

**NOT FOR PUBLICATION UNTIL  
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ARMED SERVICES COMMITTEE**

**STATEMENT OF**

**THE HONORABLE JUAN M. GARCIA  
ASSISTANT SECRETARY OF THE NAVY  
(MANPOWER AND RESERVE AFFAIRS)**

**AND**

**VICE ADMIRAL MARK E. FERGUSON III, U.S. NAVY  
CHIEF OF NAVAL PERSONNEL**

**AND**

**LIEUTENANT GENERAL ROBERT E. MILSTEAD, JR.  
DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS  
UNITED STATES MARINE CORPS**

**BEFORE THE**

**SUBCOMMITTEE ON PERSONNEL**

**OF THE**

**SENATE ARMED SERVICES COMMITTEE**

**11 MAY 2011**

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## **Executive Summary**

The Department of the Navy's Fiscal Year (FY) 2012 manpower and personnel budget request appropriately balances risk in supporting the readiness requirements of the fleet and joint force, growth in emerging mission areas, and essential programs that provide for the care of our Sailors and Marines and their families. Our active budget request will support an active end strength of 325,700 within the Navy and 202,100 within the Marine Corps.

**Personnel Efficiencies.** In developing our budget request, we reviewed current operations, our procurement profile, and readiness requirements. This review indicated a requirement to add a total of approximately 6,800 billets to the operational forces of the Navy across the Future Years Defense Program (FYDP) to support new and current warfighting platforms. To source these billets without additions to the Navy's overall end strength, we identified efficiencies in staff structure and shore activities, and reduced capacity in other areas of the force. This review resulted in a reduction or consolidation of approximately 8,400 billets in the Fleet, squadron staffs, and shore activities.

The Marine Corps will continue to shape its force to meet ongoing requirements, fill critical military occupational specialties and retain vital leadership with combat experience. Bonuses will remain critical to this effort, allowing the Marine Corps to fill hard-to-recruit positions such as crypto-linguists and reconnaissance Marines. It is important to note that only eight percent of new recruits receive an enlistment bonus and the Marine Corps budget for enlistment bonuses has decreased from \$75 million in FY08 to \$14.7 million in FY12. In addition, Selective Reenlistment Bonus funding has decreased from \$468 million in FY09 to \$108.6 million in FY12.

**Sailor, Marine and Family Care.** Our FY12 budget request represents an increase from FY11. This increase supports expansion of our comprehensive continuum of care to more effectively address the medical, physical, psychological, and family readiness needs of Sailors and Marines and their families, and our continued emphasis on suicide and sexual assault prevention programs.

**Recruiting.** Both the Navy and Marine Corps continue to experience strong performance in our recruiting programs across both the officer and enlisted force. Our FY12 budget request for recruiting represents a reduction from FY11. These programs include accession incentives, advertising and recruiter support. Accession bonuses remain critical to achieving our goals for health professionals, nuclear operators, and special warfare/special operations within the Navy. However, a favorable recruiting environment has enabled us to reduce the number of those eligible for accession bonuses.

**Retention.** Along with current economic conditions, our new policies are encouraging longer-term career behavior, contributing to high retention across the force. Our FY12 budget request represents a decrease from FY11. While we have been able to make selected reductions in retention bonuses, retention behavior indicates we must continue to apply bonus programs to critical skill areas that require significant investments in training and education and remain relatively insulated from changes in the economic environment.

**Learning and Development.** Our FY12 education and training budget represents an overall increase from FY11. The majority of this increase represents investments in curricula, training technology, and instructors for critical mission areas such as missile defense, cyber and anti-submarine warfare.

Chairman Webb, Senator Graham and distinguished members of the Committee, thank you for the opportunity to speak about the Sailors, Marines, and civilians who comprise the Department of the Navy.

These are difficult and stressful times for the Sea Services, but our people continue to rise to the challenges. We are pleased to report that both the Navy and the Marine Corps are recruiting and retaining high-quality individuals who are excelling at meeting our global commitments whether they are combat operations, or humanitarian assistance. It is our distinct honor and privilege to represent and advocate for the nearly 630,000 Sailors and Marines, both active duty and reserve, and 190,000 civilian employees who are always prepared to respond to whatever our nation demands.

This statement provides details of service-specific initiatives and various supporting data, but it is important to note the Department of the Navy as a whole faces many common challenges and shared solutions that we wish to highlight for your attention.

The Sea Services will continue to face myriad operational requirements even as we strive to achieve greater efficiency. The Navy, after a decade of declining strength, will level out its active duty end strength at 320,300 by FY16, 6,800 billets of which the Navy plans to move from shore support functions to sea duty to enhance our operational readiness. This restructuring includes administrative consolidations to eliminate headquarters staffs of a destroyer squadron, three submarine squadrons, a strike group and a carrier air wing. Not only will those shifts mean that the important work ashore must be performed by fewer sailors, but also that Sailors will likely spend more time at sea away from their families. The Marines will face different but equally challenging issues as they take the initial steps toward a reduction in end-strength of more than 15,000 while ensuring that current missions, particularly in Afghanistan, continue to be fully supported.

All of these changes must occur while both Services continue to meet evolving national security threats and complete their many assigned missions. At any given time, approximately 75,000 Sailors and

Marines are either underway aboard ships or forward-deployed. In fact, including those deployed and those actively training/preparing to deploy or supporting forward operations, 40% of the Navy and nearly 33% of the Marines are involved in maintaining our forward presence and supporting contingencies, as we speak.

While these changes will prove difficult, they must be accomplished without sacrificing our highest priorities including the care and the recovery of our wounded, ill and injured Service members. The Department of the Navy is leading the way in both innovative therapeutic treatments and in civilian hiring of our Wounded Warriors. The Naval Sea Systems Command has excelled in bringing disabled veterans on board; hiring 282 disabled veterans in the past year, with a current goal of one new hire a day. Both our Safe Harbor Program and our Wounded Warrior Regiments continue to build on lessons learned and to improve the support they provide. Along with this top priority, the Department of the Navy is engaged in a wide range of other initiatives and projects we would like to highlight for you.

At a time when 1% of the nation has served in uniform, we are expanding the number of ROTC units to ensure that the officer ranks are open to young men and women from all segments and all regions of the country. Our two newest host programs at Arizona State and Rutgers Universities reach geographic areas not previously covered, and are at large schools with recognized technical and engineering programs. At the same time, the anticipated repeal of Don't Ask, Don't Tell is providing the opportunity to expand ROTC participation at various Ivy League schools. In the area of quality of life for our active duty families, we are giving special attention to expanding spouse-employment opportunities and to supporting our exceptional family members. We are also moving forward on the introduction of women in submarines. Eighteen female officers have commenced their 15-month nuclear training and will report to OHIO-class submarines by the end of this year.

These and many other initiatives are occurring during a period of intense activity for the Sea Services. Not since World War II has the Department of the Navy been actively engaged in as many

areas of the globe as we are today. In addition to ongoing efforts in Iraq and Afghanistan, we continue to confront pirates in the Indian Ocean and drug traffickers in the Caribbean. The recent Japan earthquake and tsunami highlighted the Navy's ability to quickly execute humanitarian assistance/disaster relief operations while simultaneously evacuating over four thousand dependents and civilian employees to various safe havens. The events comprising what's been called the "Arab Spring" have raised the profile and highlighted the capabilities of our constant presence in that part of the world. However, equally important as winning wars, is preventing wars. We are committed to engaging our global partners. DON personnel are executing a variety of humanitarian missions, such as Provide Comfort; and are building multi-national coalitions to improve maritime safety and security, as in the Pacific Partnership, Africa Partnership Station and UNITAS. Our Service men and women have responded professionally and bravely to all these challenges, but the operating tempo is taking a toll. In the past 12 months the Navy and Marine Corps have mobilized 11,675 reservists and filled 468 Individual Augmentee assignments to keep up with operational requirements.

We must plan for the future while conducting today's missions, and anticipating emerging threats. In an exceptionally tight fiscal environment, we must find efficiencies and other opportunities to save scarce resources. Recognizing that personnel costs are the largest part of the Department of the Navy's budget, we are collaborating with OSD and our sister Services to review the future role of the Reserve Component as part of our integrated Total Force.

An emerging threat that requires new thinking in workforce development is cyber warfare. The Department of the Navy is creating small and highly capable communities of military and civilian personnel to serve in our cyber workforce. Given the unique nature and pace of cyber warfare, the Department is exploring innovative approaches to hiring and retaining active, reserve and civilian employees.

We constantly explore manpower efficiencies and cost savings across the Department. Some savings will be difficult, but are needed to ensure the Department can focus its limited resources on operational priorities. We have reduced the eligibility for and size of bonuses and special pays for our Service members; have instituted a two-year salary freeze for civilian employees, and have reduced the number of Flag and General Officers, and Civilian Executive positions. We are exploring options to reduce healthcare cost to the Department without reducing benefits or increasing costs to our Service members, their families and our retirees. Initial study into options for providing medication via mail order indicates significant savings can be achieved.

Finally, let me touch on a topic of great concern throughout the Sea Services and the Department of Defense as a whole. Simply put, the rate of suicide among our active duty members remains unacceptably high. While we know that in a population as large as ours it will be impossible to prevent every case, our position remains firm that even a single suicide is one too many. The Navy and Marine Corps are focusing their efforts on early intervention and in adapting the military culture to encourage seeking needed help early. The entire Department of Navy leadership team remains committed to finding the most effective ways of preventing suicides among our Service members.

Despite the challenges, we can think of no more rewarding job than serving our brave Sailors and Marines. To that end, we wish to thank the Committee members for their continuous and unwavering commitment to the support of our great men and women in our Navy and Marine Corps who, each day, unhesitatingly answer the call to duty simply because their nation has asked, and it is the right thing to do.

The following service specific information is provided for the Committee. We look forward to your questions.

