready Reserve Mobilization

The Individual Ready Reserve (IRR) is a critical element that assists the Army in meeting unit readiness. There are 59,146 in the IRR as of May 11, 2009. A total of 13,560 have received mobilization orders since September 11, 2001 of which 10,841 Soldiers have reported as ordered and 9,012 Soldiers have deployed to Iraq or Afghanistan at least once. The Army has a tiered systemic approach to mobilization to ensure we input equity into the IRR mobilization process. An effective IRR program is based on several factors, including the Soldiers' understanding of their obligations, access to benefits and support, and time to adjust personal affairs prior to mobilizations.

To improve readiness of the IRR, the Army instituted an innovative IRR muster program. Approximately five months after entering the IRR, a Soldier will be ordered to muster duty. During FY08, the Army Reserve spent approximately \$7.4M to muster 11,600 IRR Soldiers and the Army plans to muster 14,000 IRR Soldiers at an estimated cost \$7.9M in FY09. Soldiers may be required to muster each year they remain in the IRR. Once mobilized, Soldiers in the IRR receive 10 days of Individual Soldier Training upon arriving at the mobilization station. These Soldiers also receive refresher training in their MOS which lasts between two to four weeks depending on their specific skill. This program contributes to our goals of an operational reserve as well as a continuum of service.

Civilian Personnel

Department of the Army Civilian employees provide vital support to Soldiers and Families in this era of persistent conflict. They share responsibility for mission accomplishment by delivering combat support and combat service support – at home and abroad. More than ever, Army Civilians are an absolutely essential component of readiness and a key element in restoring balance. Today, the Army Civilian Corps is

over 287,000 strong with 4,676 currently serving in harm's way in the U.S. Central Command area of operations. The new Department of Defense Civilian Expeditionary Workforce supports humanitarian, reconstruction, combat-support, and other missions. As a key part of the Army Civilian Corps, the civilian expeditionary workforce maximizes the use of civilian employee volunteers in support positions, freeing up military personnel for operational requirements. These civilian employees train, equip, and prepare to mobilize and respond urgently to expeditionary requirements.

While we have successfully grown the Army's civilian workforce over the last few years, we will significantly stress our capability to meet known and projected hiring requirements over the next few years. The Base Realignment and Closure Act (BRAC) of 2005 require the movement of over 23,000 civilian employee positions to different geographical areas. In FY07-08, Army obligated over \$35M for civilian Permanent Change of Station (PCS) moves associated with BRAC. For FY09, Army has budgeted \$150M to cover the increases in projected BRAC PCS moves. Our analysis of past BRAC implementation indicates that traditionally only 30% of the civilian work force will move with their current organization although that percentage may increase because of the current economy. We project that over 56,000 more BRAC recruitment actions must be completed between now and the end of FY11 to provide Commanders the talent needed to meet critical missions. This is in addition to the 120,000 recruitment actions needed annually to sustain current operations. Additionally, the Army anticipates hiring up to 4,000 employees as a result of the American Recovery and Reinvestment Act, as well as a significant number of new civilians as part of current in-sourcing initiatives.

To protect the public interest and maintain core competencies, we ensure that inherently governmental functions and requirements are performed by government employees. The civilian workforce provides us with an opportunity to save vital resources by bringing relatively expensive contracted services back into the government through the in-sourcing process. The initial results of our efforts are promising, saving an average of \$46,000 per in-sourced position. We have in-sourced 1164 positions to date.

Army Equal Opportunity (EO) Policy

The Army leads the nation in Equal Opportunity using education, preventative training, and cultural awareness of discrimination. Commanders at all levels are responsible for sustaining positive equal opportunity climates within their organizations. Remaining applicable and relevant within the environment that we operate, the Army is transforming EO policy through innovative equal opportunity techniques, tactics, and procedures based on the full spectrum of Army Operations, Institutions, and Training. This effort will strengthen the foundation of the Army's overall Human Relations program. One area the Army is currently upgrading is the Equal Opportunity Reporting System (EORS). The EORS tracks complaint data and trends to give senior leaders critical information about the EO climate in their organizations and across the Army and it will soon provide a variety of automated reports. Additionally, the Army is preparing to implement the Defense Equal Opportunity Management Institute Organizational Climate Survey as its official command climate survey for the Army. To date, the Army has invested \$2M (\$1.1M in FY08 plus \$0.9M so far in FY09) and expects to invest another \$0.8M in FY10 for EO personnel and services support, database and survey systems, outreach support, and training contracts.

Sexual Assault Prevention

The Secretary of the Army and the Chief of Staff remain personally involved in reinforcing to all Soldiers and leaders the importance of preventing sexual assault. Under their guidance and leadership, the Army launched a new comprehensive sexual assault prevention campaign in 2008. The campaign centers on leaders establishing a positive command climate where sexual assault is clearly not acceptable. The campaign further encourages Soldiers to execute peer-to-peer intervention personally, and to not tolerate behavior that, if left unchecked, may lead to sexual assault.

The cornerstone of the Army's prevention campaign is the "I. A.M. Strong" program, where the letters *I*, *A*, and *M* stand for Intervene – Act – Motivate. The "I. A.M. Strong" program features Soldiers as influential role models and provides peer-to-peer

messages outlining the Army's intent for all its members to personally take action in the effort to protect our communities. Leaders have embraced "I. A.M. Strong" initiatives and are motivating Soldiers to engage proactively and prevent sexual assault. The Secretary of the Army helped kick off Phase II of the "I. A.M. Strong" campaign last month at our second annual Sexual Assault Prevention Summit. Our campaign extends through 2013 as we work to be the nation's leader in sexual harassment and sexual assault prevention.

Our strategy culminates with the Army recognized as the nation's leader when it comes to investigating and prosecuting sexual assault cases. The Criminal Investigation Division (CID) and the Judge Advocate General's Corps (JAGC) are in the process of adding investigators and prosecutors at our busiest jurisdictions. The intent of this initiative is to create a capability similar to civilian Special Victim Units. The CID and JAGC are also hiring nationally recognized subject matter experts in the field of sexual assault as consultants, advisors, and trainers.

The Army expended over \$20M in FY08 for our sexual assault prevention campaign; we are projected to expend over \$42M in FY09; and we expect to allocate approximately \$67M in FY10. To date, our prevention campaign is successfully leading cultural change and establishing the Army as the blueprint for the Nation on sexual assault prevention.

Suicide Prevention Program

The loss of any Soldier is a tragedy, particularly when it could have been prevented. Over the past several years, suicides among Soldiers have increased. Army leaders are greatly concerned with the significant increase in the number of suicide cases. The Army leadership prioritized efforts and directed resources toward suicide prevention awareness, suicide intervention actions, and post-intervention grief and bereavement support.

As part of the Army's continuing response to suicide, Army Vice Chief of Staff, General Peter W. Chiarelli, issued a comprehensive, multi-disciplinary Army Campaign

Plan for Health Promotion, Risk Reduction, and Suicide Prevention. The plan, run by both the Army's Suicide Prevention Task Force and the Vice Chief chartered Suicide Prevention Council, recognizes the inter-connectedness of the physical, spiritual, and mental health of Soldiers and their Families in preventing the full range of at risk behaviors including suicide. Senior leaders are implementing this plan at all installations.

The Army Campaign Plan will promote better health, reduce risk in the Force and prevent suicide by leveraging the total assets of the institution and our partners across the domains of Doctrine, Organization, Training, Materiel, Leaders, Personnel, Facilities and Resources (DOTMLPF-R). To date, the Vice Chief of Staff through the Task Force and the Council directed more than 250 action items and action plans. New tasks emerge almost daily as the Task Force and Council continue their work. Special emphasis is directed toward reducing stigma associated with seeking behavioral health and substance abuse treatment.

On February 10, 2009, the Army ordered a "Stand Down" and a three-phase program focused on suicide prevention. During this program, Commanders and first line supervisors trained their Soldiers and Civilians to understand the individual suicide risk factors and warning signs and educated them regarding how to take action to intervene. The centerpiece of Phase I was an interactive video called "Beyond the Front." Between February 15 and March 15, 2009, all Army personnel – Soldiers and Civilians – watched the video in small groups and made decisions on how to react to the video's vignettes. Phase I also featured the ACE (Ask, Care, Escort) intervention card, used to explain how to help a "buddy" who may be exhibiting warning signs of suicidal behavior. Phase II, a chain teaching phase occurring between March 15 and July 15, 2009, again employs a video and vignettes based on various phases of the deployment cycle. This phase focuses on improving recognition of warning signs and reinforcing ways to intervene. Phase III, sustainment, will continue indefinitely through annual training requirements.

The Army recently entered into an agreement with the National Institute of Mental Health for a five year longitudinal study of suicide. The Army will assess factors affecting suicide, training efforts for reduction of suicide and other associated mitigation efforts. We also, continue to meet regularly with external agencies, such as the Department of Veterans Affairs and the Department of Health and Human Services (including the Centers for Disease Control and Prevention and the Substance Abuse and Mental Health Services Administration) in a collaborative effort to exchange information and strategies designed to reduce suicide.

Army Substance Abuse Program

The persistent conflict has created symptoms of stress including increased alcohol and drug abuse. This commander's program uses prevention, education, deterrence, detection, and rehabilitation to reduce and eliminate alcohol and drug abuse. It is based on the expectations of readiness and personal responsibility.

A team recently returned from deployment to US Army Forces, US Central Command. While there, they determined effective methods to deliver substance abuse services in theater. To support our Commanders, a clear and executable policy for random drug testing in theater is under development. Another area under development is the review of portable prevention education packages for deployed Soldiers, Soldiers at home, and Soldiers in the Reserve Component. Additionally, the Army is preparing to execute a pilot program that will provide confidential education and treatment to Soldiers who wish to self-refer into the ASAP and retain their confidentiality. In addition to the pilot program, we are conducting a broader, more detailed study to determine the exact nature and extent of any stigma in the Army associated with substance abuse treatment. This study will run concurrently with the pilot program. We want to ensure that all Soldiers who may need assistance can get assistance without the barrier of stigma.

Army Human Capital Strategy

Providing Forces to combatant commanders to meet current and future challenges will continue to be our top priority. The agile Army Human Capital Strategy (AHCS) addresses these challenges by creating a road map to restore balance to the Force by FY11 and by continuing to develop a structured force through 2024. The objective of the AHCS is to secure and sustain the All-Volunteer Total Army, resourced through efficient and cost-conscious practices. The AHCS strategy is based on principles that assure a higher quality and a more diverse ready Total Army, enabled by effective Human Resource systems and agile policies and programs.

Business Transformation

The Army G-1 implemented a Lean Six Sigma Program to provide for continuous process improvement. We have developed a list of Army processes that we believe can be performed more efficiently and for less cost. Trained professionals work with the employees and Soldiers who are actually involved with the processes in a deliberate procedure to identify parts of the processes that lack value. The process is then re-engineered for greater efficiency. Using this procedure, we completed projects that provided over \$40M of financial benefit in FY08. We are expecting to realize an additional \$60M in financial benefit in FY09. Successful projects include a redesign of the system that provides R&R flights to Soldiers from OEF and OIF and a project that improved the Wounded Soldier Family Hotline. So far in the program, our return on investment is about ten times what we have invested.

Congressional Assistance

Recruiting, retention and providing for the well-being of the best Army in the world requires a significant commitment by the American people. The Army is grateful for the continued support of Congress for competitive military benefits and compensation, along with incentives and bonuses for Soldiers and their Families and for the civilian workforce. These are critical in helping the Army be the employer of choice.

Conclusion

We must maintain an appropriate level of investment to ensure a robust and high-quality Force. The well-being and balance of our Force is absolutely dependent upon your tremendous support. The Army is growing and transforming in a period of persistent conflict. We will do so with young men and women of the highest caliber whose willingness to serve, is a credit to this great nation.

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RELEASED BY THE HOUSE
ARMED SERVICES COMMITTEE

STATEMENT OF
VICE ADMIRAL MARK E. FERGUSON III, U.S. NAVY
CHIEF OF NAVAL PERSONNEL
AND
DEPUTY CHIEF OF NAVAL OPERATIONS
(MANPOWER, PERSONNEL, TRAINING & EDUCATION)
BEFORE THE
SUBCOMMITTEE ON MILITARY PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
ON
FISCAL YEAR 2010 BUDGET REQUEST
21 MAY 2009

NOT FOR PUBLICATION
UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE



United States Navy Biography

Vice Admiral Mark E. Ferguson, III
Chief of Naval Personnel,
Deputy Chief of Naval Operations
(Manpower, Personnel, Training & Education)

Vice Admiral Ferguson assumed duties as the Navy's 55th Chief of Naval Personnel on April 16, 2008. Serving concurrently as the Deputy Chief of Naval Operations (Manpower, Personnel, Training & Education), he is responsible for the planning and programming of all manpower, personnel, training and education resources, budgeting for Navy personnel, developing systems to manage total force manpower, personnel training and education resources, and the assignment of all Navy personnel.



Ferguson's previous flag officer assignments include Chief of Legislative Affairs and Assistant Commander for Distribution (Pers-4) at the Navy Personnel Command in Millington, Tenn.

A surface warfare officer, he completed nuclear propulsion training after graduating with distinction from the United States Naval Academy with the Class of 1978.