### **A Ready and Capable Global Navy**

On a given day, more than 44,000 Sailors are deployed and nearly half of our 288 ships are underway around the globe. Our Navy has more than 14,000 active and reserve Sailors on the ground and approximately 10,000 at sea in the Central Command (CENTCOM) Area of Responsibility (AOR) supporting joint and coalition operations.

Overall, the tone of our force remains positive. Our 2010 Navy Total Force Survey results revealed Sailors are generally satisfied with the quality of their leadership, benefits, compensation, and the opportunities Navy provides for personal growth and development. With our sustained operational tempo, we remain vigilant concerning stress on our Sailors and their families and continue to carefully monitor the health of the force. The results of our 2010 Behavioral Poll indicate the majority of Sailors are coping with stress in positive ways by talking to family members and friends, taking advantage of the resources provided by chaplains and Fleet and Family Support Centers, and using their chain of command to proactively address concerns. Additionally, the majority of Sailors report being satisfied with the level of support provided by their leadership to help them and their families effectively cope with stress, to include both pre-deployment and post-deployment assistance.

Our FY12 budget request will enable us to continue to meet the operational demands of the fleet and the joint force while optimizing personnel readiness. Our active budget request of \$29B consists of \$27.2B for Military Personnel Navy (MPN) and \$1.85B in related Operations and Maintenance Navy (OMN). Our reserve budget request consists of \$1.96B for Reserve Personnel Navy (RPN) and \$6.4M in related Operations and Maintenance Navy Reserve (OMNR). Our budget request supports active end strength of 325,700 and reserve end strength of 66,200.

To address critical manning challenges for our ships, squadrons, submarines, and other operational units, our FY12 budget increases manpower at sea and reduces manpower assigned to our shore infrastructure. While we believe this transition is manageable, it will present challenges to our ability to maintain sea-shore flow for some of our enlisted Sailors and sustain manning levels across the force in the near-term as we execute these billet shifts.

Additionally, Navy has placed end strength previously funded by the Overseas Contingency Operations (OCO) appropriation into our baseline program for FY12. We are also projecting a gradual reduction of Individual Augmentee (IA) demand in Iraq and Afghanistan as ground forces withdraw.

### **Navy Personnel Efficiencies**

In developing our budget request, we reviewed current operations, our procurement profile, and readiness requirements. This review indicated a requirement to add a total of approximately 6,800 billets to the operational forces across the Future Years Defense Program (FYDP). This requirement includes the addition of 3,900 billets across the FYDP to support new warfighting platforms. In FY12 alone, we are adding billets for a new Riverine Squadron, Littoral Combat Ship (LCS) manning, and the E-2D Advanced Hawkeye.

Our review also indicated a requirement to add approximately 2,900 billets across the FYDP to support current warfighting platforms. In FY12, we are adding approximately 1,800 billets to existing platforms. For the submarine force, we are adding billets to support information technology, nuclear plant operations, and strategic weapons management. For the surface force, we are adding billets to support Ballistic Missile Defense and returning billets at sea to support damage control and firefighting capabilities, safety of navigation, preservation, material condition, and underway watch-standing. Additionally, this budget adds billets at Regional Maintenance Centers for Sailors with sea-intensive specialties in response to the Fleet Review Panel. These assignments will provide Sailors the opportunity

to further develop critical craftsmen skills, particularly in the areas of surface engineering, combat systems, and deck ratings.

To source these billets without additions to our overall end strength, we identified efficiencies in staff structure and shore activities, and reduced capacity in areas of the force commensurate with anticipated reductions in future demand for ground force enablers. This review resulted in a reduction or consolidation of approximately 8,400 billets in the Fleet, squadron staffs, and shore activities across the FYDP. Specific efficiencies will include:

- Disestablishment of a destroyer squadron staff, three submarine squadron staffs, a strike group staff, and a carrier air wing staff
- Consolidation of the staff of Commander, Second Fleet with U.S. Fleet Forces Command
- Horizontal staffing reductions across Navy shore activities
- Disestablishment of a helicopter anti-submarine squadron and consolidation of two patrol squadron special projects units and two Fleet air reconnaissance squadrons
- Reductions in recruiting, education, and training staffs, bands and NJROTC units.

Additionally, we reduced both billet seniority and structure in selected Restricted Line and Staff Corps communities. This efficiency produced additional billets for the operational forces. As part of the Office of the Secretary of Defense flag and general officer review, we proposed to eliminate nine and reduce the seniority of 15 flag officer billets, affecting 15% of our flag officer billet structure.

### **Building Resilience through a Comprehensive Continuum of Care**

Our FY12 budget request of \$164.2M for Sailor and family care supports expansion of our comprehensive continuum of care to address the medical, physical, psychological, and family readiness needs of Sailors and their families. Navy's Operational Stress Control Program, Navy Reserve Psychological Health Outreach Program, Warrior Transition Program, Returning Warrior Workshop,

Navy Safe Harbor, and our Medical Home Port Program continue to be the critical elements of this continuum.

Navy's Operational Stress Control (OSC) program addresses the psychological health of Sailors and their families by encouraging Sailors to seek help for stress reactions before they become stress problems, promoting strong leadership involvement, and increasing awareness of support programs and resources. The FY12 budget request supports our continuing focus of helping Navy leaders recognize and respond to stress reactions among our Sailors.

The Navy Reserve Psychological Health Outreach program was established to improve the psychological health and resiliency of reserve component (RC) Sailors and their families. Teams of psychological health outreach coordinators and outreach team members located at the five regional reserve commands provide psychological health assessments, education, and referrals to mental health specialists. In FY10, these teams conducted mental health assessments for more than 1,600 RC Sailors, made outreach calls to over 2,400 returning RC Sailors, and conducted approximately 300 visits to Navy Operational Support Centers (NOSCs) around the country, providing basic OSC awareness training to more than 23,000 RC Sailors and staff members.

The Warrior Transition Program (WTP) provides a place and time for Sailors serving as Individual Augmentees to decompress and transition from the war zone to life back home. Small group discussions facilitated by chaplains and medical personnel prepare Sailors for resumption of family and social obligations, return to civilian employment, and reintegration with the community. In FY10, 376 WTP workshops for 7,056 Sailors were conducted in Kuwait.

Returning home impacts the Sailor, his or her family, employer, and community. Returning Warrior Workshops (RWWs) are reintegration events that honor returning warriors and their families for their service, provide information about resources available to assist them with reintegration, and raise awareness of symptoms associated with combat stress. Returning Warrior Workshops fulfill the Yellow

Ribbon Reintegration Program statutory requirement for an activity 60 days post-mobilization that focuses on reconnecting members and their families with service providers from the Initial Reintegration Activity to ensure that members and their families understand the benefits to which they are entitled and resources available to help them overcome the challenges of reintegration. RWWs are designed to remove stigma that may prevent people from seeking appropriate support during the potentially challenging demobilization and reintegration process. More than 34 RWWs are planned through FY12 to direct Sailors and their families to the support programs that best address their needs.

Navy Safe Harbor remains the Navy's lead organization for coordinating the non-medical care of wounded, ill, and injured Sailors, Coast Guardsmen, and their families. Through its network of Recovery Care Coordinators and Non-Medical Care Managers at 12 locations across the country, Safe Harbor provides exceptional, individually tailored assistance to an enrolled population of over 600 wounded, ill, and injured. Over the past year, we have increased our support for community reintegration through the Anchor Program, which pairs members with volunteer RC Sailors in their communities, and initiated the Adaptive Athletics Program, designed to support long-term recovery and rehabilitation through whole-body training and education. Additionally, we signed Memoranda of Agreement with the Departments of Labor and Veterans Affairs (VA) to ensure greater access to employment services and support programs and provide assistance in navigating the transition from military medical care to VA medical care. The FY12 budget request supports our enduring goal to provide the highest quality care to our wounded, ill, and injured.

We remain committed to ensuring our Sailors and their families have ready access to high quality health care services. Our Medical Home Port Program is a team-based model focused on optimizing the relationship between patients, their providers, and the broader healthcare team. Mental health providers are embedded within our Medical Home Ports to facilitate regular assessment and early mental health intervention. This model enables Sailors to be treated in the settings in which they feel most comfortable and reduces the stigma associated with the care they receive. Additionally, improving early detection and

intervention in the primary care setting reduces the demand for time-intensive intervention in our mental health specialty clinics.

### **Suicide Prevention: All Hands, All of the Time**

Our Sailors face challenges while deployed and at home making suicide prevention an “all-hands – all of the time” effort, involving the Sailor, family members, peers, and leadership. The results of our 2010 Behavioral Quick Poll indicate the majority of Sailors are confident in their ability to effectively respond to a Sailor who talks about suicide and the ability of their commands to support Sailors seeking help for suicidal thoughts or actions.

In 2010, we conducted more than 25 unit level suicide prevention coordinator briefings and training workshops around the world and provided training to more than 200 installation suicide prevention coordinators at our first Navy Suicide Prevention Coordinator Training Conference. We remain committed to creating an environment in which stress and other suicide-related factors can be more openly recognized, discussed, and addressed, and where seeking help is a sign of strength. This includes maintaining a solid foundation of suicide prevention coordinators, refreshing mental health provider skills, providing installation first responders with the skills necessary to respond to behavioral emergencies, and raising family awareness of suicide risk, warning signs, and support resources.

Navy’s calendar year 2010 suicide rate of 10.9 per 100,000 Sailors represents a decrease from the 2009 suicide rate of 13.3 per 100,000 Sailors. Though we recognize any loss of life to suicide is a tragedy, this rate is below the national rate for the same age and gender demographic of 18.7 per 100,000<sup>1</sup> individuals.

### **Sexual Assault: Not in my Navy**

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<sup>1</sup> National Center for Injury Prevention and Control (2007). Standardized U.S. suicide rates are adjusted for Navy demographics.

The goal of Navy's Sexual Assault Prevention and Response (SAPR) program is to eliminate sexual assault by fostering a culture of prevention, response, and accountability. This includes comprehensive education and training, collaboration with the Naval Safety Center on messaging that emphasizes the negative relationship between alcohol and sexual assaults, 24/7 response capability for victim support, standardized worldwide reporting procedures, and a system of accountability that protects all Sailors. We have also issued additional reporting guidance to Commanding Officers to ensure the first flag officer in their chain of command is aware of every sexual assault that occurs, as well as command actions taken to prevent future incidents. Although Navy reports of sexual assault increased in FY10, it is possible that this increase in reporting is the result of more Sailors coming forward to seek help, providing a preliminary indication that our outreach and education efforts are resonating with the force. We continue to monitor this trend closely and focus our education efforts on prevention and bystander intervention.

Our FY12 budget request supports an emphasis on sexual assault prevention while continuing compassionate support for victims. This prevention emphasis includes twelve SAPR workshops in fleet concentration areas worldwide, execution of a pilot prevention program focusing on young Sailors, our most at-risk demographic, and most importantly, a clear and consistent message from leadership at all levels that sexual assault will not be tolerated in the United States Navy.

### **Shaping Manpower for the Future Force**

Our force stabilization efforts remain focused on maintaining a balanced force in terms of seniority, experience, and skills to meet Fleet and joint requirements while staying within our authorized end strength. We continue to execute the following measures:

- “High-Year Tenure” separations for Sailors at selected pay grades and years of service
- “Perform-to-Serve (PTS)” reenlistment review process that requires conversion to undermanned specialties or separation in Zone A (0-6 years), Zone B (6-10 years), and Zone C (10-14 years)

- One-year time-in-grade retirement waivers for select senior enlisted and officers
- Early transition for enlisted, allowing them to separate up to 12 months before the end of their active obligated service
- Monthly probationary officer continuation and redesignation boards
- Annual performance-based continuation boards for senior enlisted in pay grades E7–E9 with more than 20 years of service

Due to high retention, we are experiencing an excess of active senior Unrestricted Line (URL) officers. To balance the force and ensure sufficient senior officers are available at the right time in their careers to serve in critical fleet billets, we will conduct in July 2011 an active Unrestricted Line Captain and Commander Selective Early Retirement Board (SERB). This board will consider URL Captains with at least four years time in grade and Commanders who have twice failed to select for promotion to Captain. At this time, we project approximately 120 URL Captains and 120 URL Commanders will be selected for early retirement.

We are projected to meet our FY11 authorized active end strength of 328,700 and reserve end strength of 65,500 by the end of the fiscal year.

### **Recruiting and Retaining a Highly-Skilled Workforce**

Last year marked the third consecutive year that we achieved officer recruiting goals in the active component and enlisted recruiting goals in both the active and reserve components. The reserve component achieved 95% of our FY10 officer goal. While we anticipate that we will meet our aggregate recruiting goals this year, the increased demand for critical specialties in support of operations in Iraq and Afghanistan will present a challenge, particularly within the reserve component.

The FY12 budget requests \$292M for our recruiting programs, a reduction of \$41.8M from FY11. These programs include accession incentives, advertising, and recruiter support for our active and reserve recruiters. To offset reductions in paid media advertising, we continue to expand our use of social

media and other technologies to broaden our outreach efforts and generate recruiting leads. Navy Recruiting Command has over 135,000 active followers across 19 prominent social media sites, to include 15 Facebook communities of interest. However, it is the face-to-face contact with recruiters in the field that is the cornerstone of our sustained recruiting success in attracting high-quality, diverse individuals, particularly as the economy begins to improve. Our budget request ensures that the recruiting force remains appropriately sized and has the necessary resources to achieve continued success.

Accession bonuses remain critical to achieving our goals for health professionals, nuclear operators, and special warfare/special operations. To meet increased demands for these skills, we maintained bonus levels for nuclear officers and health professionals and continue to offer enlisted accession bonuses to special warfare/special operations and other critical ratings. A favorable recruiting environment has enabled us to reduce the number of ratings eligible for an accession bonus from 67 in 2008 to six in 2011. The FY12 active budget request of \$76.1M for accession incentives represents a decrease of \$39.0M from FY11.

We continue to closely monitor retention behavior across the force and project we will meet our FY11 overall officer and enlisted retention goals. While we have been able to make selected reductions in retention bonuses, Sailor retention behavior indicates we must continue to apply bonus programs to critical skill areas that require significant investments in training and education and are less responsive to changes in the economic environment.

**Recruiting - Enlisted**

In this fiscal year to date, we have met or exceeded our active and reserve recruiting goals each month. We continue to exceed Department of Defense (DoD) quality standards in all recruit categories as shown in Table 1.

Table 1. Active and Reserve Component Accessions and Quality

	<b>FY10</b>	<b>FYTD 11 (as of 30Apr 2011)</b>
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	<b>ATTAINED</b>	<b>GOAL</b>	<b>%</b>	<b>ATTAINED</b>	<b>GOAL</b>	<b>%</b>
<b>Total Active</b>	34,180	34,140	100.1	18,482	18,453	100.2
<b>Total Reserve</b>	6,669	6,654	100.2	4,685	4,659	100.6
<b>HSDG*</b>	35,995	95%	97.4	20,006	95%	98.5
<b>TSC** I-III A</b>	30,653	70%	83.0	17,818	75%	87.8

\*HSDG – High School Diploma Graduate; DoD standard is 90%; Navy standard is 95%

\*\*TSC – Test Score Category (Aptitude Level); DoD standard is 60%; Navy standard is 75%

Last year, we were successful in meeting our recruiting goals for nuclear and special warfare/special operations ratings and are well-positioned to meet this year’s targets as shown in Table 2. These ratings remain our top enlisted recruiting priorities.

Table 2. Nuclear and Special Warfare/Special Operations

	<b>FY10</b>			<b>FYTD 11 (as of 30Apr 2011)</b>		
	<b>ATTAINED</b>	<b>GOAL</b>	<b>%</b>	<b>ATTAINED</b>	<b>GOAL</b>	<b>%</b>
Nuclear Field	2,981	2,981	100.0	1,603	1,601	100.1
SPECWAR/SPECOPS	2,153	2,144	100.4	1,034	1,022	101.2

**Recruiting - Officer**

We achieved our general and medical officer recruiting goals in the active component, but fell short of meeting these goals in the reserve component as shown in Table 3. Although we accessed more reserve officers in FY10 than FY09, a 13% increase in FY11 goals and high officer retention in the active component will continue to challenge reserve officer recruiting.

Table 3. Active and Reserve Officer Accessions

	<b>FY10</b>	<b>FYTD 11 (as of 30Apr 2011)</b>

	<b>ATTAINED</b>	<b>GOAL</b>	<b>%</b>	<b>ATTAINED</b>	<b>GOAL</b>	<b>%</b>
<b>Active General Officer*</b>	1,538	1,518	101.3	1,268	1,359	93.3
<b>Reserve General Officer*</b>	1,171	1,213	96.5	629	1,414	44.5
<b>Active Medical Officer**</b>	876	866	101.3	570	843	67.6
<b>Reserve Medical Officer**</b>	349	387	90.2	203	395	51.4

\*Does not include accessions from the United States Naval Academy or Naval Reserve Officer Training Corps. \*\*Medical Officer includes Medical Corps, Nurse Corps, Dental Corps, and Medical Service Corps.

Health care professionals remain a recruiting priority through FY12, especially within the reserve component where several specialties are undermanned. To address shortfalls among reserve health professionals, the FY12 budget request supports an affiliation bonus for prior service medical department officers, as well as an accession bonus for direct commission nurse corps officers with specific qualifications. Additionally, certain health professionals are eligible for special pays, school loan repayment, and a monthly stipend while pursuing a critical wartime specialty.

**Retention - Enlisted**

We continue to experience high retention across the force as shown in Table 4.

Table 4. FY10 Active Navy Retention

<b>Active Navy Retention</b>	<b>FY10 Achievement</b>		
	<b>Reenlisted</b>	<b>Benchmark</b>	<b>FY10</b>
<b>Zone A (0-6 yrs)</b>	16,930	12,600	134%
<b>Zone B (6-10 yrs)</b>	10,845	8,300	131%
<b>Zone C (10-14 yrs)</b>	7,750	5,800	134%

Along with current economic conditions, our new policies are encouraging longer-term career behavior. Sailors are committing sooner to stay for longer periods of time. In addition, we are experiencing higher retention of female Service members, especially within our critical technical and warfighting skilled areas. Although this behavior affords Navy increased predictability of future personnel readiness, higher retention also contributes to increasing competition for reenlistment opportunities.

Attrition, defined as Sailors who are discharged prior to the end of their contract, declined for both active and reserve. For active duty in FY10, we saw declines in misconduct-related discharges by 10% and training-related discharges by 12% from the previous year. Reserve enlisted attrition rates also continue to trend lower than the historical average of 28%. This is evidence of the higher quality force we are recruiting.

We remain challenged in meeting nuclear retention goals as a result of what we assess to be a growing demand for Navy's highly trained nuclear-qualified Sailors in the civilian industrial base. We remain focused on retaining Sailors with critical skills in high demand in the civilian sector, as well as Sailors in specialties that continue to experience high operational tempo in support of OCO, such as special warfare/special operations and independent duty corpsmen. Our Selective Reenlistment Bonus (SRB) programs remain an important tool to retain these highly-skilled Sailors.

We continue to closely monitor retention behavior and adjust SRB levels in response to observed behavior. Over the past 16 months, we adjusted SRB levels five times, reducing the number of skill areas eligible for SRB by 31% compared to FY10, and adjusting or maintaining existing bonus levels for those skills eligible for SRB. In FY11, only 34 ratings of 84 receive SRB, and the pool of eligible Sailors is 6.5% of our active enlisted force. This represents a reduction of over 54% in the pool of SRB eligible Sailors from FY09. We continue to structure our award plan to target high-demand skill sets that remain relatively insulated from changes in the economic environment, to include special warfare/special

operations, intelligence, medical, cryptology, and nuclear ratings. Our FY12 active budget request includes \$95.9M for new SRB contracts, a reduction of \$35.7M from FY11.