Afloat, he has served with both the Atlantic and Pacific Fleets. His operational assignments include duty onboard USS *South Carolina* (CGN 37) and USS *Fife* (DD 991). He also served as reactor officer on board USS *Dwight D. Eisenhower* (CVN 69). His command tours include the destroyer USS *Benfold* (DDG 65) and Destroyer Squadron 18.

Ashore, he served at the Bureau of Naval Personnel as the assistant surface captain assignment officer and surface nuclear assignment officer. During 1998-2000, he served as a special assistant to the Supreme Allied Commander, Europe. He completed two other assignments in the Office of Legislative Affairs. From 1992-1994, he served as the officer responsible for providing liaison to the House and Senate Armed Services Committees for all surface warfare, sealift and shipbuilding programs. From 2001-2003, he served as the director of the Senate Liaison Office.

Ferguson holds a master's degree in computer science from the Naval Postgraduate School. He completed a National Security Fellowship at the John F. Kennedy School of Government, Harvard University and is a graduate of the Air Command and Staff College. His awards include the Navy Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit and the Defense Meritorious Service Medal.

INTRODUCTION

Chairwoman Davis, Representative Wilson, and distinguished members of the House Armed Services Committee, it is a pleasure to have the opportunity to review our FY10 active and reserve budget requests for Manpower, Personnel, Training, and Education (MPTE) programs in support of our Navy Total Force and their families.

Our Sailors and Navy civilians are the critical component to the Navy's Maritime Strategy. To support the Fleet and the joint force, we are committed to providing the right person with the right skills, at the right time, and at the best value.

Since 2003, Navy's active component (AC) end strength has declined by approximately 10,000 per year. While end strength declined, we have increased operational availability through the Fleet Response Plan, supported new missions for the joint force, and introduced the Maritime Strategy. This increased demand includes maritime interdiction, riverine warfare, irregular and cyber warfare, humanitarian and disaster relief, an enduring individual augmentee mission in support of overseas contingency operations (OCO), and now, counter-piracy.

The Navy Reserve has also experienced reductions in end strength by approximately 3,500 per year since 2003, most of which were realized between FY04 and FY06 as a result of an extensive Zero Based Review (ZBR) as part of Active Reserve Integration. The Selected Reserve (SELRES) continues to deliver operational support capabilities and is an integral part of the Total Force, supporting the immediate mobilization manpower requirements for critical OCO missions and providing the strategic depth required to sustain the joint warfighting needs of the combatant commanders.

To meet increased demands, maintain required Fleet manning levels with minimal risk, and minimize stress on the force, we have transitioned from a posture of reducing end strength to

one of “stabilizing the force.” This transition was supported by the Secretary of the Navy with authorization to over-execute end strength in FY09 within two percent above our authorized level of 326,323. This over-execution created a fiscal shortfall that is being internally mitigated through a number of measures, including delaying permanent change of station (PCS) moves for up to 14,000 Sailors for the remainder of FY09; freezing all civilian hires within the MPTE organization through the end of FY09; reducing Officer Candidate School (OCS) accessions in FY09; reducing the FY09 recruiting advertising budget; and reducing Operations and Maintenance (OMN) funding associated with training and education commands for the remainder of the fiscal year. We continue to assess options to restore funding, and should funding become available, we will restore these programs to the greatest extent possible.

Our FY10 active and reserve budget requests provide the foundation to attract, recruit, develop, assign, and retain a highly-skilled workforce for today and the future. Our active budget request of \$27.1B consists of \$25.5B for Manpower Personnel Navy (MPN) and \$1.6B in related OMN. This reflects a \$1.4B increase in MPN and \$103.2M decrease of associated MPTE OMN compared to last fiscal year. Our reserve budget request consists of \$1.9B for Reserve Personnel Navy (RPN) and \$7.3M in related Operations and Maintenance Navy Reserve (OMNR). This reflects an \$82M increase in RPN and a \$1.2M decrease of associated MPTE OMNR compared to last fiscal year.

Additionally, we are seeking Congressional support for funding to support overseas contingency operations (OCO). We will continue to stabilize the force with respect to end strength while balancing seniority, skills, and experience to meet Fleet and joint requirements and develop our capabilities to respond to new and emerging mission areas, such as cyberwarfare, missile defense, and anti-submarine warfare, within our fiscal authorities. Our

budget request represents a measured and calculated approach to supporting our Sailors, their families, and Navy civilians and providing our nation the best Navy at the best value.

END STRENGTH

Our FY10 active budget request supports an end strength of 328,800. This includes \$25.5B in the baseline budget for 324,400 AC personnel to support Fleet requirements, OCO core and adaptive core missions, and the initial restoration of the Defense Health Program (DHP) military-to-civilian conversions. Our FY10 OCO funding request includes \$364M to fund 4,400 Sailors in training and as direct enablers supporting the joint force in non-traditional missions such as detainee operations, civil affairs, provincial reconstruction, and customs inspection. To maintain Fleet readiness, support Combatant Commanders, and preserve tone of the force, we request your support for resources to support this operational demand.

Our FY10 reserve budget request supports an end strength of 65,500. This includes \$1.9B in the baseline budget and a FY10 OCO funding request of \$39M. Through the baseline budget and the OCO, our reserve force will continue to provide invaluable support as part of the Total Force.

RECRUITING AND RETENTION

Navy has been successful in attracting, recruiting, and retaining a diverse and technical workforce this fiscal year. The FY10 active budget of \$829.2M and reserve budget of \$148.8M position us to continue that success through FY10 with targeted investments in critical skill areas.

Recruiting

As demand for a professional and technically-trained workforce increases in the private sector, Navy must remain competitive in attracting and recruiting the nation's best talent to

remain responsive to the joint force. The FY10 active budget requests \$394M, which includes accession incentives, advertising, and recruiting support for 5,413 AC and RC recruiters at over 1,468 stations across the country. In response to the current recruiting environment, the advertising budget was reduced by over \$14M, while growth of \$7.6M occurred in accession incentives for critical skills that have remained relatively insulated from current economic conditions, resulting in a net reduction of \$6.4M. This budget supports continuing efforts to implement innovative programs, policies, and incentives that target critical skills and maintain our position as an employer of choice.

Health professionals, nuclear operators, and special warfare remain my recruiting priorities this fiscal year. The budget request of \$394M includes \$141.5M in bonuses, special pays, and incentives to ensure we remain successful in meeting our overall goals and in particular, these critical skill areas. This amount includes \$5.4M in nuclear accession bonuses (officer and enlisted), representing an increase of \$60K from FY09. Overall enlistment bonuses will remain steady at \$106M in response to the current economic conditions. To support the increased demand for health professionals, accession goals across all of the medical communities were increased by a total of 48. Additionally, the budget requests \$8.6M for medical community bonuses, special pays, and incentives (including \$950K for dentists), representing an increase of \$2.7M from FY09.

The FY10 reserve budget requests \$99.4M for recruiting incentives, including \$60.9M for enlistment bonuses and \$49.4M for medical recruiting programs. The \$49.4M for medical recruiting programs includes \$43.7M for the Armed Forces Health Professions Scholarship Program (AFHPSP), \$4M for the medical Financial Assistance Program (FAP), and \$1.7M for

the Nurse Candidate Program (NCP). These amounts represent an \$8M decrease in reserve incentives and a \$10.7M increase in medical recruiting programs from FY09.

The active and reserve budgets support our recruiting force in meeting our overall goals for both the enlisted and officer force in FY10.

Retention

The comprehensive benefits provided to our service members, combined with the current economic conditions, have resulted in higher retention and lower attrition. We are currently on track to meet our FY09 overall officer and enlisted retention goals, and we expect this success to continue through FY10. However, we remain focused on retaining high-performing Sailors in critical skill areas such as nuclear operators, special warfare/special operations, and the health professions. Our FY10 active budget requests \$435.2M, an increase of \$7.9M, to support targeted investments in these areas, primarily through various incentives, bonuses, and special pays. This request includes \$170M for new Selective Reenlistment Bonus (SRB) contracts, the same level as FY09, to support retention efforts across the enlisted force, especially first-term nuclear operators and Sailors in the special warfare communities.

Additionally, this request includes \$67M, an increase of \$1.5M, for special and incentive pays to retain health professionals. Medical community retention continues to improve, largely due to competitive incentives and bonuses. However, given their high demand in the civilian sector, select subspecialties continue to require attention to enable us to meet our goals in FY10. These include: dentistry, clinical psychology, social work, psychiatry, general surgery, and perioperative nursing.

The FY10 reserve budget requests \$15.7M for retention incentives, which include a SELRES Reenlistment Bonus and an Officer Retention Bonus. The SELRES Reenlistment

Bonus of \$12.3M has decreased \$1.2M from the FY09 amount. The Officer Retention Bonus of \$3.4M is new in FY10 and will target our high OCO demand skillsets.

Our FY10 budget requests will enable us to meet our retention goals in FY10 and position us for success in future years as the economy improves and demand for these critical skill sets remains high. We will continue to monitor retention and will adjust monetary incentives, as necessary, to match observed retention behavior.

LEARNING AND DEVELOPMENT

Education and training are strategic investments in Navy's Total Force, enabling us to retain our asymmetric advantage by developing a highly-skilled, combat-ready force to meet the demands of the Maritime Strategy and the joint force. The FY10 active budget of \$1.2B represents an overall reduction of \$90.3M. A significant portion of this reduction (\$86M) comes from specialized skills training, primarily within our learning centers. We remain committed to supporting the ongoing professional development of our Sailors and officers with high-quality education and training programs. However, we will be challenged to balance existing education and training requirements with growth in important mission areas such as cyber warfare, missile defense, and anti-submarine warfare.

As we continue our support of humanitarian assistance and OCO around the world, cultural, historical, and linguistic expertise and Joint Professional Military Education (JPME) remain essential to fostering relationships with our global partners and enhancing our ability to effectively execute missions in multi-service, multi-agency, and multinational environments. The FY10 active budget supports ongoing efforts to integrate Language, Regional Expertise, and Culture (LREC) across the force, including the continued growth of the AC and RC Foreign Area Officer (FAO) program and the activities provided by the Navy's Center for Language,

Regional Expertise, and Culture (CLREC), language immersion training opportunities, and a Foreign Language Proficiency Bonus (FLPB) to incentivize foreign language proficiency. Additionally, the budget provides continuing support for approximately 685 in-resident and 3,300 distance learning JPME opportunities.

Navy draws its strength and innovation from the diversity of the nation. Increasing accessibility to emerging talent markets will be a key determinant of our ability to remain effective, relevant, and competitive in an increasingly challenging environment. The FY10 budget for Naval Reserve Officer Training Corps (NROTC) enables us to support the expansion of NROTC to Arizona State University in FY10. Additionally, we are expanding opportunities for foreign language and cultural skills across all NROTC units to provide a strong foundation for future officers to be successful in joint and multinational environments.

SAILOR AND FAMILY SUPPORT

The FY10 active budget requests \$148.4M, an increase of \$9.2M from FY09, to support our enduring commitment to AC and RC Sailors and their families including a comprehensive “continuum of care” that addresses all aspects of individual medical, physical, psychological, and family readiness and “best in class” programs and policies to promote life-work integration.

Over the past year, Navy Safe Harbor has expanded its mission to non-medical support for all seriously wounded, ill, and injured Sailors, Coastguardsmen, and their families, increasing its capabilities with the establishment of a headquarters element to support Recovery Care Coordinators and non-medical care managers covering 15 locations. The FY10 active budget supports our continuing efforts to provide a lifetime of exceptional, individually tailored assistance to our wounded, ill, and injured, optimizing the success of their recovery, rehabilitation, and reintegration activities.

Recognizing the unique medical and administrative challenges faced by our reserve wounded Sailors when they return from deployment, we established two Medical Hold Units responsible for managing all aspects of care for reserve Sailors in a Medical Hold (MEDHOLD) status. Co-located with military treatment facilities in Norfolk and San Diego, these units are led by line officers with senior medical officers supporting them for medical issues. Under their leadership, case managers serve as advocates who proactively handle each Sailor's individualized plan of care until all medical and non-medical issues are resolved. Through this centralized process, we have reduced the numbers of Sailors in the MEDHOLD process and the length of time required to resolve their cases. The RC MEDHOLD program has become the single, overarching program for providing prompt, appropriate care for our reserve wounded Sailors. Additionally, the Psychological Health Outreach program, implemented in July 2008, targets RC Sailors returning from deployment who face unique reintegration challenges which can exacerbate deployment-related psychological injuries. The program serves as a "safety net" for RC Sailors and their families who are at risk for not having their stress injuries identified and treated in an expeditious manner.

The Returning Warrior Workshop (RWW), first established in January 2007, provides first rate support for the Navy's AC and RC Sailors and their families. The RWW is designed to identify problems, encourage members to talk about their experiences, direct family members to resources, improve the mobilization/demobilization process, and honor the sacrifices of attendees. Since January 2007, over 1500 service members and 1150 family members have attended one of 22 workshops. An additional 28 workshops are scheduled through July 2010.

The Operational Stress Control (OSC) program provides a comprehensive approach designed to promote psychological resilience and sustain a culture of psychological health

among Sailors and their families. To date, basic OSC awareness training has been provided to over 16,000 Sailors at various locations around the country. The FY10 active budget supports efforts to fully institutionalize the OSC program, including the development and delivery of formal curriculum at key nodes of training throughout the career of a Sailor, from accession to flag officer. This also includes a continued emphasis on suicide prevention and support for those with Post Traumatic Stress Disorder (PTSD). We continue to develop and enhance programs removing the social stigma of seeking help, targeting substance abuse prevention, personal financial management, positive family relationships, physical readiness, and family support programs - all of which reduce stress on individuals.