The SRB budget for Selected Reserve Sailors was reduced by 31% in FY11, and further reduced by another 10% in our FY12 budget request, reflecting a total decrease of \$875K. This reduction is the result of a realignment of resources within the Navy Reserve Comprehensive Bonus Strategy to target RC officers and enlisted personnel in our most critical specialties.

### **Retention - Officer**

Overall, active and reserve officer retention rates continue to increase in part due to targeted incentive pays, improved mentoring, more flexible career options, and increased emphasis on life-work initiatives. Female unrestricted line (URL) retention past the initial minimum service requirement (MSR) has increased in the last four years in both the surface warfare (from 19% for Year Group 2001 to 33% for Year Group 2004) and aviation communities (from 14% for Year Group 1998 to 27% for Year Group 2001)<sup>2</sup>. We continue our efforts to improve the health of Selected Reserve (SELRES) officer communities by 2014 through initiatives such as targeted officer affiliation and retention bonuses, increased accession goals, and Continuum of Service programs focused on “Recruit Once, Retain for Life.”

We remain focused on junior officer retention, especially within select communities where we are challenged to meet our retention goals. Retention of junior officers for operational department head tours is a critical metric for monitoring the health of these communities. Although the overall loss rate for junior officers increased slightly from FY09 to FY10, the surface and submarine communities met their retention goals for the second year in a row.

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<sup>2</sup> Because Minimum Service Requirement (MSR) is different for Surface Warfare (five years) and Aviation (seven years), two comparable year groups (i.e., includes women who are past their initial service obligation) were examined to more accurately capture overall URL female retention.

After more than 10 years of war, we are seeing increased stress on our Naval Special Warfare community. Sustained operational tempo, decreased dwell time, and deployment unpredictability have contributed to a decrease in junior officer retention, particularly at the lieutenant commander (O-4) level. Mentorship and increased access to family support programs and operational stress control resources remain our primary tools to mitigate the effects of stress on these Sailors and their families. Additionally, our FY12 budget request includes \$7.4M for targeted incentive pays to retain these critical officers.

We have experienced slight improvements in medical community loss rates trends, largely due to competitive incentives and bonuses. Select subspecialties continue to require attention, to include dentistry, clinical psychology, social work, physician assistants, general surgery, preventive medicine, family medicine, and nurse anesthetists. Our FY12 budget request includes \$253.7M for special and incentive pays to retain these critical medical professionals.

We continue to conduct comprehensive reviews of many of our special and incentive pay and bonus programs to adjust bonus levels in response to retention behavior. In addition to adjustments to enlisted Special Duty Assignment Pay (SDAP) and SRB, we reduced officer bonuses in the aviation, surface warfare, and intelligence communities over the last year. Additionally, we restructured our Submarine Support Incentive Pay program to more efficiently address shortfalls at specific career points. We anticipate further reductions to retention bonuses for selected officer communities in FY11 in response to strong retention behavior. As we execute these actions, we will continue to monitor retention rates and adjust our incentive programs as necessary.

### **Learning and Development: Navy's Asymmetric Advantage**

Education and training are strategic investments, enabling us to develop a highly-skilled force to meet the demands of the Maritime Strategy and the joint force. Our FY12 education and training budget of \$1.5B supports increased investments in curricula, training technology, and instructors for critical mission areas such as missile defense, cyber, and anti-submarine warfare. Additionally, we continue to

focus training investments in LCS to include the Virtual Ship Centric Training Strategy. Initiated in 2010, this strategy includes a series of seaframe variant unique and common simulators combined with actual seaframes to address multiple training needs for LCS. Simulators continue to present significant opportunities for increasing training capability, capacity, and effectiveness across the fleet, while minimizing stress on equipment and risk to the safety of our Sailors. The FY12 budget request supports continued investments in simulator technologies.

We remain committed to the professional development of our enlisted and officers. Navy offers several college-focused incentives, including the Navy College Fund, the Navy College Program for Afloat College Education (NCPACE), and tuition assistance (TA). We continue to use management controls to remain within our fiscal authority. As part of the transformation of our Voluntary Education Program, we established the Virtual Education Center (VEC) in July 2010. Prior to the VEC, requests for TA were processed at local Navy College Offices around the country. The VEC provides centralized management of TA requests, Sailors' academic transcripts, and virtual counseling. This transformation has decreased paperwork and processing time while increasing the accessibility of educational opportunities for Sailors.

To guide Sailors in their professional development, we created learning and development roadmaps that provide detailed information about required training, education, qualifications, and assignments throughout their careers. Last year, we completed all 86 enlisted roadmaps, and officer roadmaps for four subspecialties: financial management, operations research, education and training management, and foreign area officer. We continue to leverage civilian credentialing programs through Navy Credentialing Opportunities Online (COOL), bolstering the professional qualifications of Sailors in all ratings and increasing Sailor equity in their professional advancement.

To develop leaders who are strategically-minded, capable of critical thinking, and adept in naval and joint warfare, Navy has a progressive continuum of professional military education for E1 to O9.

Junior enlisted personnel are able to pursue professional military education through distance learning while senior enlisted personnel are afforded the opportunity to attend the Senior Enlisted Academy (SEA) which graduated 455 senior enlisted Sailors in FY10.

Officers have the opportunity to pursue advanced education through the Naval Postgraduate School (NPS), the Naval War College (NWC), other service and joint colleges, and several Navy fellowship and scholarship programs. For the 2010-2011 academic year, more than 1,700 active and reserve officers (resident and non-resident) are enrolled in NPS graduate degree programs, including 245 international students from 46 countries. We expect that about 304 officers will complete Joint Professional Military Education (JPME) Phase I and 235 officers JPME Phase II through in-resident courses in 2011. More than 3,000 non-resident opportunities to receive joint education are planned for FY11 through courses delivered in conjunction with graduate degree programs at NPS, Fleet seminar programs offered in 20 fleet concentration areas, and electronically via the web or CD-ROM. We continue to increase opportunities for reserve officers to pursue JPME through Fleet seminars and Advanced Joint Professional Military Education (AJPME), a 40-week blended academic program to obtain JPME Phase II credit. These non-resident opportunities provide the flexibility necessary for active and reserve officers to balance joint education requirements with personal and operational demands.

Cultural, historical, and linguistic expertise remain essential to fostering strong relationships with our global partners and enhancing our ability to effectively execute missions in multinational environments. In FY10, Navy's Language, Regional Expertise, and Culture (LREC) program provided language and cultural training to over 100,000 Sailors and 36 Flag Officers heading to overseas assignments. In addition, we recently expanded the Navy Reserve Language Culture and Pilot Program to include all Selected Reserve personnel. The FY12 budget request supports continuing efforts to enhance foreign language capabilities and regional expertise to include \$24.5M in FY12 and \$134.9M across the FYDP for Navy Foreign Language Proficiency Bonuses to incentivize proficiency in languages critical to Navy's missions. Our request also supports expansion of opportunities for overseas study,

language and cultural immersion, and professional exchanges with foreign navies for Naval Academy midshipmen and full implementation of an in-country language immersion training program for Foreign Area Officers. Additionally, we will continue to participate in Maritime Security Cooperation activities and support the joint force in Afghanistan and Pakistan with enhanced language and cultural capabilities through the AFPAK Hands Program.

### **Competing for the Best Talent**

We continue our efforts to attract, recruit, and retain the nation's best talent to meet Navy's mission through recognition of Navy as a Top 50 organization. Top 50 organizations encourage innovation and focus on performance, while taking care of their people through programs and policies that support a culture of trust, respect, and collaboration. In December 2010, Navy received several awards for Business Excellence in Workplace Flexibility from the Alfred P. Sloan Foundation, recognizing initiatives introduced in nine different organizations across the Navy to promote flexible work options while achieving business goals. For the second year in a row, Navy received a prestigious *Workforce Management Magazine* Optimas Award for its "Navy for Moms" program, becoming the first organization to have won back-to-back awards in the 20-year history of this award and one of only eight organizations to have received an Optimas Award twice.

Navy continues to receive recognition for its high quality training and development programs. In the two years since Navy began participating in the American Society for Training and Development (ASTD) awards program, no organization has won more awards for "Excellence in Practice." Most recently, Navy was honored by *Training Magazine* as one of the premiere training organizations in the country, ranking seventh out of 125 organizations that were recognized. We remain committed to seeking out best practices across industry and benchmarking our programs against the best in the nation.

We continue to compete for the best talent in our nation's colleges and universities. The Naval Reserve Officers Training Corps (NROTC) program has 60 units located at 73 host institutions with 86

cross-town institution agreements. Of the total 159 NROTC affiliated colleges and universities, 16 schools rank in the top 25 of *U.S. News and World Report's* Best National Universities of 2011, including three Ivy League affiliations. While the NROTC program has more than sufficient capacity for our current requirements, the Navy recognizes the value of engagement and presence on the campuses of American's elite colleges and universities and appreciates the high quality educational experience provided to our future military leaders at these institutions.

We recognize the value of diverse ideas, perspectives, and experiences to remaining competitive in an increasingly global environment, and our Navy draws strength and innovation from this diversity. NROTC made significant increases in diversity enrollment over the past two years. As a result, the NROTC class of 2014 joins the U.S. Naval Academy class of 2014 as the most diverse classes in our history. In recognition of our efforts, Navy received *DiversityInc's* Top Federal Agency for Diversity Award, ranking number five of 30 agencies for excellence in leadership commitment, human capital, communications and supplier diversity. Additionally, Navy's Strategic Diversity Working Group (SDWG) was recognized as one of the nation's top ten national Diversity Councils by the Association of Diversity Councils.

Our internal survey data show that organizational support of life-work integration and the availability of flexible career options are key to attracting, recruiting, and retaining the talent of a new generation entering the workplace. Our Sailors and their families continue to benefit from comprehensive parental support programs, to include paternity and adoption leave, extended operational deferment for new mothers, and expanded childcare. We thank Congress for their support of these programs. We continue to assess innovative ways to support life-work integration while meeting mission requirements through initiatives such as Career Intermission, telework, and other flexible work options.

### **Women in Submarines**

This past year, the Secretary of the Navy and Chief of Naval Operations authorized the integration of female officers into the submarine force. This will enable our submarine force to leverage the tremendous talent and potential of the women serving in our Navy. For the first phase of integration, female officers will be assigned to two ballistic missile (SSBN) submarines and two guided missile (SSGN) submarines, which have the space to accommodate female officers without structural modifications. The first 18 female submarine officers commenced the standard 15-month nuclear and submarine training pipeline in 2010, and will begin arriving at their submarines at the end of this year. The plan also integrates female supply corps officers onto SSBNs and SSGNs at the department head level.

We continue to examine the cost effectiveness of design modifications to all classes of submarines to accommodate mixed-gender crews without adversely impacting habitability standards or operational capabilities, as well as the manning policies necessary to maintain a stable and sustainable population of women in the submarine force.

### **Repeal of Don't Ask, Don't Tell**

Following the President's signature of the statute authorizing the repeal of section 654 of Title 10, United States Code, commonly referred to as "Don't Ask, Don't Tell" (DADT), Navy is actively preparing for final repeal. We will carry out the implementation process in a prompt, thorough, and deliberate manner. We are preparing the necessary policies and regulations to implement this change in the law and will provide training to Sailors and leaders at all levels. The central message of this training will emphasize the principles of leadership, professionalism, discipline, and respect. Training will be provided using a tiered approach to ensure all personnel receive the appropriate level of training:

- Tier 1 training will be provided to experts who may deal frequently with repeal issues, such as chaplains, judge advocates, military law enforcement personnel, fleet and family support center personnel, personnel support professionals, equal opportunity advisors, recruiters, senior human

resource officers, and public affairs officers. Community leaders within each of these disciplines will develop and deliver the required training.

- Tier 2 training will be provided to senior leaders and command leadership.
- Tier 3 training will be provided to active and reserve Sailors, Navy civilians who supervise military personnel, and Department of Defense contractors, as required by their position and responsibilities.

We are providing regular updates to the Office of the Secretary of Defense as we execute this training.

### **Continuum of Service**

We continue to strive for a continuum of service approach to retention. Our goal for the continuum of service initiative is to achieve a seamless transition between the active and reserve components, and the civilian workforce, to meet mission requirements and encourage a lifetime of service. We are making progress in addressing the barriers impeding a quick and efficient transition between components to meet changing workforce demands. Since the establishment of the Career Transition Office (CTO) in May 2009, average transition time has decreased from more than 30 days to five days. We recently integrated our Fleet Rating Identification Engine (Fleet RIDE) application, a tool that provides a comprehensive assessment of Sailors' qualifications for Navy enlisted ratings, with our Perform to Serve initiative. This further facilitates the reserve affiliation process by providing each active component Sailor with information about reserve opportunities and the ability to apply for a reserve component quota. Additionally, we established an Intermediate Stop (I-Stop) to enable transitioning Sailors to report directly to their gaining Navy Operational Support Center once they have made the decision to transition from active duty to the reserve component. Finally, we continue to work towards implementing a Total Force Integrated Pay and Personnel System. Our goal remains to transition Sailors between the active and reserve components within 72 hours.

### **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 FY12 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.

## APPENDIX A

### FY10, 11, and 12 Budget Requests

Budget Request		FY10	FY11	FY12	Delta
	<b>Total</b>	<b>\$29,218M</b>	<b>\$27,218M</b>	<b>\$29,000M</b>	<b>\$1,287M</b>
	MPN	\$27,171M	\$25,951M	\$27,154M	\$1,203M
	OMN	\$2,047M	\$1,762M	\$1,846M	\$84M

OCO Funding		FY10	FY11	FY12	Delta
	<b>Non-core ES</b>	\$370.4M	\$421.5M	\$0M	(\$421.5M)

Sailor and Family Support		FY10	FY11	FY12	Delta
	<b>Total</b>	<b>\$162.7M</b>	<b>\$152.6M</b>	<b>\$164.2M</b>	<b>\$11.6M</b>
	Military Manpower and Personnel Management	\$133.3M	\$125.6M	\$135.4M	\$9.8M
	Other Support	\$29.4M	\$27.0M	\$28.8M	\$1.8M

<b>Recruiting and Retention</b>		<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>Delta</b>
	<b>Total</b>	<b>\$620.0M</b>	<b>\$681.5M</b>	<b>\$600.4M</b>	<b>(\$81.1M)</b>
	Recruiting Total	\$326.3M	\$362.6M	\$305.0M	(\$57.6M)
	Accession Incentives	\$119.5M	\$128.1M	\$88.9M	(\$39.2M)
	Recruiter Support/Advertising	\$206.9M	\$234.5M	\$216.1M	(\$18.4M)
	<b>Retention Total</b>	<b>\$293.7M</b>	<b>\$318.9M</b>	<b>\$295.4M</b>	<b>(\$23.5M)</b>
	Enlisted	\$15.5M	\$22.7M	\$29.4M	\$6.7M
	SRB	\$117.6M	\$131.6M	\$95.9M	(\$35.7M)
	Officers	\$160.6M	\$164.6M	\$170.1M	\$5.5M

<b>Learning and Development</b>		<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>Delta</b>
	<b>Total</b>	<b>\$1,461.8M</b>	<b>\$1,371.6M</b>	<b>\$1,462.0M</b>	<b>\$90.4M</b>
	Officer Acquisition	\$145.9M	\$141.1M	\$147.5M	\$6.4M
	Specialized Skills	\$583.2M	\$487.3M	\$562.5M	\$75.2M
	Flight Training	\$7.6M	\$9.4M	\$9.0M	(\$.4M)
	Professional Development Education	\$172.0M	\$162.8M	\$172.3M	\$9.5M
	Training Support	\$106.1M	\$110.8M	\$108.3M	(\$2.5M)
	Off-duty & Vol Ed	\$149.7M	\$145.6M	\$140.3M	(\$5.3M)
	Civilian Ed and Train	\$101.3M	\$109.9M	\$107.6M	(\$2.3M)
	NROTC	\$132.9M	\$143.5M	\$151.1M	\$7.6M
	NJROTC	\$52.7M	\$50.4M	\$52.7M	\$2.3M
	Recruit Training	\$10.4M	\$10.8M	\$10.7M	(\$.1M)

Other		FY10	FY11	FY12	Delta
	<b>Total</b>	<b>\$215.8M</b>	<b>\$3.4M</b>	<b>\$3.3M</b>	<b>(\$0.1M)</b>
	Strategic Sourcing	\$1.4M	\$0.6M	\$0.2M	(\$0.4M)
	External Relations	\$0.6M	\$0.7M	\$0.7M	\$0M
	Intl HQ	\$2.3M	\$2.1M	\$2.4M	\$0.3M
	Combat Operations	\$130.7M	\$0.0M	\$0.0M	\$0M
	BSIT	\$80.8M	\$0.0M	\$0.0M	\$0M

Source: PB-12 MPN Justification Book Feb 2011

OMN (MPTE) amount from PBIS, BSO 22 value

### **Your Marines**

Americans expect their Marines to be ready to respond when our country is threatened; to arrive on the scene anywhere in the world with minimal notice; and to fight and win our Nation's battles. To this end, the individual Marine is the Corps' most sacred resource and, as Deputy Commandant for Manpower & Reserve Affairs, Marines *are* my mission.

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. 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.

### **End Strength**

In FY10, the Marine Corps achieved both its accession and retention missions and maintained its 202,100 Active Component end strength. For FY11, we continue with this success, meeting all recruiting and retention missions, and the quality of our force has never been higher.

Even with our retention and overall end strength successes, the Marine Corps must continue to shape our force to meet continuing requirements, fill critical military occupational specialties (MOSs), and retain vital leadership with combat experience. Bonuses remain critical to this effort, allowing the Marine Corps to fill hard to recruit positions, such as crypto linguists and reconnaissance. Enlistment bonuses also allow us to ship new recruits at critical times to balance recruit loads at the depots and meet school seat requirements. Finally, it is important to note that only eight percent of new recruits receive an enlistment bonus, and the Marine Corps budget for enlistment bonuses has decreased from \$75 million in FY08 to \$14.7 million in FY12.

Selective Reenlistment Bonuses (SRBs) similarly allow us to shape our career force. SRBs target critical MOSs and allow us to laterally move Marines to these MOSs. There are currently 14 of 211 occupational specialties where the on-hand number of Marines is less than 90 percent of what is required. It is critical that we meet our first-term retention goals. It should be noted that our SRB funding has decreased from \$468 million in FY09 to \$108.6 million in FY12.

Your Marine Corps already provides the “best value” for the defense dollar. At any given time, approximately 30,000 Marines are forward-deployed in operations supporting our Nation’s defense.

### **Marine Corps Reserve**

Our reserves continue to make essential contributions to our Total Force efforts in Overseas Contingency Operations. Over the last few years, as we concentrated on building our Active Component to 202,100, we fell short of our Reserve Component authorized end strength of 39,600. In 2009 and

2010, we refocused our recruiting and retention efforts toward achieving this end strength. These efforts included 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. As a result, we achieved over 99 percent of our authorized end strength in FY10. Though our incentives budget has been reduced to \$8.7 million in FY11, we project an end strength of 39,589, less than one percent below our authorized level.

Our focus has now shifted to targeting our incentives to critically short specialties and grades within units identified for future deployments in support of operational requirements.