We have learned that flexibility is one of the keys to retaining our younger Sailors. The FY10 active budget supports a number of initiatives designed to promote career flexibility. The Career Intermission Pilot Program allows 20 officers and 20 enlisted members annually the opportunity to transfer from the AC to the Individual Ready Reserve (IRR) for up to three years. Participants maintain medical and dental benefits, along with a small stipend, in exchange for a return to service for an obligated amount of time. Additional initiatives we are incorporating into the force include telework, compressed work schedules, and a virtual command pilot program, which provides an opportunity for a small initial group of officers to fill career-enhancing positions while maintaining geographic stability.

As previously stated, to remain within our fiscal authorities in FY09, we have delayed PCS moves until the first quarter of FY10, affecting up to 14,000 Sailors. Maintaining the \$791M for PCS moves in the FY10 active budget is critical to ensuring stability and predictability for Sailors and their families. We are also working closely with the Office of the Secretary of Defense to ensure that members whose PCS moves have been deferred to FY10

retain the ability to participate in the expanded Housing Assistance Program (HAP) recently approved by Congress.

CONCLUSION

Our mission remains to attract, recruit, develop, assign, and retain a highly-skilled workforce for the Navy. We continue to:

- Align the personal and professional goals of our workforce with the needs of the joint force, while ensuring the welfare of our Sailors and their families
- Deliver a high-performing, competency-based, and mission-focused force to meet the full spectrum of Joint operations
- Provide the right person with the right skills at the right time at the best value to the joint force.

Our FY10 active and reserve budget requests support the critical programs that will ensure continued success in delivering the human component of the Maritime Strategy and key capabilities for the joint force. On behalf of all the men and women in uniform who sacrifice daily and their families who faithfully support them, I want to extend my sincere appreciation for your unwavering support for our United States Navy. Thank you.

**STATEMENT
OF
LIEUTENANT GENERAL RONALD S. COLEMAN
DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS
UNITED STATES MARINE CORPS
BEFORE THE
PERSONNEL SUBCOMMITTEE
OF THE
HOUSE ARMED SERVICES COMMITTEE
CONCERNING
MILITARY PERSONNEL OVERVIEW
ON
MAY 21, 2009**



**Lieutenant General
Ronald S. Coleman
Deputy Commandant
for
Manpower and Reserve
Affairs**



Lieutenant General Ronald S. Coleman is the Deputy Commandant for Manpower and Reserve Affairs.

General Coleman joined the Navy in April 1968 and was discharged upon his return from Danang, Republic of Vietnam in June 1970. Upon graduation from Cheyney State University in 1973, he was commissioned a Second Lieutenant in December 1974. Following the Basic School in 1975, he reported to Camp Lejeune with 2d Marine Regiment and served as the Regimental Supply Officer, Platoon Commander, and S-4A.

In November 1977, he transferred to 3d Force Service Support Group, Okinawa, Japan, and deployed with Landing Support Unit Foxtrot.

In November 1978, he reported to Officer Candidate School and served as the S-4, Supply Officer, Candidate Platoon Commander and Director, Non-Commissioned Officer School. He attended Amphibious Warfare School during the 1981-82 academic year and was then transferred to HQMC Officer Assignment Branch, and served as a company grade monitor and Administrative Assistant to the Director, Personnel Management Division. In August 1985, Major Coleman was assigned as an Instructor at Amphibious Warfare School. In 1987, he attended the Marine Corps Command and Staff College.

In 1988, he returned to Okinawa and served as the Operations Officer, 3d Landing Support Battalion; Executive Officer, 3d Maintenance Battalion; and Commanding Officer, Combat Service Support Detachment 35, Contingency Marine Air Group Task Force 4-90.

In June 1991, he reported to HQMC and served as the Logistics Project Officer and Head, Maintenance Policy Section, Installations and Logistics Branch. He was promoted to Lieutenant Colonel in May 1992.

In June 1993, he assumed duty as Commanding Officer, 2d Maintenance Battalion, 2d Force Service Support Group, and in December 1994, was reassigned as the Group Deputy Operations Officer. In August 1995, he reported to the Industrial College of the Armed Forces, National Defense University.

In 1996, he reported to the Pentagon in the Logistics Directorate J-4, as Deputy Division Chief, Logistic Readiness Center.

He was promoted to colonel in July 1997 and returned to Camp Lejeune in 1998 for duty with the 2d Marine Division as the Assistant Chief of Staff, G-4. In April 1999, he deployed to the Balkan Region and served as J-4, Joint Task Force Shining Hope. He assumed command of 2d Supply Battalion in July 1999. In June 2001 he reported to HQMC as the Assistant Deputy Commandant Installations and Logistics (Facilities) and was promoted

to brigadier general in November 2002.

General Coleman reported to 2d Force Service Support Group in June of 2003 and deployed in support of Operation Iraqi Freedom as Commanding General Special Purpose MAGTF until November 2003. He deployed again from February 2004 until June 2004 as Commanding General, Combined Joint Task Force Haiti, in support of Operation Secure Democracy.

General Coleman was assigned as the Director, Personnel Management Division on 1 July 2005 and was frocked to Major General in May 2006.

On 29 September 2006, General Coleman was assigned to his current position and appointed to the rank of Lieutenant General.

Chairwoman Davis, Congressman Wilson, and distinguished Members of the Subcommittee, it is my privilege to appear before you today to provide an overview on Marine Corps personnel.

I. Introduction

We remain a Corps of Marines at war with over 25,000 Marines deployed in support of Operations IRAQI FREEDOM and ENDURING FREEDOM. The young men and women who fill our ranks today recognize the global, protracted, and lethal nature of the challenges facing our Nation, and their dedicated service and sacrifice rival that of any generation preceding them. The individual Marine is our Corps' most sacred resource.

Over the past several years, sustained deployments in Iraq, Afghanistan, and across the globe have kept many Marines in the operating forces deployed as much as they have been home. They have shouldered our Nation's burden and done so with amazing resiliency. Marines understand what is required of the Nation's elite warrior class — to stand up and be counted when the Nation needs them the most. For this, we owe them our unending gratitude.

Marines and their families know that their sacrifices are making a difference, that they are part of something much larger than themselves, and that their Nation stands behind them. Thanks to your continued support, your Marines will stay resolved to fight and defeat any foe today or in the future.

II. End Strength

Active Component End Strength. The Marine Corps grew by over 12,000 Marines in Fiscal Year 2008 and currently stands at over 201,000. We are on pace to reach an active duty end strength of 202,000 by the end of Fiscal Year 2009 – two years ahead of schedule. This historic growth can be attributed to three factors: quality recruiting, historic retention levels, and

reduced attrition. Based on building a robust Delayed Entry Pool Program, we expect these trends to continue into Fiscal Year 2010 allowing us to sustain a 202,000 end strength. While the state of the Nation's economy is a concern for all of us, we expect that it will positively impact both recruiting and retention this year.

We have met our Fiscal Year 2009 aggregate goals for both First Term and Career reenlistments and will meet our accession mission. Attrition levels are projected to remain at or below Fiscal Year 2008 rates. Sustaining the 202,000 end strength will enable your Corps to train to the full spectrum of military operations and improve our ability to address future challenges. This end strength will also enable us to increase the dwell time of our Marines so that they are able to operate at a "sustained rate of fire." Our goal is to achieve a 1:2 deployment-to-dwell ratio for all of our active forces - for every seven months a Marine is deployed, he or she will be back at home station for fourteen months.

Funding. The Marine Corps greatly appreciates the increase in authorized end strength to 194,000 passed in the Fiscal Year 2009 National Defense Authorization Act. In Fiscal Year 2009, we are funding the end strength in excess of 194,000 through supplemental appropriations. The vast majority of our personnel budget is spent on entitlements including compensation, which is a double-edged sword.

Compensation is a principal factor for Marines when deciding whether to reenlist. Private sector competition will always seek to capitalize on the military training and education provided to our Marines. Marines are a highly desirable labor resource for private sector organizations. Competitive and flexible compensation authorities aid the Marine Corps in targeting specific areas and provide the capability to access, retain, and separate as needed. Your support for our Enlistment Bonus and Selective Reenlistment Bonus programs has made a

difference and will continue to be a key to sustaining our end strength and ensuring the right mix, right grades, and overall effectiveness of our Total Force. We appreciate the continued support of Congress in the creation of flexible compensation authorities that allow the Marine Corps to shape your Corps for the 21st Century.

Reserve Component End Strength. Our Reserves continue to make essential contributions to our Total Force efforts in Overseas Contingency Operations, particularly in Iraq and Afghanistan.

As we accelerated our build to 202,000 Active Component Marines during the past fiscal years, we understood that we would take some risk with regard to obtaining our Reserve Component end strength of 39,600. The result has been that the Marine Corps Reserve has seen a continued decline in end strength since Fiscal Year 2007 when we were 1,044 (2.6 percent) below our authorized end strength. That same year, in keeping with our strategic perspective regarding the role of the Reserves, we deliberately targeted 883 experienced and combat-tested Marines to return to the active component in support of the 202,000 plan. In Fiscal Year 2008, another 872 Reserve Marines returned to the Active Component, contributing to a shortfall of 2,077 (5.2 percent) below our authorization. In Fiscal Year 2009, another 197 have returned or are pending return to active duty and we are predicting an end strength of 36,986 (6.6 percent below authorization).

However, we have now refocused our recruiting and retention efforts toward achieving our authorized Reserve Component end strength. These efforts include increasing our Reserve Non-Prior service recruiting mission, lowering our attrition, doubling our incentives budget from \$12 million to \$24 million, and expanding the population eligible to receive incentives. I am confident that these efforts will set us on the right course to recover our authorized end strength

of 39,600. We believe that number is appropriate and provides us with the Marines we require to support the force and achieve our goal of 1:5 deployment-to-dwell ratio. The bonus and incentives provided by Congress, specifically the authorization to reimburse travel expenses to select members attending drill, will be key tools in helping achieve this goal.

III. Recruiting

Our recruiters continue to make their recruiting goals in all areas in support of our Total Force recruiting mission. Our focus in Fiscal Year 2009 will be to continue to recruit quality men and women with the right character, commitment, and drive into our Corps. To meet the challenges in today's recruiting environment, it is imperative that we maintain our high standards both for our recruiters and those who volunteer to serve in our Corps. The Corps must continue to be comprised of the best and brightest of America's youth. We must also remain mindful that the Marine Corps needs to reflect the face of the nation and be representative of those we serve. Our image of a smart, tough, elite warrior continues to resonate with young people seeking to become Marines.

The Marine Corps is unique in that all recruiting efforts (officer, enlisted, regular, reserve, and prior-service) fall under the direction of the Marine Corps Recruiting Command. Operationally, this provides us with tremendous flexibility and unity of command in order to annually meet our objectives. In Fiscal Year 2008, the Marine Corps achieved 100 percent of the enlisted (regular and reserve) ship mission (accessions). In terms of quality, Marine Corps Recruiting Command accessed over 96 percent Tier 1 high school diploma graduates and over 66 percent in the upper Mental Groups of I-IIIAs. In short, we accomplished our recruiting mission, achieved the Commandant's quality standards, and exceeded Department of Defense quality standards.

In Fiscal Year 2009, the Total Force accessions mission is 39,296 and, as of 1 May 2009, we have shipped (accessed) 19,094 applicants, representing over 104 percent of our Total Force mission fiscal year to date. Although recruiting is highly dynamic and fluid, we expect to meet our annual recruiting mission this fiscal year, to include all quality goals. Additionally, we continue to exceed our contracting goals for this fiscal year which ensures we have a population of qualified individuals ready to ship to recruit training as we enter Fiscal Year 2010. Achieving this success, as always, is dependent on your support for our enlistment incentives. We thank you for this support both now and in the future.

Our Officer Selection Teams were also successful in Fiscal Year 2008, accessing 1,900 Second Lieutenants for 100 percent of their assigned mission. In Fiscal Year 2009, we are experiencing great success in our efforts to attract Officer Candidates and commission Second Lieutenants commensurate with our end strength requirements.

For the Reserve Component, the Marine Corps achieved its Fiscal Year 2008 reserve enlisted recruiting goals with the accession of 4,235 non-prior service Marines and 4,501 Prior Service Marines. As of 1 May 2009, we have accessed 2696 non-prior service and 1901 enlisted prior service Marines, which reflects 60 percent of our annual enlisted mission. Again, we expect to meet our reserve recruiting goals this year.

Officer recruiting for our Selected Marine Corps Reserve units is traditionally our greatest challenge. To date, the Officer Candidate Course – Reserve has proven to be the most successful of our reserve officer recruiting programs, specifically focusing on ground-related billets tied to the Force Generation Model. Under this program, individuals attend Officer Candidates School, The Basic School, a Military Occupational Specialty school, and return to a

reserve unit to serve. We commissioned 56 Second Lieutenants in the Reserve in fiscal Year 2008, and we anticipate commissioning between 50 and 75 more this fiscal year.