Company grade officer recruiting remains our most challenging area. Historically, our Active Component has been the exclusive source of senior lieutenants and captains for the Marine Corps Reserve, and it remains a center of gravity in meeting our company grade requirements. Through our transition assistance and educational outreach programs, we continue to ensure that each transitioning Active Component Marine is educated on opportunities to continue their service in the Marine Corps Reserve.

To compliment the Active-to-Reserve Component company grade accessions, we continue to offer three recently implemented reserve commissioning initiatives: the Reserve Enlisted Commissioning Program; the Meritorious Commissioning Program – Reserve; and the Officer Candidate Course – Reserve (OCC-R). Since 2004, these three programs have produced a total of 379 lieutenants for the Marine Corps Reserve. The OCC-R program has been the most successful of the three reserve commissioning initiatives. It focuses on ground billets with an emphasis on ground combat and combat service support within specific reserve units that are scheduled for mobilization. The Reserve Officer Commissioning Programs and affiliation bonuses are keys to meeting grade strength requirements in critical billets by the end of FY15. We are also looking at increasing the ceiling for officer affiliation bonuses to attract officers to chronically hard-to-fill units.

Altogether, these programs, combined with our prior service recruiting efforts, should provide for at least 90 percent manning of critical combat arms and engineer company grade officer billets by September 30, 2015.

### **Recruiting**

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.

Our recruiters continue to make their recruiting goals in all areas in support of our Total Force. Our focus is always to recruit quality men and women with the right character, commitment, and drive. 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. We also remain mindful that the Marine Corps should reflect the diverse face of our Nation and be representative of those we serve.

In FY10, we achieved over 100 percent of our enlisted and officer recruiting goals for both the Active and Reserve Components. We accessed over 99 percent Tier 1 high school diploma graduates and over 72 percent in the upper Mental Groups of I-IIAs, both exceeding Department of Defense quality standards.

In FY11, we will again meet our annual recruiting mission, to include all quality goals. Additionally, we expect to have a strong population of qualified individuals ready to ship to recruit training as we enter FY12.

Filling company grade officer billets for our Selected Marine Corps Reserve units is traditionally our greatest challenge. As mentioned above, the OCC-R has proven to be the most successful of our reserve officer recruiting programs.

We thank you for the generous support you have provided to us and look forward to working with you to ensure success in the future.

## **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 proven technical skills, experience, and non-commissioned officer and staff non-commissioned officer leadership needed to meet our demanding mission.

In FY10, the Marine Corps reenlisted 14,265 Marines. This achievement represented a 28 percent retention rate among the eligible First Term Alignment Plan (FTAP) population compared to a historical average of 24 percent. We also achieved an unprecedented 79 percent retention rate among the career Subsequent Term Alignment Plan (STAP) population, the highest ever, while maintaining all quality standards.

For FY11, retention achievement remains on track and exceptionally strong. As of April 12, 2011, we have achieved approximately 96 percent of our FTAP and 112 percent of our STAP goals, respectively.

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.

## **Diversity**

The Marine Corps is committed to making concerted efforts to attract, mentor and retain the most talented men and women who bring a diversity of background, culture and skill in service to our Nation. Our diversity effort is structured with the understanding that the objective of diversity is not merely to achieve representational parity, but to raise total capability through leveraging the strengths and talents of each and every Marine. The success of our pioneering Female Engagement Team program in

Afghanistan, which is an offshoot of a similar effort we employed in Iraq, is one way that the Marine Corps utilizes diversity within our ranks for operational benefit.

We are currently developing a comprehensive, Service-wide strategy on diversity, an effort facilitated through our standing Diversity Review Board and a Diversity Executive Steering Committee chartered to establish the foundations for diversity success in the Total Force. The Marine Corps has established minority officer recruiting and mentoring as the highest priority in our recruiting efforts. Along with the other Services, we have provided timely input to the Congressionally sanctioned Military Leadership Diversity Commission and look forward to release of the Commission's final report scheduled for March 2011.

### **Keeping Faith with Marines, Sailors and Families**

Just as our Marines are required to be in a constant state of readiness, so must our families. Our Nation has been at war for a decade, placing unprecedented burdens on Marines, Sailors, families, wounded warriors and the dependents of the fallen. We know that in order to develop, maintain, and sustain their personal and family readiness and resiliency, we must provide innovative programs and services that are timely and relevant. Our approach to caring for Marines, families and relatives of our fallen Marines is based on our unwavering loyalty. This concept also applies to single and married Marines, families, wounded warriors and Marines transitioning from the service.

In his 2010 Planning Guidance, our Commandant directed us to "look across the entire institution and identify areas that need improvement and effect positive change." Specifically, he directed us to evaluate all of our family readiness programs to determine which require enhancement and/or expansion and which can be streamlined to reduce redundancy. This is not just about efficiencies; it is also about effectiveness. As part of that mandate, we have been directed to continue our behavioral health program integration, institutionalize resiliency training, and reorganize and improve our Transition Assistance Management Program.

**Family Readiness.** In 2010, the Marine Corps increased baseline funding for family support programs by \$110 million to ensure an appropriate wartime footing. Programs benefitting from this measure include: Unit, Personal and Family Readiness Program; Marine Corps Family Team Building Program; Exceptional Family Member Program; School Liaison Program; and other miscellaneous Marine Corps Community Services Programs supporting remote and isolated commands, deployed Marines, and independent duty Marines and families. As we continue the process of providing Marines and their families with the most effective and relevant services, we are assessing all of our family support programs, identifying gaps and overlapping or duplicative efforts, and looking for opportunities to develop partnership programs and share resources with other agencies.

Some of our notable accomplishments include the following:

- Established over 400 full-time civilian Family Readiness Officers to facilitate family contact and provide critical information and referral services to support the resiliency needs of Marines and their families.
- Developed an inventory of Deployed Support and LifeSkills Education and Training courses to address the challenges of military, personal, and family life.
- Transformed the Exceptional Family Member Program to ensure that enrolled family members are provided a continuum of care, while providing the sponsor the opportunity for a successful career.
- Established school liaisons that form strong partnerships with schools and other supporting agencies to improve access and availability to quality education.
- Implemented program and infrastructure enhancements at remote and isolated commands, including investments in child care, single Marine programming, fitness and recreation centers, and recreational equipment to support deployed Marines.
- Increased Marine Corps child care capability from 64 percent to 73 percent with projection to meet 80 percent of potential need by FY12.

- Partnered with the Marine Corps Recruiting Command (MCRC) to conduct the first online survey of all MCRC personnel and their spouses in order to assess their views on key quality of life issues (financial, housing, health care, communication, and services) and to determine any perceived gaps in support.

**Deployed and Warrior Support.** Deployed support is one of the most important services we provide. Our Exchange, Recreation and Fitness, and Communication services not only boost and maintain morale but also help to reduce mission-related stress.

- ***Exchange.*** Ongoing missions in Afghanistan include the operation of two Direct Operation Exchanges at Camps Leatherneck and Dwyer, and one Tactical Field Exchange at Camp Delaram II.
- ***Recreation and Fitness.*** We assist in providing sports, recreational, and fitness equipment to units throughout Helmand Province with the joint support of USFOR-AJI. This transportable equipment includes sports/recreation cooler kits filled with sports gear and board games, electronic game kits, Theater-in-a-Box kits, and fitness equipment for use in austere environments.
- ***Communication.*** Morale satellite services are available to forward operating bases, combat outposts, and other austere locations. We have delivered 13 satellite communications systems to units in Afghanistan. Each system has two phones that provide 6000 free minutes per month and five laptops that allow internet browsing, social networking and chat/video capabilities to deployed Marines.

### **Family Care Programs**

**Exceptional Family Member Program (EFMP).** The most tender of our families, those enrolled in the Marine Corps EFMP, have strongly endorsed the improvements we have made to their level of

support and to providing a continuum of care. Year after year since our program expansion, we have gained the trust of our families. This is demonstrated through increasing enrollments and reduction in issues experienced by families relocating to new duty stations. I am proud to state that DoD and the other Services recognize our EFMP as a premier, full-service program based on the quality and efficiency of program operations.

Our EFMP sponsors will always be an advocate for their special needs family member, but when families need legal help, our EFMP attorneys are ready to assist with obtaining benefits and services under federal and state education and disability laws, special needs trusts, landlord-tenant issues and other legal areas.

In 2001, EFMP had 4,500 enrolled family members. This number has grown to over 10,000 today. We believe our enrollments will continue to increase.

In the past year, we have taken multiple actions to transform the program, including:

- Utilizing Family Case Workers to support families during relocation, deployments, and life events and to assist families with gaining access to medical, educational, and financial support services.
- Establishing installation-level Training Education Outreach specialists to provide training and support for families and the programs that support them.
- Utilizing a Continuation on Location policy that ensures the assignment and relocation process is sensitive to EFMP family needs and meets statutory stabilization requirements.

In addition, the Marine Corps continues to underwrite the cost of up to 40 hours of short-term respite care per month for enrolled families. To date, we have provided more than 450,000 hours of respite care. Since the cost is underwritten by the Marine Corps, families are able to use their TRICARE Extended Care Health Option benefit for needed therapies and equipment. Nevertheless, challenges remain, such as:

- the lack of portability of services for adults with autism;
- the inability of military families to gain access to Medicaid;
- the difficulty in accessing therapeutic and mental health support, such as adult and pediatric care; and
- National economic impacts and subsequent state budget cuts, particularly at local and state levels, which may impede school districts' abilities to provide special education services.

To address some of the state access issues, we have partnered with the National Council on Disability to study this problem. Results are under review.

*Children, Youth and Teen Programs.* Whether parents are working, experiencing family emergencies, or needing respite from single parent responsibilities connected to deployments, child care services remain a high priority quality of life requirement. In 2010, we provided 13,431 child care spaces and met 73 percent of potential need requirements. Within these totals, we are caring for approximately 2,500 special needs children.