IV. Retention

Retention complements recruiting as one of the vital elements of building and sustaining the Marine Corps. For enlisted retention, we seek to retain the best and brightest Marines in both our First Term and Career Force to provide the proven technical skills, experience, and Non-Commissioned Officer and Staff Noncommissioned Officer leadership needed to meet our demanding mission. In Fiscal Year 2008, the Marine Corps reenlisted 16,696 Marines including an unprecedented 8,243 First Term Marines. This achievement represented the highest retention rate ever, almost 36 percent, among the eligible First Term population compared to 31 percent in Fiscal Year 2007 and 22 percent in Fiscal Year 2006. Similarly, the Marine Corps achieved a remarkable 77 percent retention rate among the eligible career force compared with 70 percent in Fiscal Year 2007 and 65 percent in Fiscal Year 2006. This achievement contributed to exceeding the annual milestone in our end strength increase plan while maintaining all quality standards.

For Fiscal Year 2009, retention achievement remains exceptionally strong. As of 5 May 2009, we have achieved 7,657 First Term Alignment Plan reenlistments, 104.4 percent of the 7,334 goal. Equally impressive, we have achieved 7,538 Subsequent Term Alignment Plan reenlistments, 101 percent of the 7,464 goal. Altogether, we have achieved 15,195 total reenlistments, or nearly 103 percent of the combined goals. Our continuing retention success remains largely attributable to two important, enduring themes. First, Marines are truly motivated to “stay Marine” because they are doing what they signed up to do — fighting for and

protecting our Nation. Second, they understand our service culture is one that rewards proven performance and takes care of its own.

In regard to the Reserves, officer retention is above historical norms. Enlisted retention, however, remains below historical norms in part due to the priority of building an Active Component end strength of 202,000. For Fiscal Year 2009, we foresee continued higher retention in the Active Component, which will impact the number of Marines transitioning into the Reserves. However, as stated above, we are no longer making a concerted effort to draw personnel from the Reserves to increase our active forces and are refocusing our efforts on increasing Reserve end strength.

V. Marine Corps Reserve

With the achievement of the 202,000 active duty force, we will refocus our recruiting and retention efforts toward achieving our authorized Reserve Component end strength. One of the key recruiting elements and a focus is our Reserve junior officers and meeting our company grade officer shortfalls. As previously noted, the Officer Candidate Course – Reserve has proven to be the most successful of our reserve officer recruiting programs. Our continued success in this area is a notable enhancement to the continuum of service for us and furthers the operational nature of our Reserve forces.

The departments within Headquarters, Marine Corps continue to work with the Office of the Secretary of Defense and Secretary of the Navy to develop implementation plans on the recommendations from the report of the Commission on the National Guard and Reserves. We were represented in all working groups reporting to the Commission's Steering Committee and have participated in all aspects of developing the Department of Defense response to the

recommendations. We believe the spirit and intent of the Commission was very helpful in identifying avenues to strengthen and improve the Total Force.

VI. Civilian Marines

Civilian Marines continue to provide an invaluable service to the Corps as an integral component of our Total Force. With a population of over 33,000 appropriated and non-appropriated funded employees and foreign nationals, Civilian Marines work in true partnership with the active duty and play an important role in supporting the mission of the Marine Corps and Overseas Contingency Operations. Our vision for the future not only defines what the Marine Corps will offer to, but what it expects from, our Civilian Marines. The Marine Corps is committed to improving their leadership skills and opportunities for training and education.

Civilian employees are afforded the opportunity to advance their career development through centrally-managed programs administered through Headquarters, United States Marine Corps. For example, the Marine Corps Acculturation Program provides our civilians with the opportunity to understand their roles in supporting the mission of the Marine Corps — specifically, learning the Marine Corps' culture and history while also concentrating on the strategic mission of local commands. The Civilian Marine Mentoring Program is part of the Civilian Career and Leadership Development program, which helps transform our civilian workforce to face the challenges of the future. A web-based Civilian Workforce Development Application was designed to assist the Marine Corps with managing our civilian workforce development activities.

The Marine has implemented the National Security Personnel System along with other Department of Defense and Department of Navy agencies. Since January 2007, the Marine Corps has converted 6,400 employees to the National Security Personnel System across all

Marine Corps organizations including overseas and field activities. Through this new pay-for-performance system, employees are able to align job objectives to mission. Ongoing performance feedback, both formal and informal, is an important component of the system and is essential to increase employee engagement and foster a high performance culture.

VII. Information Technology

Ensuring accurate, timely pay is supported by our continued efforts to transform our manpower processes by leveraging the benefits of the Marine Corps Total Force System (MCTFS), the Department of Defense's only fully integrated personnel, pay, and manpower system. MCTFS seamlessly serves our active, reserve, and retired members, provides total visibility of the mobilization and demobilization of our reserve Marines, and ensures proper and timely payments are made throughout the process. MCTFS provides one system, one record, regardless of an individual's duty status. According to the most recent Defense Finance and Accounting Service's "Bare Facts" report, MCTFS continues to achieve a pay accuracy rate of over 99 percent for both our Active and Reserve Components. MCTFS has enabled the Marine Corps to move its pay and personnel administration to a predominately self-service, virtually paperless, secure, web-based environment. In Fiscal Year 2008, individual Marines and their leaders leveraged MCTFS' capabilities to process more than 24 million transactions.

VIII. Taking Care of Our Marines and Our Families

While the ideals of service to Corps and Country have not changed, the conditions of service are constantly changing, as are the needs of our Marines and their families. Marines have reasonable expectations regarding housing, schools, and family support, and it is incumbent upon us to support them in these key areas. Marines make an enduring commitment to the Corps

when they earn the title Marine. The Commandant has made it clear that the Corps, in turn, must, and will, continue to make an enduring commitment to every Marine and his or her family.

Transitioning Marine and Family Support Programs To A Wartime Footing. Over the past year, the Marine Corps initiated a multi-year strategy to transition family support programs to a wartime footing. To achieve this, we conducted a series of assessments for the purpose of documenting service levels and evaluating the current state and efficiency of Corps-wide Marine and family support programs and services. We discovered that our commanders needed more specific guidance and resources from us to appropriately take care of their Marines and families or to refer them to available internal or external support services. We also heard the concerns of our Marines and their families and implemented key reforms at every level of command and aboard each installation.

Family Support Programs. The Marine Corps Family Team Building Program (MCFTB) provides a strong support arm to the Unit Family Readiness Program and high-quality training that supports the Marine and family through mission, career and life events. We have expanded and enhanced our pre-, during, and post-deployment training to address the increased demands and potential impacts of multiple, sustained deployments on Marines and their families. We have developed an inventory of Lifeskills training courses that specifically address challenges of military life, both personal and family. Acknowledging the role extended family members play in fostering personal and family readiness, we have expanded our family readiness support to include parents of single Marines. Finally, our MCFTB staff provides Unit Command Teams training on the roles, responsibilities and supporting tools that are available to foster personal and family readiness.

Central to our transformation efforts, we have expanded the depth and breadth of our family readiness training programs and established full-time Family Readiness Officer billets in more than 400 units, who serve as the focal point for families of our Marines. As of May 1, 2009, we have filled 365 of the 415 available positions and will continue to monitor our staffing needs. The Family Readiness Officers will use the Mass Communication Tool, which enables simultaneous broadcast of communication via email, text messaging, or phone, and other technology enhancements to expand communications between Marines and their families.

We have completed assessments at our remote and isolated commands and initiated substantial improvements to infrastructure and quality of life programming with upgraded child care availability and support, playground equipment, youth sports equipment, fitness center equipment, bike paths, and facility improvements. These enhancements will further promote the sense of community required to form strong bonds among our Marine families that contribute so greatly to readiness.

We learned that effective communications with family members is of paramount importance and, for our families with deployed Marines, a critical quality of life requirement. In addition to the Mass Communications Tool described above, we have addressed this issue in a number of ways.

To enhance our morale and recreation capability on installations as well as to better connect Marines and their families, the Marine Corps is installing wireless networks and access points at over 230 facilities across the Marine Corps. We are also testing a Morale-Portable Satellite Communications Suite that provides an internet and web-cam capability to Forward Operating Bases (FOBs) in Afghanistan where traditional "Internet Cafes" are unavailable. This not only provides Marines with an opportunity to connect with their families, but also provides a

recreation outlet at these remote locations. Two systems were delivered to our forces in Afghanistan in December 2008, and initial capability tests in the FOBs have been very encouraging. We will continue testing the fielded units and expect to begin to ramp up full capability by the end of Fiscal Year 2009.

These initiatives and others not only demonstrate the commitment of the Marine Corps to our Marines and their families, but also underscore the significance of Marine and family support to mission readiness. We have advanced the implementation of these initiatives through the use of much-appreciated supplemental funding in Fiscal Years 2008 and 2009. Beginning in Fiscal Year 2010, the Marine Corps intends to sustain funding for these critical program enhancements in our baseline budget, not through supplementals.

Exceptional Family Member Program (EFMP) and Respite Care Program. Last year, I reported on our mission to establish a continuum of care for our Exceptional Family Member Program (EFMP) families. Recommendations from a rigorous internal functionality assessment have been implemented and we are actively helping nearly 6500 families gain access to medical, educational, and financial services that may be limited or restricted at certain duty stations. The program is now fully staffed at both the installation and headquarters levels. A new Case Management System is online and allows the exchange of necessary information and provides a robust reporting capability to program managers.

A Respite Care Program funded by the Marine Corps provides up to 40 hours of care per month to all enrolled families, and can be used in conjunction with the TRICARE Extended Care Health Option (ECHO) benefit. We are obtaining the help of the Bureau of Medicine & Surgery and TRICARE to resolve health care access and availability concerns at several bases, and legal counsel is now on staff to advise our exceptional family members on state and Federal

entitlements and processes. Since expansion of the program, our EFMP families have frequently expressed their appreciation for the support provided by our case managers, who have helped them navigate the paths and nodes to obtain services.

Gaining access to services can be most challenging to families who have members diagnosed with Autism Spectrum Disorder. We sincerely appreciate the increased reimbursement rate for Applied Behavioral Analysis therapy that Congress approved for Fiscal Year 2009. More families will now be able to exercise their option to use the TRICARE ECHO program. However, the highly specialized services these families require are not always available. Additionally, we are evaluating how the Marine Corps can partner with other organizations to increase the availability of these specialized services in geographic areas where they are currently lacking.

School Liaison. The education of over 52,000 school-aged children of Marine Corps parents directly contributes to the overall state of family readiness within our Corps. We recognize that our children, who must often be as mobile as their military parents, face additional challenges associated with frequent moves between schools and educational systems of differing quality and standards. To address these challenges, we established School Liaison billets and are now fully staffed at each of our installations to help parents and commanders interact with local schools and districts.

The School Liaisons advocate for our school-aged children and form partnerships with schools and other agencies in an effort to improve access and availability to quality education and to mitigate education transition issues. School Liaisons are actively involved in efforts to assist school districts in applying for available grants that focus on military school-aged children issues. Complimenting these efforts, the Marine Corps is working with the Department of

Defense to develop an “Interstate Compact on Educational Opportunity for Military Children” to enable reciprocal state acceptance of entrance, subject, testing, and graduation requirements. As of April 30, 2009, 15 states have passed the Interstate Compact, and others are in some stage of the legislative process.

Child Development Program and Meeting Potential Need. To ensure Children, Youth and Teen Programs continue to transition to meet the needs of our families, a functionality assessment was conducted in June 2008 to identify program improvements, such as the development of staffing models to improve service delivery. This year, we are pursuing initiatives in these programs to improve the quality of life for the children of our Marines.

To address a wide variety of identified needs, we are using multiple strategies to increase our child care capacity, such as expanded hours, partnerships, on and off-base family child care, and Child Development Group Home spaces. We are now providing 16 hours of reimbursed respite care per month for families with a deployed Marine, and intend to increase respite care availability aboard our installations. In addition, the Marine Corps has expanded partnerships that provide long and short-term support for Marines and their families who are not located near our major installations. Through our partnership with the National Association of Child Care Resource & Referral Agencies, we have been able to provide an additional 798 child care spaces to geographically dispersed, deployed and severely injured service members’ children.

We are currently providing 11,757 child care spaces and meeting 63.6 percent of the calculated total need. It is important to note that the Marine Corps has initiated rigorous data collection and analysis improvements. As a result, it will be necessary to correct the 2007 annual summary due to identified reporting errors. Our reported rate of 71 percent of calculated total need last year is more accurately stated as 59.1 percent. To meet the Department of Defense

standard of 80 percent of potential need, we would require slightly over 3000 additional spaces. To address this requirement, Congress has funded 915 additional spaces in Fiscal Years 2008 and 2009. The American Recovery and Reinvestment Act and 2009 Overseas Contingency Operations request will provide an additional 1,700 spaces. We are also considering additional modular Child Development Centers, subject to more detailed planning and availability of funds. Continued Congressional support will help us provide these needed facilities. As the needs of our families change, our program is committed to grow and adapt to meet these needs.

Combat Operational Stress Control (COSC). Marine Corps commanders are fully engaged in promoting the psychological health of our Marines, Sailors and their families. To enable leaders, individuals, and families to prepare for and manage the stress of operational deployment cycles, the Combat and Operational Stress Control Program encompasses a set of policies, training, and tools to recognize stress reactions early on and to manage them more effectively within operational units.

Marine leaders are trained by mental health care professionals, with assistance from chaplains in the operating forces, to detect stress problems in warfighters as early as possible, and are provided the resources to effectively manage these stress problems in theater or at home base. This training is also being incorporated into formal Professional Military Education schools for both officers and senior non-commissioned officers, such as the Expeditionary Warfare School and the Staff Non-Commissioned Officer Advanced Course. Additionally, enhanced training tools, such as hyper-realistic combat training in environments engineered to simulate the sights, sounds, and smells of combat, seek to increase Marine and Sailor resiliency to combat stress.

We have staffed full-time COSC training coordinators at each of our Marine Expeditionary Force headquarters. To assist with prevention, rapid identification, and effective treatment of combat operational stress, we are expanding our program of embedding mental health professionals in operational units – the Operational Stress Control Readiness (OSCAR) Program – to directly support all active and reserve ground combat elements and eventually all deployed elements of the Marine Air-Ground Task Force. This year, we begin to formalize the OSCAR program by making mental health professionals organic to the Divisions and Marine Forces Reserve. By Fiscal Year 2011, full OSCAR teams will be fielded to the Infantry Regiment level.

Post Traumatic Stress Disorder (PTSD). The science of diagnosing and treating PTSD continues to evolve. Research studies are underway to identify risk and protective factors to prevent PTSD and other stress-related illnesses such as anxiety disorder or depression. Better screening and referral of at-risk Marines is underway via the OSCAR program and standardized pre- and post-deployment health assessments. This will improve access to care and reduce stigma associated with PTSD. The Departments of Veterans Affairs and Defense have collaboratively established comprehensive guidelines, which are available to all services, for managing post-traumatic stress.

Traumatic Brain Injury (TBI). We continue to see TBI as a significant challenge, one we are meeting in coordination with the Department of Defense and Veterans Brain Injury Center (DVBIC). Many new cases represent older injuries that are just now being diagnosed and our expectation is that, with the institution of the Automated Neuropsychological Assessment Metrics (ANAM) for all Marines, we will discover mild Traumatic Brain Injuries more promptly post-deployment.

While the Marine Corps is providing leadership and resources to deal with this problem, we cannot solve all the issues on our own. The Marine Corps continues to work closely with the newly established Defense Center of Excellence for Psychological Health and Traumatic Brain Injury to advance our understanding of PTSD and TBI, and to improve the care of all Marines. We are gratified by your continued support in this arena through funding of several research initiatives that explore ways to better treat our injured Marines.

Suicide Prevention. The loss of any Marine is a tragedy both for the family and for our Corps. We are actively engaged in prevention and early identification of problems that may increase the risk of suicide. Leaders at all levels are concerned about the increase in the number of suicides, up from 25 in 2006, 33 in 2007, to 42 incidents in 2008. Understanding that there is no single suicide prevention solution, we are committed to having an effect on the individual Marine through leadership and command involvement at all levels. As noted earlier regarding PTSD, we must reduce the stigma sometimes associated with seeking help. The Commandant and Marine Corps leadership are taking proactive action to address this issue. A senior enlisted Marine leader has been hand-selected by the Sergeant Major of the Marine Corps to add unique insight to our efforts in suicide prevention, and the Assistant Commandant (ACMC), through the Executive Safety Board, is directing a series of initiatives which are currently in accelerated development:

- NCO/FMF Sailor Leadership Suicide Prevention Training – A half-day, high impact, relevant workshop has been designed to reach the NCO/FMF Sailor community and facilitate their work with junior enlisted Marines. In the past, 90 percent of suicides were accounted for by E1-E5 Marines. This training should be ready by this summer.

In the interim, an all-hands training on suicide prevention, directed by the APMC, was conducted last month.

- Leadership Suicide Prevention Video Messages – All O-6 and higher commands are producing videos focusing on leadership and suicide prevention to set the climate for stigma reduction and an imperative of prevention.
- Integration of Suicide Prevention and Marine Corps Martial Arts Program – A prevention message will be incorporated in the MCMAP program in a manner appropriate and engaging to reach all Marines.
- Relationship Distress Hotline – Relationship problems, both romantic and marital, remain the number one associated stressor related to suicidal behavior. Suicide is complex and while this is not the only problem, it is the most common. A hotline by phone, email and live internet chat that is marketed specifically to assist with relationship distress and questions may reduce risk of suicide related behaviors that result from this type of stress.

The Marine Corps will continue to aggressively pursue suicide prevention initiatives; reevaluate existing programs designed to reduce the stressors most correlated with suicidal behavior; develop and distribute new prevention programs; and refresh and expand training materials.

Sexual Assault Prevention and Response. Sexual assault is a crime and we take every reported incident very seriously. In addition to the impact on its victims, the corrosive effect on unit and individual readiness is a matter of great concern. The Marine Corps has adopted policy and, in accordance with the Department of Defense's Sexual Assault Prevention and Response (SAPR) program, issued guidance designed to prevent sexual assaults within the Marine Corps and to assist those Marines and Sailors assigned to Marine Corps units affected by sexual assault.

A 2008 Government Accountability Office study reported several shortcomings in our sexual assault prevention program. To address these findings, we are refreshing our training program and have committed to hire four full-time regional Sexual Assault Prevention and Response Program coordinators. We have trained more than 3,000 victim advocates to provide assistance. All Marines receive sexual assault prevention and awareness training upon entry and are required to receive refresher training at least annually. The issue is also incorporated into officer and noncommissioned officer professional development courses and key senior leader conferences and working groups. At the request of our field commanders, we have also increased the number of Marine Corps judge advocates who attend specialized training on prosecution of these crimes and have assembled a mobile training team to teach our prosecutors how to better manage these cases. Last month, the Marine Corps recognized the "April is Sexual Assault Awareness Month" (SAAM) campaign with a number of events throughout the country designed to focus attention on the issue and the need to continue our prevention and response efforts.

Personal Financial Management. In difficult economic times, our Marines and their families face challenges that are no different from the American population in general, such as taking on too much debt, incurring expenses of a new child, and increased housing costs. Our Marines also confront unique challenges because of their service, such as unexpected or short notice deployments, extended separations, and directed permanent reassignments, all of which can compound existing financial difficulties.

Last summer, we conducted a Financial Quick Poll to help determine the level of financial stress on active duty Marines and their families as a result of the downturn in the economy. Of the over 9,000 Active Duty Marines who responded to the survey, 15 percent of

enlisted Marines and 5 percent of officers classified themselves as being in financial distress. Respondents reported that the most frequent financial problems experienced within the past year were increases in utility, rent and insurance costs, and taking on excessive debt.

We appreciate the efforts of the Congress to address the payday lending problem. Following up on that positive legislation, we worked with the Navy-Marine Corps Relief Society to establish a quick assist loan program that offers a \$300 interest-free loan for emergency basic living needs. We also conducted a functionality assessment of our Personal and Financial Management Program in October 2008, and found deficiencies and opportunities for improvement that we are pursuing this year. Anticipating that economic impacts may have become more pronounced, we intend to conduct another survey this year and will continue to monitor the Corps' financial health and the success of our efforts to improve the program.

Casualty Assistance. Our casualty assistance program is committed to ensuring that families of our fallen Marines are treated with the utmost compassion, dignity and honor. We have taken steps to correct unacceptable deficiencies in our casualty reporting process that were identified in Congressional hearings and subsequent internal reviews. Marine Corps commands now report the initiation, status, and findings of casualty investigations to the Headquarters Casualty Section, which has the responsibility to ensure the next of kin, receive timely notification of these investigations from their assigned Casualty Assistance Calls Officer. The Headquarters Casualty Section is a 24-hour-per-day operation manned by Marines trained in casualty reporting, notification, and casualty assistance procedures. These Marines have also taken on the additional responsibility of notifying the next of kin of wounded, injured, and ill Marines. In October 2008, we implemented a mandatory training program for Casualty Assistance Calls Officers that includes a Web-based capability to expand the reach of the course.

This training covers notification procedures, benefits and entitlements, mortuary affairs, and grief and bereavement issues. We will continue to monitor the effectiveness of these changes and make adjustments where warranted.

Recreation for the Recovering Marine. Recognizing the importance of providing recreational opportunities for our wounded, the Marine Corps has partnered with Pennsylvania State University to train recreation professionals on *Inclusive Recreation for Wounded Warriors*. This state-of-the-art training program for military recreation managers ensures that Marines and their families can create a “new normal” as soon as possible. Some of the best practices in place at our installations include bowling, golf, expanded personal fitness training, and a host of alternative activities for those who have been diagnosed with TBI, such as yoga, meditation, deep and shallow aquatic classes, personalized swim coaches, wall climbing, nutritional counseling, and referral to the “Back on Track” program.

Obtaining Quality of Life Feedback. The Commandant of the Marine Corps regularly conducts town hall meetings at our installations to hear the concerns of our Marines and their spouses. This provides him an opportunity to address individual concerns and issues, as well as helps our program managers identify systemic concerns. Having had the opportunity to participate in some of these town halls, I am encouraged by the progress we are making in identifying and addressing real Quality of Life concerns. As an example, we are participating in a working group with the Navy Bureau of Medicine & Surgery and TRICARE to resolve health care access and availability issues identified at several bases.

In late 2007, the Marine Corps conducted its fourth Quality of Life in the Marine Corps Study (prior studies were conducted in 1993, 1998, 2002). This is the first study conducted since the start of OIF/OEF, and it measured Marines and their spouses' perceptions and satisfaction

with the quality of life across a wide range of issues. As a statement of the morale and character of today's Marine, this most recent study found that, despite the Overseas Contingency Operations and the high operational tempo, Marines and family members are generally satisfied with their mission and the support provided to them by the Marine Corps. The most significant finding was that Marines with a recent deployment history actually have a slightly higher overall Quality of Life score than those without a deployment history.

The study also found that there was an increase in overall and specific satisfaction across the board for spouses when compared with the results from the 2002 study. In fact, the overall Quality of Life score for the spouses was the highest seen for any of the respondent groups (Marines assigned to an installation, independent Marines, and recruiters) considered in this study. Spouses greatly appreciate the health care benefits provided by the Marine Corps, the quality of professional child care they receive, and the educational opportunities for their children. These factors and others had a positive impact on the family decision to remain part of the Marine Corps.

We will continue to evaluate the findings from this important study in an effort to sustain the many QOL improvements and transformation efforts outlined in my statement.

IX. Wounded Warrior Regiment

The Marine Corps is proud of the positive and meaningful impact that the Wounded Warrior Regiment is having on wounded, ill, and injured Marines, Sailors, and their families. Less than two years ago, we instituted a comprehensive and integrated approach to Wounded Warrior care and unified it under one command. The establishment of the Wounded Warrior Regiment reflects our deep commitment to the welfare of our wounded, ill and injured, and their families throughout all phases of recovery. Our single activity provides active duty, reserve, and

separated Marines with non-medical case management, benefit information and assistance, resources and referrals, and transition support. The nerve center of our Wounded Warrior Regiment is our Wounded Warrior Operations Center, where no Marine or family member is turned away.

The Regiment strives to ensure programs and processes adequately meet the needs of our wounded, ill, and injured and that they remain flexible to preclude a one-size-fits-all approach to that care. For example, we have transferred the pay and entitlements auditing authority from the Defense Finance and Accounting Service in Kansas City directly to the Wounded Warrior Regiment, where there is a comprehensive awareness of each wounded Marine's individual situation. We have also designed and implemented a Marine Corps Wounded, Ill, and Injured Tracking System to maintain accountability and will eventually be used to facilitate case management for the Wounded Warrior Regiment Comprehensive Transition Plan. To ensure effective family advocacy, we have added Family Readiness Officers at the Regiment and our two battalions to support the families of our wounded, ill, and injured Marines.

To enhance reintegration, our Job Transition Cell, manned by Marines and representatives of the Departments of Labor and Veterans' Affairs, has been proactively reaching out to identify and coordinate with employers and job training programs to help our wounded warriors obtain positions in which they are most likely to succeed and enjoy promising careers. One example is our collaboration with the U.S. House of Representatives to establish their Wounded Warrior Fellowship Program hiring disabled veterans to work in Congressional offices.

The Marine Corps also recognizes that the needs of our wounded, ill, and injured Marines and their families are constantly evolving. We must ensure that they are equipped for success in

today's environment and in the future. In May 2008, the Regiment stood up the Future Initiatives and Transformation Team to assess current capabilities and develop future programs to ensure the Wounded Warrior Regiment anticipates and meets emerging requirements. The Regiment has also stood up an Assessment Cell as part of the Future Initiatives and Transformation Team to conduct assessments of WWR programs and services to obtain actionable data for comprehensive program adjustment and improvement.

One of the Regiment's most effective accomplishments thus far is the "Sergeant Merlin German Wounded Warrior Call Center." Established in December 2007, the Call Center is available 24/7 for Marines and Marine Veterans for assistance with benefit information and assistance, resources and referrals, and community reintegration needs. Our Wounded Warrior Call Center not only receives calls from active duty and former Marines but also conducts important outreach calls. Since December 2007, we have contacted over 9,800 Marines and Marine Veterans wounded, ill, or injured since September 2001 to assess how they are doing and to offer our assistance. Our Call Center has been critical to our success in helping wounded, ill, and injured Marines and in averting potentially tragic circumstances. Our trained Call Center staff is primarily former and retired Marines or family members of Marines. These dedicated individuals are not only skilled at providing help, but they also share a common bond with those they serve. This bond brings a sense of familiarity that enhances the help process. Our resident Call Center capability also gives the Marine Corps the flexibility to make outreach calls that target specific populations thought to be at higher risk for problems or requiring specific information. One example of this was our outreach to the Marines assigned to the Personnel Recovery Platoons whose mission is to recover the remains of fallen Marines and who have experienced the trauma of the battlefield to a degree and frequency that few others encounter.