The Marine Corps, with your support, is executing an aggressive military construction program and is opening six new child development centers in FY11 and five more in FY12. Nevertheless, as you might expect, the demand for quality child care on-and-off installation continues to grow. To address this growing demand and help further define requirements, we are working on a Child Development Program and Facility Master Plan. This plan will evaluate on-and-off-base access, unmet need, and will provide prioritized recommendations for meeting the need across the Marine Corps. We anticipate results this summer.

In 2011, we will work with Marine Forces Reserve and MCRC to identify opportunities to enhance availability of child care for Marines and their families serving on independent duty and at locations that are separated from military bases and stations. In addition, we are partnering with the Boys & Girls Clubs of America for developmental youth programs, and working to identify ways to better support our youth and teens affected by a parent's deployment. We have reviewed the results of the

National Military Family Association and RAND Study related to impacts on youth from deployments and are considering ways to address this situation.

*School Liaison Program.* To help school-aged children of Marines flourish in new school environments, our School Liaison Program partners with Local Educational Agencies (LEAs) to raise the educational capacity and academic performance of our military children. Supporting more than 80 school districts surrounding major Marine Corps installations, our school liaisons provide LEAs with information on Marine Corps families' needs and access to beneficial training and counseling services. Marine parents have the comfort of talking with and being supported by a local education expert who provides meaningful insight and support to new transfers and those with questions on local education policies. In addition, school liaisons provide Marine parents with connections to online curricular resources that are linked to state standards, permanent change-of-station checklists to assist with pre-relocation planning and registration in the receiving school districts, on-line tutoring and other resources.

**Personal and Professional Development.** Our Commandant has directed the Marine Corps to conduct a "bottom up" assessment of our Transition Assistance Management Program and our Lifelong Learning Program to revolutionize the process, embrace best practices, and ensure we are providing the right educational and career assistance to Marines leaving the Corps. Today, our program is primarily a training event. We have established a goal to transform this from an event into a process and to make the Marine Corps' Transition Assistance Management Program a model for DoD.

From 2009 to 2010, the Marine Corps conducted functionality assessments of the Transition Assistance Management Program and the Lifelong Learning Program and noted many deficiencies. In response, we established two Transition Assistance Operational Planning Teams in 2010 to assess existing programs. These teams identified issues, stakeholders and a conceptual framework for improved services and ways to integrate Marine Corps Community Services transition assets. Key stakeholders

involved in this process include service member recruiters, commanders, Unit Transition Coordinators, and most importantly -- our Marines and their family members.

With our predominately first-term force, we are committed to reaching our Marines at designated touch points, helping them develop roadmaps that support their Marine careers, and better equipping them to reintegrate back into civilian life upon leaving active duty service. We have developed an end-to-end process improvement plan, are initiating actions, and are integrating existing capabilities that directly improve the quality of support provided to our Marines. In the future, our transition assistance will become a personal and professional development process that will reintegrate Marines into the civilian sector with the knowledge, skills, and abilities to better leverage their Marine Corps time and experience into meaningful careers. Some of our actions include:

- Establishing the new Personal and Professional Development program and incorporating “transition assistance” with a continuum of services designed to fully exploit the potential of all Marines and prepare them to transition to civilian life.
- Establishing formal processes to initiate periodic lifecycle contact to offer education, career, and financial advice/counseling to Marines and their families.
- Creating an Individual Development Plan, with execution and delivery of required transition services.
- Assisting Marines with navigating the Department of Veterans Affairs benefit process. Based on feedback from surveyed Marines, we know they want and need this kind of assistance. To address this issue, we will modify existing websites to improve access and enhance opportunities for separating Marines to speak directly to Marine Corps support personnel who are trained to remove benefit processing barriers.
- Expanding public and private sector employment opportunities. We know from our surveys that Marines do not expect a "job handout". Rather, they want to be leaders and strong contributors to our Nation. They have told us that they want to improve their networking

skills and learn how to connect with employers and mentors. We are in the process of revamping our transition workshops to focus on these needs and are working on ways to incorporate more networking opportunities into our job fairs.

- Connecting and expanding available educational opportunities. The Post-9/11 GI Bill provides Marines a wonderful educational opportunity. In an effort to expand this opportunity, we have initiated a Leader Scholar Program on the west coast which includes academic institutions who value Marines' service commitment and pledge to provide them special enrollment consideration; we now have 75 participating institutions and have a goal of 100 by the end of this year.
- Assisting Marines with education enrollment processes to enable them to gain access to academic institutions that provide business education skills that private industry demands.
- Improving the current Active-to-Reserve transition process to better educate Marines on reserve opportunities to retain the best talent. An enhanced, streamlined transition process will increase the number of valuable, trained Marines who consciously choose to affiliate with the Reserves.

We believe our efforts will result in an innovative program that addresses the Commandant's concerns, assists our families with their education and career goals, and meets the needs of our Marines as they progress through their military life cycle, whether a single enlistment or a lifetime of military service, and transition to a successful post-military career.

**Behavioral Health Integration.** Sixty-four percent of our Marines are under 25 years-old. Associated with this young force are inherent high-risk factors that include relationship and coping skills, isolation, combat-related wounds, and substance abuse. Furthermore, since 9/11, behavioral health needs have become increasingly complex with individuals often requiring assistance in a number of areas at one time. The anticipated drawdown of Marines deployed to Afghanistan will likely result in additional behavioral healthcare requirements as Marines return and re-adjust to the garrison environment.

Marines with three or more deployments have been identified as particularly at risk. As a result, our Combat Operational Stress Control (COSC) Program is currently developing a policy that will direct commanders to conduct face-to-face interviews with Marines who have had three or more deployments. These commanders' interviews will identify Marines at some level of elevated risk, allow commanders to engage their Marines (pre-and-post-deployment), and provide an opportunity for intervention (medical and non-medical).

As directed by the Commandant, we continue to move forward with fully integrating our Marine Corps behavioral health programs - Family Advocacy, Combat Operational Stress Control, Suicide Prevention, Sexual Assault Prevention and Response, and Substance Abuse. We have established a Behavioral Health Branch at our headquarters for Marine and Family Programs, Manpower & Reserve Affairs, and are working to ensure that the programs and services that stem from this integration will be seamlessly woven into the larger support network of command structures and the health and human services across the Corps and are in concert with building resilience and strengthening Marines and families.

*Sexual Assault Prevention and Response.* Marine Corps' leadership has initiated aggressive actions to elevate and highlight the importance of the Sexual Assault Prevention and Response (SAPR) Program and institutionalize a zero-tolerance policy. SAPR is focused on several key initiatives:

- ***Prevention:*** Commanders are accountable for creating a climate in which sexual assault will not be tolerated and building trust within their units that enables victims of sexual assault to report the crime. Bystander intervention training has been identified as an evidence-based best practice for engaging Marines in their role in sexual assault prevention. New video-based bystander intervention training is in development with a completion date of April 2011.
- ***Risk Reduction:*** Alcohol has a tremendous impact on the prevalence of sexual assault. Research on best practices for addressing risk reduction, consent, and raising awareness within the Marine Corps is forthcoming in 2011.

- ***Offender Accountability:*** The Trial Counsel Assistance Program and a Joint Mobile Training Team were implemented in 2010 to provide training for 40 Marine Corps investigators and prosecutors on best practices in handling sex crimes. Following-up on the success of the Case Review Project in 2009, the Judge Advocate Division Military Law Branch is reviewing closed cases of sexual assault to develop lessons learned. This information will be disseminated in the form of training techniques for investigators and prosecutors.
- ***Victim Advocacy:*** During 2010, SAPR Program Managers were hired at 18 installations to heighten sexual assault prevention efforts by serving as master trainers and reporting coordinators. A 24/7 Helpline was established across all installations to provide victims with emotional support, information on reporting options, and critical resources.

*Suicide Prevention.* During Calendar Year 2010, we saw a nearly 30 percent decrease in the number of suicides within our Total Force (52 in CY2009; 37 in CY2010). Yet even one suicide is still one too many. It is premature for us to be able to identify what specific initiative(s) have resulted in this decrease. For the past several years, we have been, and will continue to be, engaged on multiple fronts:

- Established a DSTRESS Line pilot in TRICARE Region West for all our Marines, Sailors, and families which provides 24/7, anonymous counseling designed to assist with problems at an early stage. The phones are manned by veteran Marines, our former corpsmen, and by licensed counselors specifically trained in our culture.
- Leadership engagement and discussion of issues at senior leader forums and Executive Force Preservation Boards.
- Our “Never Leave a Marine Behind” suicide prevention training series is being expanded. In November 2010, we provided a junior Marine module as well as an update to the existing award-winning NCO module. In development for release in March 2011 are SNCO and officer modules that will help leaders to manage command climate in a way that builds resilience and encourages help-seeking in their Marines.

- Working with the American Association of Suicidology to develop training programs for unit-level prevention officers.

We believe our training and other prevention efforts will help our Marines and their family members maintain readiness and win their personal battles.

*Combat and Operational Stress Control (COSC) - Resiliency Training.* Stress issues affect all Marines and families regardless of deployment. Assisting Marines who show signs of stress and preventing combat and operational stress is one of our highest leadership priorities. To improve their resilience, we are working aggressively and creatively to build a training continuum that better prepares them for the inevitable stress of combat operations and to equip them with the necessary skills required in coping with the challenges of life as a Marine.

Instruction founded and focused on our core values helps provide some of this resilience and enables effective operations, especially in irregular warfare and complex environments. A program combining the “best practices” of mental, spiritual and physical fitness will instill in our Marines the resiliency to better endure the stressors of combat.