Additionally, we use our Call Center to keep wounded warrior Marines and families informed about benefits changes or other changes in laws or policies that will impact them. Now that the new Servicemembers' Traumatic Group Life Insurance policy changes have been implemented, we are using our Call Center to contact wounded and injured Marines and Marine Veterans to advise them of the enhanced benefits and relay to them the procedures for applying for the benefits. Our commitment to gaining and maintaining contact with all our wounded, ill, and injured Marines, including those that have returned to full duty, has prompted us to increase our Call Center capability by adding Call Centers at each of our Battalions located at Camp Lejeune, NC and Camp Pendleton, CA. "Once a Marine, Always a Marine" is not a recruiting slogan. It is the philosophy that it is at the heart of our brotherhood and guides our efforts to care for wounded warriors.

It is this same philosophy that is behind our reinvigoration of the Marine For Life mission, which assists the 27,000 Marines each year who leave active duty. This separate program falls under the Wounded Warrior Regiment and assists in the transition by connecting these Marines with "Marine friendly" employers and mentorship opportunities and providing educational assistance by utilizing Marine For Life HomeTown Links who are strategically located and working in communities throughout the United States.

The Wounded Warrior Regiment has made great strides in achieving a holistic approach to wounded warrior care. We are particularly dedicated to ensuring our Marines not only survive, but that they thrive – whether they return to duty or reintegrate to their communities. Supported by the passage of the Fiscal Year 2008 National Defense Authorization Act, the Marine Corps is aggressively moving forward in our efforts to institute improvements to the care, management, and transition of recovering Marines and their families. Recovery Care

Coordinators have been hired, trained, and detailed to support our wounded, ill, and injured. Working with others currently providing care support and services they will oversee the development of the Wounded Warrior Regiment Comprehensive Transition Plan for each wounded, ill, or injured Marine that will serve as their individual roadmap whether they are focused toward a return to duty status or separation and community reintegration. These caring and dedicated professionals monitor the execution of services across the continuum of care from recovery through rehabilitation to reintegration.

The network of support provided by the Wounded Warrior Regiment will continue to the Marine's hometown via our District Injured Support Cells. Manned by active duty Marines, these cells are established throughout the country to conduct face-to-face visits and telephone outreach to reserve and veteran, wounded, ill, and injured Marines. The Wounded Warrior Regiment will continue to develop those relationships that allow us to care for and advocate for our Marines and Marine Veterans. Our Nation has a reasonable expectation that her Marines will receive the care and support they need and deserve, whether this support is provided by the Marine Corps, the Department of Veterans Affairs, Veterans Service Organizations, or the many local and state governmental and non-governmental agencies.

As we continue to improve the care and management of our Nation's wounded, the Marine Corps is grateful to have the support of Congress. In addition to the support provided in the Fiscal Year 2009 National Defense Authorization Act, I would like to thank you for your personal visits to our Wounded Warriors in the hospital wards where they are recovering and on the bases where they live. The Marine Corps looks forward to continuing to work with Congress in ensuring that our wounded, ill and injured Marines receive the best care, resources, and opportunities possible.

X. Conclusion

As we continue to fight Overseas Contingency Operations, the Marine Corps will be required to meet many commitments, both at home and abroad. While we have, to date, made impressive strides toward our Fiscal Year recruiting, retention, and end strength goals, we must remember that this is a Total Force effort. It is individual Marines who are our most precious asset, and we must continue to attract and retain the best and brightest into our ranks.

Marines are proud of what they do. They are proud of the “Eagle, Globe, and Anchor” and what it represents to our country. With your support, a vibrant Marine Corps will continue to meet our Nation’s call.

Thank you for the opportunity to present this testimony.

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DEPARTMENT OF THE AIR FORCE
PRESENTATION TO THE SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: AIR FORCE MILITARY PERSONNEL BUDGET OVERVIEW

STATEMENT OF: LIEUTENANT GENERAL RICHARD Y. NEWTON, III
DEPUTY CHIEF OF STAFF, MANPOWER AND PERSONNEL
UNITED STATES AIR FORCE

NOT FOR PUBLICATION UNTIL RELEASED
BY THE COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

LIEUTENANT GENERAL RICHARD Y. NEWTON III



BIOGRAPHY

UNITED STATES AIR FORCE

LIEUTENANT GENERAL RICHARD Y. NEWTON III

Lt. Gen. Dick Newton is the Deputy Chief of Staff for Manpower and Personnel, Headquarters U.S. Air Force, Washington, D.C. General Newton serves as the senior Air Force officer responsible for comprehensive plans and policies covering all life cycles of military and civilian personnel management, which includes military and civilian end strength management, education and training, compensation, resource allocation, and the worldwide USAF services program.

Born at Forbes Air Force Base, Kan., General Newton hails from an Air Force family and graduated from the U.S. Air Force Academy in 1978. His command assignments include the first B-2 squadron, a B-1B operations group and a B-52 wing. He served at Headquarters U.S. Air Force as a planner and then executive officer for the Deputy Chief of Staff for Plans and Operations, and later as Deputy Director for Strategic Plans and Future Systems for the Deputy Chief of Staff for Personnel.

His joint assignments include serving as the executive assistant to the Director, Strategic Plans and Policy (J5), with later assignment as Deputy Director for Information Operations, and Deputy Director for Global Operations in the Operations Directorate (J3) on the Joint Staff, followed by duty as the Director, Plans and Policy (J5), U.S. Strategic Command. Most recently he served as the Assistant Deputy Chief of Staff for Operations, Plans and Requirements, Headquarters U.S. Air Force.

General Newton is a command pilot with over 2,900 flying hours in a variety of aircraft, including the B-2, B-1B, B-52 and T-38.

EDUCATION

1978 Bachelor of Science degree in history, U.S. Air Force Academy, Colorado Springs, Colo.

1983 Master of Arts degree in management, Webster University, St. Louis, Mo.

1991 Air Command and Staff College, Maxwell AFB, Ala.

1996 Master of Science degree in national security strategy, National War College, Washington, D.C.

2000 National Security Management Course, The Maxwell School, Syracuse University, N.Y.

2004 National Security Leaders Course, The Maxwell School, Syracuse University, N.Y.

2005 Executive Program for Russian and U.S. General Officers, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.



LIEUTENANT GENERAL RICHARD Y. NEWTON III

2006 Joint Flag Officer Warfighting Course, Maxwell AFB, Ala.
 2008 Leadership at the Peak, Center for Creative Leadership, Colorado Springs, Colo.
 2008 Pinnacle, Joint, Coalition and Interagency Studies, National Defense University, Fort Lesley J. McNair, Washington, D.C.

ASSIGNMENTS

1. July 1978 - November 1979, student, undergraduate pilot training, Laughlin AFB, Texas
2. November 1979 - September 1983, T-38 instructor pilot and assistant wing executive officer, 47th Flying Training Wing, Laughlin AFB, Texas
3. September 1983 - October 1984, Air Staff training assignment, Washington, D.C.
4. October 1984 - December 1987, B-52G aircraft commander, instructor pilot and flight examiner, 379th Bomb Wing, Wurtsmith AFB, Mich.
5. December 1987 - May 1989, planner, Strategic Offensive Forces Division, Headquarters U.S. Air Force, Washington, D.C.
6. May 1989 - July 1990, assistant executive officer, Deputy Chief of Staff for Plans and Operations, Headquarters U.S. Air Force, Washington, D.C.
7. July 1990 - June 1991, student, Air Command and Staff College, Maxwell AFB, Ala.
8. June 1991 - August 1993, B-1B aircraft commander, instructor pilot, flight commander and squadron operations officer, 28th Bomb Wing, Ellsworth AFB, S.D.
9. August 1993 - August 1995, Commander, 393rd Bomb Squadron, Whiteman AFB, Mo.
10. August 1995 - June 1996, student, National War College, Washington, D.C.
11. June 1996 - July 1997, Chief, Initiatives Branch, Deputy Director for International Negotiations, Strategic Plans and Policy, the Joint Staff, Washington, D.C.
12. July 1997 - July 1998, Chief, Long Range Policy Planning cell, then executive assistant to the Director, Strategic Plans and Policy, the Joint Staff, Washington, D.C.
13. July 1998 - January 2000, Commander, 28th Operations Group, Ellsworth AFB, S.D.
14. February 2000 - December 2001, Commander, 5th Bomb Wing, Minot AFB, N.D.
15. December 2001 - August 2002, Deputy Director, Developing Aerospace Leaders Support Office, Deputy Chief of Staff for Personnel, Headquarters U.S. Air Force, Washington, D.C.
16. August 2002 - August 2003, Deputy Director, Strategic Plans and Future Systems, Deputy Chief of Staff for Personnel, Headquarters U.S. Air Force, Washington, D.C.
17. August 2003 - April 2004, Deputy Director for Information Operations, Operations Directorate, the Joint Staff, Washington, D.C.
18. April 2004 - July 2005, Deputy Director for Global Operations, Operations Directorate, the Joint Staff, Washington, D.C.
19. July 2005 - July 2006, Director, Plans and Policy (J5), U.S. Strategic Command, Offutt AFB, Neb.
20. July 2006 - January 2008, Assistant Deputy Chief of Staff for Operations, Plans and Requirements (A3/5), Headquarters U.S. Air Force, Washington, D.C.
21. January 2008 - present, Deputy Chief of Staff for Manpower and Personnel (A1), Headquarters U.S. Air Force, Washington, D.C.

FLIGHT INFORMATION

Rating: Command pilot
 Flight hours: More than 2,900
 Aircraft flown: B-2, B-1B, B-52G and T-38

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal with two oak leaf clusters
 Legion of Merit
 Meritorious Service Medal with silver oak leaf cluster
 Air Force Outstanding Unit Award with "V" device and three oak leaf clusters
 Combat Readiness Medal

EFFECTIVE DATES OF PROMOTION

LIEUTENANT GENERAL RICHARD Y. NEWTON III

Second Lieutenant May 31, 1978
First Lieutenant June 1, 1980
Captain June 1, 1982
Major March 1, 1988
Lieutenant Colonel March 1, 1992
Colonel Oct. 1, 1996
Brigadier General Aug. 1, 2003
Major General May 26, 2006
Lieutenant General Jan. 7, 2008

(Current as of January 2009)

INTRODUCTION

Today's strategic environment features a complex landscape of global actors and events that have far reaching implications. Within this landscape, our Air Force is answering those challenges and opportunities through our ability to think and act globally; providing unrivaled global positioning, navigation and timing through advanced space infrastructure; streaming video of the battleground to troops on the ground through Intelligence, Surveillance and Reconnaissance (ISR) assets; and, many more capabilities as part of the Joint team. Airmen are our focal point for providing the critical capabilities that the Air Force contributes for winning today's fight. And, while the Air Force has innovative technologies and equipment, it is the hard work of our dedicated men and women in uniform and civilians that underscores our success.

The Air Force is focused on five priorities: reinvigorating the Air Force nuclear enterprise; partnering with the Joint and Coalition teams to win today's fight; developing and caring for Airmen and their families; modernizing our Air and Space inventories, organizations, and training; and recapturing acquisition excellence. Airmen are prominently featured in each priority; our proposed end strength, recruiting and retention efforts, force development, initiatives to care for Airmen and their families; and strategic roadmap is focused toward these priorities. Our Airmen are critical to mission success.

END STRENGTH

In the FY 2010 PB, our programmed Active Duty end strength is 331,700 starting in FY10 and increasing to 332,800 from FY12 through FY15. Our programmed civilian end strength is 179,152 starting in FY10, growing to 193,840 by FY15. Programmed Air Force Reserve end strength is 69,500 in FY10, increasing to 72,100 in FY13 through FY15, while Air National Guard end strength is 106,700 in FY10 through FY15. Increases in Air Force Active Duty, civilian and Reserve end strength are due to both new and emerging missions, as well as the need to robust existing missions.

In the FY10 PB, the Air Force funded 2,500 military positions to establish an Air Force Global Strike Command and support Nuclear Enterprise capabilities, as well as 400 military positions to establish a Cyber Numbered Air Force. We also funded 1,000 military positions to operate Project Liberty and 600 military and civilian positions starting in FY10, increasing to 1,000 positions by FY13 through FY15 to

support enhanced Irregular Warfare capabilities. To support new and emerging missions for Air Force Special Operations Command, Air Force funded 500 military positions starting in FY10, growing to 2,200 by FY15. To increase MQ-1 Predator, MQ-9 Reaper, and Distributed Common Ground Systems operational capability to 50 Combat Air Patrols, we funded 4,100 military positions. The FY10 budget also funds 2,700 military positions to support aircraft maintenance capability. In efforts to achieve Acquisition Excellence, we funded 500 military and civilian positions starting in FY10, increasing to 2,100 positions by FY13 through FY15. The Air Force increased Defense Health Program military positions by 1,700 starting in FY10, growing to 2,800 positions by FY12 through FY15 to reverse planned medical service military-to-civilian conversions. Additionally, we funded 1,200 civilian administrators for Squadron Commanders' Support Staff. Finally, the FY10 budget includes 2,500 civilian positions starting in FY10, increasing to approximately 14,000 positions from FY13 through FY15 to conduct contractor-to-civilian in-sourcing.