Our COSC program's goal is to help Commanders and Marine leaders maintain their warfighting capabilities and, with assistance from medical personnel, reduce the impact of negative stress reactions. By providing tools and resources to assist Marines with coping with the challenges of combat and the rigor of life as a Marine, our COSC program implements activities focusing on force preservation and readiness and the long-term health and well-being of our Marines and their families. COSC, with other behavioral health initiatives, aggressively combats these problems by strengthening Marines, mitigating stress, identifying those who are at risk, and providing treatment when necessary, with the overall goal of reintegrating Marines back into the force.

Our Operational Stress Control and Readiness Program (OSCAR) embeds mental health professionals in operational units and provides training that helps the OSCAR team identify and mitigate

negative stress reactions. The OSCAR team is comprised of three groups: Providers (mental health professionals), Extenders (other medical and religious personnel), and Mentors (selected unit Marines) who are trained to quickly intervene when Marines show signs of stress reactions. Currently over 1,900 Marines are trained as mentors.

In FY11, COSC will sustain and improve OSCAR training by conducting a RAND evaluation, working with units who utilized OSCAR training while in combat environments, and providing refresher training to OSCAR trainers. Extenders are receiving formal OSCAR training at Field Medical Schools, which began in January 2011 and which also supports institutionalizing OSCAR enhancing resiliency training.

Our COSC program continues to show positive results as indicated by outside evaluations and assessments. Despite increased exposure to heavy combat, Marines surveyed in Afghanistan in July 2010 indicated increased protective factors including unit resilience, small-unit cohesion, perceived readiness, and improved climate towards asking for help. This assessment also revealed increased training effectiveness in managing combat/deployment stress and significant reduction in stigma associated with seeking behavioral health treatment.

**Casualty Assistance.** The Marine Corps' Casualty Assistance Program is committed to ensuring that families of our fallen Marines are always treated with the utmost compassion, dignity, and honor. Our Casualty Assistance Program actively seeks opportunities to improve survivor assistance and has a demonstrated record of taking quick, effective action as needed.

The Headquarters Casualty Section is a 24-hour-per-day operation manned by Marines trained in casualty reporting, notification, and casualty assistance procedures. Next-of-kin (NOK) are notified in-person by a Marine in uniform - a Casualty Assistance Calls Officer (CACO) - and a chaplain whenever possible. Notifications are typically completed within four hours of receipt of the casualty report. Marine CACOs are there for the NOK - to assist with burial arrangements, applications for benefits and

entitlements, contact with benevolent and philanthropic organizations, and obtaining reports of investigation.

Within days of the incident, families are connected to representatives from the Tragedy Assistance Program for Survivors (TAPS), a nationally recognized provider of comfort and care to those who have suffered the loss of a military loved one and are experts at "taking care of the heart". TAPS services are no-cost and available 24/7.

Approximately 60 days following the death, we reach out to the NOK to help resolve any residual issues and let them know we are available to them for as long as they need us.

### **Wounded Warrior Regiment**

In his 2010 Planning Guidance, our Commandant reiterated his commitment to “enhance the capabilities of the Wounded Warrior Regiment to provide added care and support to our wounded injured and ill (WII).” Moreover, he affirmed the need to sustain the Regiment for the long- term given the wounds of the war and that the Regiment also provides care for our Marines who are not combat wounded, but are injured in training or other accidents, suffer from diseases, and other tragedies. Congress and the Nation may rest assure that the Marine Corps, through the Regiment, will continue to meet the Commandant’s intent and the needs of this Nation’s wounded, ill, and injured (WII) Marines.

The Regiment serves the Marine Corps Total Force – active duty, reserve, retired and veteran Marines. It is positioned in locations around the country and abroad in order to establish a personal relationship with WII Marines and their families. Its strategic reach allows for resources and services to be delivered to WII Marines and their families regardless of their recovery location. The Regiment maintains administrative and operational control of two Wounded Warrior Battalions located at Camp Pendleton, CA, and Camp Lejeune, NC. Each battalion has detachments located at military treatment facilities and Department of Veterans Affairs Polytrauma Rehabilitation Centers. The span of the

Regiment extends across the globe from Landstuhl, Germany, to Okinawa, Japan, and throughout the continental United States.

The complexity of WII Marines' care requires a heightened level of coordination between various medical and non-medical care providers. There is no "one size fits all" approach to care and the Regiment delivers a cross-section of services and resources to WII Marines and families. We continue to refine our support capabilities and grow our care model to ensure we promote healing the "whole" Marine. Through synchronization of our programs and resources and external programs, we strive to help each WII Marine focus on their abilities to heal medically while strengthening their mind, body, spirit, and family through mandatory participation in programs covering a wide range of activities, such as academic endeavors, internships, physical fitness, and community service. Highlights of our program include:

- **Marine Section Leaders**. The Section Leader combines the discipline and standards of the Marine Corps with an understanding of the obstacles WII Marines face, while serving as their advocate to ensure coordinated medical and non-medical recovery efforts. Section Leaders are key to the recovery process as they oversee the integration of the Marine's medical recovery process with productive and meaningful non-medical activities that build strong minds, bodies, and spirits.
- **Recovery Care Coordinators**. The Regiment has a fully operational Recovery Coordination Program. Recovery Care Coordinators (RCCs) are assigned to certain active duty WII Marines to help them and their families develop Comprehensive Transition Plans to define and meet their individual goals for recovery, rehabilitation, and reintegration. RCCs and Section Leaders work together to help WII Marines transition. RCCs serve as the ultimate point of contact for WII Marines to help them identify needs, define goals, and meet their goals.
- **Medical Section**. The Regiment's Medical Section includes a Regimental Surgeon, Nurse Case Manager, and Clinical Services staff who work with public and private medical providers to

ensure the best care for WII Marines, particularly in the areas of Post-Traumatic Stress (PTS) and Traumatic Brain Injury (TBI). They also work hand-in-hand with the Bureau of Navy Medicine to environmentally scan for new and emerging treatment protocols and advise the commanding officer regarding medical issues and emerging technologies and treatments impacting WII Marines.

- **Warrior Athlete Reconditioning (WAR) Program.** The Regiment's WAR Program strengthens the Marine's body through physical activity and nutrition to develop life-long healthy habits. Under this program, Marines engage in both physical and cognitive activities outside the traditional therapy setting. Activities are individualized to the WII Marines' needs, and encompass over 18 areas – from aquatic training to yoga.
- **Family Support.** Support for WII Marines and families is unique and staff often perform non-traditional family support roles at all of its locations. Family support staff often work in hospital-type environments and rely on non-traditional resources, such as charitable organizations, Veterans Service Organizations, and federal and state agencies.
- **Reserve Support.** Our Reserve Medical Entitlements Determination Section maintains oversight of all cases involving reservists who require medical care beyond their contract period for service-connected ailments. The Regiment also has reserve-specific RCCs who provide one-on-one support and resource identification for reservists who often residing in remote and isolated locations.
- **Transition Support.** To enhance community reintegration, the Regiment's Transition Support Cell, manned by Marines and representatives from the Departments of Labor and Veterans Affairs, proactively reaches out to identify employers and job-training programs that help WII Marines obtain positions in which they are most likely to succeed and enjoy promising and fulfilling careers.

- **District Injured Support Cells.** Our District Injured Support Cells are mobilized reserve Marines located throughout the country to conduct face-to-face visits and telephone outreach to WII Marines and their families. They maintain oversight of the welfare and quality of life of all WII Marines convalescing at home and all OEF/OIF WII Marine veterans.
- **Sergeant Merlin German Wounded Warrior Call Center.** Our Sergeant Merlin German Wounded Warrior Call Center extends support to Marines and families through advocacy, resource identification and referral, information distribution, and care coordination. The Call Center has clinical services staff that provide immediate assistance and referral for Marines with psychological health issues and/or PTS/TBI. Outreach is an important aspect of our non-medical care delivery and management. The Call Center also conducts outreach calls to offer assistance on a wide variety of issues, such as service disability ratings, awards, employment, financial assistance, education, and benevolent organizations. A recent feature to the Call Center is the addition of social media experts who actively manage the Regiment's Facebook page.

The Marine Corps is committed to the long-term care of its wounded warriors and their families and will continue to provide for their care. As warrior care evolves and innovates, we will continue to adjust to ensure we are providing the best support possible. Your WII Marines are highly motivated, focused on their abilities, and remain in the fight. The Marine Corps is grateful for the exceptional support that you have provided to our Marines and the families who support them.

### **Civilian Marines**

Civilian Marines provide an invaluable service to the Corps as an integral component of our Total Force. With a population of 35,000, the civilian workforce is as lean and efficient as our active duty forces. The ratio of civilians to Marines is 1:6, compared to about 1:2 in the other Services and DoD-wide. Civilian Marines work in true partnership with our Marines and play an important role in current combat operations, research and development, and acquisition. They are critical assets which provide support to the Total Force, especially our Marines returning from deployment and their families, and to

Base and Station operations. Civilians are the “force multiplier,” enabling our Marines to accomplish missions across all aspects of expeditionary operations and warfare. Dozens of civilians are currently forward deployed supporting combat operations. The civilian labor budget represents less than 5 percent of the Marine Corps FY12 budgetary submission, demonstrating that our “best value” for the defense dollar applies to our civilians as well as our Marines.

### **Conclusion**

As we continue to deploy and fight in Afghanistan and other parts of the world, the Marine Corps will be required to meet many commitments, both at home and abroad. To continue to be successful, we must always remember that our individual Marines 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.

**APPENDIX A: Selected FY10-12 Budget Request Data**

<b>Major Programs</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
<b>Marine Corps Family Community Support Programs</b>	\$377.6M	\$377.3M	\$353.7M
<b>WWR</b>	\$21.7M	\$22.4M	\$26.6M
<b>Enlistment Bonuses</b>	\$42M	\$12.5M	\$14.7M
<b>Selective Reenlistment Bonuses</b>	\$193M	\$150M	\$108.6M
<b>Recruiting Advertising</b>	\$145.2M	\$137.7M	\$86.4M