FY09 President's Budget	FY09	By FY13
Active Duty	316,600	316,600
Civilian	171,313	172,412
Reserve	67,400	67,700
Guard	106,700	106,700

As of 31 March 2009:	Actual End Strength	Officers	Enlisted	Civilians	Cadets
Active Duty	330,610	64,313	261,886	162,526	4,411
Reserve	66,150	14,533	51,617		
Guard	108,548	14,234	94,314		

FY10 President's Budget (programmed)	Beginning FY10	FY15
Active Duty	331,700	332,800 from FY12 through FY15*
Civilian	179,152	Increasing to 193,840 by FY15*
Reserve	69,500	Increasing to 72,100 in FY13-FY15*
Guard	106,700	106,700

*Increases due to new and emerging missions & need to robust existing missions

RECRUITING

The growth in end strength goes hand-in-hand with an increase in our recruiting efforts...and it goes beyond finding the right numbers. We must also ensure the right quality and right skills are present in potential candidates so they can effectively perform and support the Air Force's diverse & essential missions.

One factor that can positively or negatively impact recruiting is the economy. Although the worsening economy has increased the number of walk-in prospects, there continues to be a national decline in the quality of the target demographic. Today, only 27% of the American youth population between the ages of 17 and 24 are qualified for military service (Woods & Pooles, 2006). Consequentially, we must

apply a rigorous selection criteria to potential recruits in order to effectively match future Airman skills and attributes with our essential combat requirements.

Our recruiting force continues to achieve the enlisted accession mission admirably despite the challenges which include increasing the number of recruits, the decline in eligible population, and a decline in the number of recruiters and recruiting resources. Since 2000, the Air Force enlisted 288,583 Airmen towards a goal of 285,059 for 101% mission accomplishment. To date in FY09, we are on track to meeting our Total Force (Active, Guard and Reserve) enlisted accession goals.

The Air Force Recruiting Service has also had 100% success at filling every enlisted recruit requirement for physically demanding and highly skilled “hard-to-fill” jobs since 2001. Congressional assistance, coupled with recruiters’ hard work, allowed us to continue to meet all requirements for Combat Controller; Para-rescue; Tactical Air Control Party; Explosive Ordnance Disposal; Security Forces; Linguist; and Survival, Evasion, Resistance, and Escape instructors. Recruits who choose to enter these career fields are offered an Initial Enlistment Bonus ranging from \$2,000 to \$13,000, depending on the career specialty and term of enlistment. These are the only fields offering enlistment bonuses for FY09.

We achieved mission goals in our line officer accession programs, but we continue to struggle in the area of health professions. For FY09, the line officer active-duty requirement is 3,459, which we are on track to achieve. In the health professions, we recruited 15 doctors for FY09 (12.7% of requirement), 14 dentists (66.7%), 136 nurses (49.5%), 65 biomedical scientists (19%), and 35 medical administrators (100%). Considerable challenges exist for attracting candidates from the private sector. Therefore, we’ve implemented a long-term “grow our own” strategy by offering more medical school scholarships in student-based markets. We have 449 available scholarships with 203 are already committed (45.2%). With Spring medical school acceptance letters yet to be released from most institutions, we are on target for this year.

RETENTION

We are also on track toward meeting our priorities because we continue to invest in retaining the high caliber men and women who we recruited, trained and developed. While the Active Duty enlisted retention rate finished below our FY08 goal, we achieved success in all other sectors of retention, meeting or

exceeding aggregate retention goals in our Active Duty officer corps and in our Air National Guard and Air Force Reserve forces. This positive trend has continued into FY09. At the end of the 2nd quarter, all components were trending to meet or exceed goals. However, this slight upward trend masks retention concerns with some of our stressed specialties that continue to experience significant shortfalls. We will continue to rely heavily on bonuses and quality of life initiatives to resolve these shortages.

While retention is strong among the officer corps, we continue to monitor specific areas of concern among the Health Professionals, Control & Recovery, and Contracting fields, and have implemented action plans to meet retention goals. An additional \$65M in medical bonuses (targeted to physicians, nurses, dentists and biomedical specialists) and a new Control & Recovery Critical Skills Retention Bonus (CSRB) was approved to address FY09 challenges. A similar CSRB for contracting officers is in coordination.

The Air Force's ability to retain experienced healthcare personnel past their initial commitment has declined, compounding our recruiting challenges. Retention at the 10-year point is ~27% for physicians, ~40% for dentists, ~31% for nurses, ~33% for biomedical sciences officers and ~64% for administrators. Air Force continues to develop accession and retention incentives to ensure the right mix of health professionals.

After finishing below FY08 goals for the enlisted force, we began showing positive retention trends across all three zones. We are, however, still slightly below goal in Zones A (17 months through 6 years of service (YOS)) and C (10 through 14 YOS). The Selective Reenlistment Bonus (SRB) continues to be our most effective monetary retention tool, an avenue made possible by the strong support of Congress. SRB funding budgeted for FY09 and requested for inclusion in FY10 through FY15 budgets is sufficient to address current retention concerns, and grade and skill imbalances. Through that funding, the Air Force is well-positioned to meet FY09 retention goals and ensure we retain the right Airmen, with the right skills, at the right time to meet our expeditionary requirements.

FORCE DEVELOPMENT

The Air Force's commitment to developing our people is an important non-monetary retention tool that pays dividends not only for Airmen, but for the Air Force's ability to manage its Human Capital and

meet the needs of the Joint environment. Force Development (FD) has evolved from a concept, to the way we grow Airmen using a set of educational, training and experiential development tools.

Our newest efforts have been to establish processes for continually ensuring FD meets current and future mission requirements. This year, we chartered FD panels, comprised of senior leaders, to review our developmental processes to ensure they describe requirements, align programs, and link investments with outcomes. We also established two panels to synchronize force development: the Air Force Learning Committee and Expeditionary Skills Senior Review Group. These groups serve as forums to vet potential changes to our institutional development programs, such as the requirement to increase nuclear content within professional military education forums.

We are working to holistically review officer, enlisted and civilian developmental education programs to ensure a logical, efficient and effective continuum to build Air Force, Joint leaders now and for the future. Specifically, we're focused on invigorating Air Force mission areas such as cyber, nuclear and acquisitions through institutional education programs such as professional military education, fellowships, internships and advanced academic degrees.

Finally, we recognize our Total Force Airmen must be cross-culturally competent and capable of employing cultural, regional, foreign language, and negotiation skills sets anywhere in the world. To this end, the CSAF recently approved the Culture, Region, and Language Flight Plan, providing a framework to expand and employ cross-cultural capacity within the Air Force.

CARING FOR AIRMEN

Airmen can focus on the mission when they have positive ways to rejuvenate from stress and know their families are safe and secure. We are indeed committed to taking care of Airmen and their families.

We have a solemn obligation to provide care and assistance for seriously wounded, injured or ill Airmen. The Air Force Mortuary Affairs Operation at Dover Air Force Base was activated as part of our expanded Warrior and Survivor Care program. This organization combines all Air Force Services Agency mortuary capabilities with Dover Port Mortuary to enhance shared expertise and information and provide effective and efficient services to families of our fallen members.

The Family Liaison Officers extend support to families of the fallen and combat-wounded Airmen, as well as to families of *all* seriously-injured Airmen who are receiving medical treatment away from their home unit. Family Liaison Officers provide a wide variety of assistance including local transportation, lodging arrangements, assistance with benefits, and referral to various agencies available to assist wounded, ill, and injured members, their families, and families of the fallen.

Last year, we began the Air Force Recovery Care Coordinator program to be the single point of contact to assist seriously injured, ill, and wounded Airmen through the non-clinical aspects of their recovery. Our Recovery Care Coordinators work directly with hospitalized Airmen to develop individualized recovery plans that contain goals and a record of non-clinical assistance provided to our Airmen.

Our Air Force Wounded Warrior Program staff keeps in contact with our medically-retired wounded Airmen for a minimum of five years and provides a wide-range of assistance, including employment and benefits counseling and referral to a variety of agencies designed to assist wounded veterans. New Air Force policies offer opportunities for them to regain a career path with the Air Force, compete for promotions, and receive priority retraining opportunities if they are no longer qualified in their Air Force Specialty Code. For wounded Airmen with disability ratings of 30 percent or greater and who elect medical retirement or can no longer stay because of their wounds, the Air Force will facilitate offers of civil service positions.

CARING FOR FAMILIES

Air Force families lead challenging lives that include multiple deployments and frequent relocations, in addition to normal life stressors. Readily available, quality and affordable child care and youth programs continue to be a workforce issue with direct impact on mission readiness.

Over the past year, we tackled important issues for Air Force families, including expanding child care capacity, increasing child care support for Guard and Reserve families, improving financial readiness, and providing opportunities for children of Airmen whether they reside on military installations or in civilian communities throughout the United States.

We continued to increase available, affordable, quality child care spaces for Airmen. Thanks to the temporary legislative authority for child care projects, the “Growing Child Care Spaces” initiative funded 18 minor construction projects to increase available child care by 1,242 spaces. Seven additional Military Construction projects were approved, which will further increase child care spaces by 1,718. We funded 7 additional facilities through the economic stimulus package and will produce 836 more spaces as a result. When all funded construction is complete, our known child care space deficit will be eliminated. Our next challenge will be to renovate or replace the aging infrastructure at child development and youth centers.

The Air Force leans forward to assist Airmen who need additional child care during changing shifts or extended duty days. The Air Force Expanded Child Care program provides 16,000 hours of child care each month during non-traditional hours at no cost to the military member.

During 2008, we expanded the Air Force Home Community Care program to provide free in-home quality child care during scheduled drill weekends, which reduced out-of-pocket expenses for Air Reserve and Air National Guard members. This program offers the same level of quality child care as is available on military installations. The program includes 43 participating family child care homes in 36 locations typically isolated from active duty bases.

STRATEGIC INITIATIVES

There are several strategic initiatives on the horizon to increase the Air Force’s ability to develop and care for Airmen and provide increased fiscal stewardship. We are completing a comprehensive review of our Voluntary Education Program, includes Military Tuition Assistance (Mil TA) policy, to ensure we have a strategic vision that links Voluntary Education with the Air Force’s overarching Force Development (FD) construct. We are partnering with the Office of the Secretary of Defense and other services to ensure Mil TA policy is consistently applied, ultimately ensuring appropriate stewardship of limited Mil TA funds.

We are leveraging information technology to enhance and standardize AF-wide Force Development. Our “next big thing” is to ensure our Information Technology (IT) tools continuously assess and close the gap between today’s, and tomorrow’s, human capital inventory and our mission requirements. We owe Airmen, supervisors, mentors, Career Field Managers, and Development Teams an integrated suite of FD IT

tools that provides them with actionable information. In place of static career pyramids or planning diagrams, we are moving towards a dynamic, web-based Career Path Tool. Online forums for mentoring and sharing career field updates are gaining momentum, and officer and civilian modules are already in development. Our officer Development Teams are using more precise tools for vectoring and making school selections.

We recently completed a groundbreaking research project to measure performance of services-specific programs and activities and gain insight into how Airmen define quality of life and their perceptions regarding overall wellness as it relates to their jobs, compensation, family, and leisure activities. While the research findings confirmed we are doing a good job of taking care of Airmen, the food service programs were considered our weakest area. This validated our earlier selection of food service transformation as an important strategic initiative, which will take advantage of cutting-edge models of leading college, university, and corporate campuses to improve food quality, variety, and nutritious value; increase efficiency; maintain our organic war-fighting food service capability; and save money.

CONCLUSION

The Air Force is leaning forward and focused on our top five priorities. Airmen are critical to successful operations at home-station and in executing Joint and Coalition missions around the world. Congress' continued support of our initiatives to attract, develop and sustain talented and diverse Airmen and their families is mission-essential. Our efforts to effectively manage end strength, and to recruit and retain, train, develop and care for Airmen and their families will enable our Air Force to "*fly, fight and win...in air, space and cyberspace.*" We greatly appreciate your unfailing support to the men and women of our great Air Force.

Thank you. I look forward to your questions.

**WITNESS RESPONSES TO QUESTIONS ASKED DURING
THE HEARING**

MAY 21, 2009

RESPONSES TO QUESTIONS SUBMITTED BY MS. BORDALLO

Ms. MCGINN. The Department supports the President's Budget. The end strengths for the Reserve components are as follows:

Army National Guard	358,200
Army Reserve	205,000
Navy Reserve	65,500
Marine Corps Res.	39,600
Air Force Reserves	69,500
Air National Guard	106,700
Coast Guard Reserves	10,000
Total	<hr/> 854,500

[See page 20.]

Ms. MCGINN. The percentages of Service members who enter active duty that can be expected to remain until the 20-years-of-service point and retirement is as follows:

<u>Service</u>	<u>Officer</u>	<u>Enlisted</u>
Army	36%	13%
Navy	35%	13%
USMC	35%	8%
USAF	40%	22%

The continuation rates are consistent with historical rates and what managed attrition and career field manpower pyramids demand of retention to maintain a balanced force. Desired retention is a component of end strength and grade requirements. Strength is generally derived from three components that must be continually balanced—recruiting capable people, controlling initial term attrition, and retaining the skill and grade mixes required to fill the critical military structures. The continuation rates across the Military Departments are further complicated by the needs of specific military occupational specialties within each of the Services which have varying manpower grade structures. [See page 21.]

RESPONSE TO QUESTION SUBMITTED BY DR. FLEMING

Ms. MCGINN. In answering this question, the Department's assumption is that the question refers to the high-level valor awards that are common to all Military Departments, which includes: The Medal of Honor, Service Crosses (Distinguished Service Cross—Army; Navy Cross—Navy and Marine Corps; Air Force Cross—Air Force), and Silver Star.

There have been no changes to the Department's valor award criteria. The Department's policies and procedures for awarding valorous decorations and awards are outlined in Department of Defense *Manual of Military Decorations and Awards*, DOD 1348.33-M. The manual promulgates, without elaboration, valor award criteria as stipulated by statute and Executive Orders. Application and adherence to the criteria in recognizing the valorous actions and performances of Service members fall primarily under the purview of the Secretaries of the Military Departments. The Military Department Secretaries are directed by Department of Defense policy to establish procedures in their respective Departments to ensure compliance with the policies and procedures outlined in the Department's *Manual of Military Decorations and Awards*.

Additionally, there have been no changes to the valor award criteria contained in each respective Military Department's military decorations and awards manuals, regulations, or instructions. [See page 23.]

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

MAY 21, 2009

QUESTIONS SUBMITTED BY MR. LOEBSACK

Mr. LOEBSACK. What is each of the Services doing to improve access to family support services, including child care, for both the active duty and the Reserve Components? What challenges do you face in providing family support to the Reserve Components? What plans are in place to overcome these challenges? Do you believe that sufficient resources are allocated to make families of the Reserve Components aware of the services available to them?

General ROCHELLE. In 2007, the Army unveiled the Army Family Covenant, a commitment to provide Soldiers and their Families a quality of life commensurate with their level of service and sacrifice to the Nation. In the two years since the Covenant was unveiled, the Army has developed aggressive improvement strategies resulting in significant improvements in Soldier and Family quality of life, including Family programs and services; increased accessibility to health care; improved housing; excellence in schools, child, and youth services; and expanded education and employment opportunities for Family members.

Since the Covenant's inception the Army has implemented the Army National Guard's Yellow Ribbon Reintegration Program to minimize stresses of military service, particularly the stress of deployment and Family separation. We have added more than 1,000 Family Readiness Support Assistant positions to enhance administrative and logistical support to Family Readiness Groups. We also established Army OneSource to provide Soldiers and their Families access to standardized services, programs, and support. We supported 249 Army National Guard Family Assistance Centers, which provide Soldiers and Families support services, regardless of geographic location, and expanded community-based outreach to geographically dispersed children of deployed Active, Guard, and Reserve Soldiers through *Operation: Military Kids*.

Reaching geographically dispersed Soldiers and Families with information and services, especially those in the Reserve Component, is one of our greatest challenges. In 2008, the National Guard Bureau created the Soldier Family Services and Support Division to provide Family program resources, guidance, and training to all states and territories. The Reserve Component also communicate consistently with State Offices or subordinate commands to improve processes and update programs based on changing needs. Through coordination with the Reserve Component, we will continue to improve programs and services and ensure all Soldiers and Families are aware of the programs and services available to them.

Through the Army Family Covenant, Army leadership has committed to enhancing the quality of support to Soldiers and their Families across the entire Army and has doubled its investment in base funding from fiscal year 2007 to 2010. So, yes, we believe the Army has sufficient resources to inform both Active and Reserve Component Families of the services available to them.

Admiral FERGUSON. Through a Navy-wide network, which includes Navy Installations Command, Fleet and Family Support Centers, Navy Reserve Forces Family Support Coordinator, five regional Family Support Administrators and their Navy Operational Support Center (NOSC) staffs, Navy continues to make significant strides in improving resources and support for families of active and reserve Sailors, placing particular emphasis on those who do not reside in Fleet Concentration Areas where services are more readily available. Initiatives include:

- Reducing waiting time for child care and expanding access by adding approximately 7,000 new child care spaces through construction of 26 child development centers (including 24/7 facilities), converting existing pre-school age spaces into infant spaces to meet the greatest demand, establishing commercial contracts in communities across the United States, and expanding military certified home care.
- Reaching remotely located families through information technology, providing virtual family discussion groups and workshops, publication of a monthly E-newsletter and distribution of Family, Sailor and Command Individual Augmentee (IA) Handbooks.

- Developing and delivering an electronic deployment toolkit/sea bag to better equip school administrators and staff in working with children of deployed Sailors.
- Providing a comprehensive Personal Financial Management (PFM) program that emphasizes a proactive, career life-cycle approach to family and individual savings and investment, delivered through a network of accredited financial counselors and educators at Fleet and Family Support Centers and Command Financial Specialists, with collaboration from partner organizations.
- Launching a family awareness effort of Operational Stress Control (OSC) initiatives incorporated into existing family support programs and services that center on promoting psychological health, reducing stigma associated with seeking psychological services and improving resilience in Sailors and their families.
- Implementing a “Give Parents a Break” program and embedding Child and Youth Behavior Consultants in our programs to provide a resource to observe and train our professionals in intervening to assist families facing challenges during deployments.
- Launching a new Navy-wide School Liaison Officer program designed to assist families and local school districts with dependent education issues arising from frequent moves and deployments.

Challenges in supporting the Reserve component are centered on our ability to reach remotely located families impacted by deployment demands, and in restructuring support services to include extended family members of single Sailors. While we have made significant progress in providing resources and support to geographically dispersed families, repeated deployments continue to put strain on the system. Work remains to integrate available resources into an institutionalized, sustainable delivery system and to provide effective outreach to families and service providers informing them about resources available to them and how they may access them.

The President’s budget includes the resources necessary to continue our efforts to improve support services for active and reserve Sailors and their families, including making them more readily accessible.

General COLEMAN. Over the past year, the Marine Corps initiated a multi-year strategy to transition family support programs to a wartime footing, per the Commandant’s directive. To measure the effectiveness of our services and family support programs, we conducted a series of program assessments and received feedback from our Marines, their families, and our commanders. In response, we implemented key reforms at every level of command and aboard each installation. Central to our transformation efforts, we expanded the depth and breadth of our family readiness training and support programs and established the Unit, Personal and Family Readiness Program to educate our Marines and their families and to empower them to achieve and maintain a high state of personal readiness and resiliency. We continue to aggressively institute new Family Readiness Programs, revitalize services, and proactively reach out to our Reservists and their families to ensure our programs and services meet the changing needs and expectations of our Marines and their families.

As part of transformation efforts, we are placing full-time Family Readiness Officers (FROs) at the battalion/squadron level and above, staffed by either civilians or Active Duty Marines, who serve as the focal point for our families and support the Commander’s family readiness mission. Every Marine Corps Reserve unit throughout the country has a Family Readiness program that serves as the link between the command and family members—providing official communication, information, and referrals. As the “communication hub”, the FRO provides families with information on the military lifestyle and benefits, provides answers for individual questions and areas of concerns, and enhances the sense of community and camaraderie within the unit. Outreach is conducted through various forms of communication to ensure that every family member is afforded access to the information. This includes live sessions conducted on or near the Reserve Training Facility, telephonic contact, email, USMC websites, links to on-line support services, newsletters, and marketing of national military resources to include the Joint Family Services Assistance Program (JFSAP).

Understanding that communication is a key quality of life issue important to our Marines and their families, we conducted research and analysis to identify the communication needs of Marines and their families; the effectiveness of our current communication methods, and to develop a formal organizational communication system that would facilitate three-way communication: commands to Marines and families; Marines and families to commands; and Marines and families to each other. As a result, we are implementing a Mass Communication Tool which enables simul-

taneous broadcast of official communication via email, text messaging, or phone, and other technology enhancements to expand communications between the unit and Marines and their families regarding official communication or important unit training events. All of these tools are available to the Reserve Component as well as the Active Component.

The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and the National Association for Child Care Resources and Referral Agencies (NACCRRRA) continues to provide a great resource for our service members and their families in selecting child care, before, during, and after a deployment in support of overseas contingency operations. The Boys and Girls Clubs of America provide outstanding programs for our Reserve Marines' children between the ages of six and 18 after school and on the weekends. Under our agreement with BGCA, Reserve families can participate in more than 40 programs at no cost. With NACCRRRA, we help families of our Reservists locate affordable child care that is comparable to high-quality, on-base, military-operated programs. The NACCRRRA provides child care subsidies at quality child care providers for our Reservists who are deployed in support of overseas contingency operations and for those Active Duty Marines who are stationed in regions that are geographically separated from military installations. We also partnered with the Early Head Start National Resource Center Zero to Three to expand services for family members of our Reservists who reside in isolated and geographically-separated areas.

We restructured our Exceptional Family Member Program (EFMP) and established a continuum of care for our Marine families (on active duty 30 or more days) enrolled in the program. This program, which is fully staffed at both the installation and headquarters levels, is helping nearly 6500 families gain access to medical, educational, and financial services that may be limited or restricted at certain duty stations. A Marine Corps-funded Respite Care Program provides up to 40 hours of free respite care per month to all enrolled families, and can be used in conjunction with the TRICARE Extended Care Health Option (ECHO) benefit. We are working with the Bureau of Medicine and Surgery and TRICARE to resolve health care access and availability issues at several bases. In addition, legal counsel is now on staff to advise our exceptional family members on state and Federal entitlements and processes.

We fully recognize the strategic role our families have in mission readiness, particularly mobilization preparedness. We prepare our families for day-to-day military life and the deployment cycle (Pre-Deployment, Deployment, Post-Deployment, and Follow-On) by providing educational opportunities at unit Family Days, Pre-Deployment Briefs, Return and Reunion Briefs, and Post-Deployment Briefs. Educational opportunities at these events include access to subject matter experts in areas such as Military OneSource, VA, TRICARE, legal, financial counseling, Chaplain, Employer Support of the Guard and Reserve (ESGR), Combat Operational Stress Control (COSC), and other resources that unit Commanding Officers determines would be beneficial to the unique circumstances of the Marines and families. This is accomplished through unit level Family Readiness programs that are the responsibility of the Commanding Officer, managed by the full-time, non-deploying FRO and supported by trained volunteers and Force level programs such as Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.). The L.I.N.K.S. program is a training and mentoring program designed by Marine spouses to help spouses, children and parents thrive in the military lifestyle and adapt to challenges—including those brought about by deployments.

To better prepare our Marines and their families for activation, Marine Forces Reserve is fully engaged with OSD to implement the Yellow Ribbon Reintegration Program (YRRP), much of which we have had in place for quite some time. We continue to implement an interactive approach that provides numerous resources and services throughout the deployment cycle. Available resources include, but are not limited to, family-related publications, online volunteer training opportunities, and a family readiness/mobilization support toll free number. Family readiness educational materials have been updated to reflect the current deployment environment. Specifically, deployment guide templates that are easily adapted to be unit-specific were distributed to unit commanders and family readiness personnel, as well as Marine Corps families, and are currently available on our Web site. Services such as pastoral care, Military OneSource, and various mental health services are readily available to our Reserve Marines' families. Also, through the DoD contract with the Armed Services YMCA, the families of our deployed Reserve Marines are enjoying complimentary fitness memberships at participating YMCA's throughout the United States and Puerto Rico. Our Active Duty Marines and their families located at Independent Duty Stations have the ability to access these services as well.

Managed Health Network (MHN) is an OSD-contracted support resource that provides surge augmentation counselors for our base counseling centers and primary support at sites around the country to address catastrophic requirements. This unique program is designed to bring counselors on-site at Reserve Training Centers to support all phases of the deployment cycle. Marine Forces Reserve has incorporated this resource into post-demobilization drill periods, Family Days, Pre-Deployment Briefs, and Return & Reunion Briefs. Follow-up services are scheduled after Marines return from combat at various intervals to facilitate on-site individual and group counseling. Additionally, we are utilizing these counselors to conduct post-demobilization telephonic contact with Individual Ready Reserve (IRR) Marines in order to assess their needs and connect them to services.

The Peacetime/Wartime Support Team (PWST) and the support structure within the Inspector-Instructor staffs at our Reserve sites provides families of activated and deployed Marines with assistance in developing proactive, prevention-oriented steps such as family care plans, powers of attorney, family financial planning, and enrollment in the Dependent Eligibility and Enrollment Reporting System (DEERS). During their homecoming, our Marines who have deployed consistently cite the positive importance of family support programs.

Geographic dispersion and proximity to active duty installation services has been and will continue to be the greatest challenge to providing support to Reservists and their families. To overcome these challenges and strengthen family support programs, we will continue to enhance, market, and sustain outreach capabilities. The current OSD-level oversight, sponsorship, and funding of family support programs properly corresponds to current requirements. We are particularly supportive of Military OneSource, which provides our Reservists and their families with an around-the-clock information and referral service via toll-free telephone and Internet access on a variety of subjects such as parenting, childcare, education, finances, legal issues, elder care, health, wellness, deployment, crisis support, and relocation.

General NEWTON, Guard and Reserve members and their families are actively included in programs offered to Active Duty Airmen and their families. To meet the challenges of working with geographically-dispersed Airmen and their families, we recently conducted a Caring for People Forum to identify any gaps in service, in which the Guard and Reserve participated. Additionally, we meet with active, Guard and Reserve family coordinators to determine areas we can develop and enhance partnerships to overcome challenges that exist.

In a constrained environment, we provide support to meet the greatest needs of our Airmen and families. As such, we value our national partnerships, state relationships, and interagency partnerships with the Department of Defense and our sister services to be able to expand our resources. We are further challenged with identifying the needs for child care as the Guard and Reserve families are geographically dispersed throughout the country in a wide variety of settings where local services may not be available.

