

**Not for publication until
Released by the
Senate Armed Services Committee**

Advance Policy Questions for Lieutenant General James T. Conway, USMC

Nominee for Commandant of the Marine Corps

27 JULY 2006

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DEFENSE REFORMS

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Chairman of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders, among other things, in joint training and education and in the execution of military operations.

Question: Do you see the need for modifications of any Goldwater-Nichols Act provisions?

Lieutenant General Conway: Not as the act specifically applies to the Military Departments; however, in the broader interagency context there are changes that could improve U.S. response to world events.

Question: If so, what areas do you believe might be appropriate to address in these modifications?

Lieutenant General Conway: The complexities of the Global War on Terror have demonstrated the need for broader participation and closer coordination by other Federal departments in order to effectively harness all elements of national power. Specifically, we need to continue to make progress in achieving greater efficiencies and effectiveness through the streamlining of Interagency coordination, reducing duplication of effort across the Departments and accelerating the decision-making cycle.

DUTIES

Question: What is your understanding of the duties and functions of the Commandant of the Marine Corps?

Lieutenant General Conway: The duties of the Commandant of the Marine Corps are primarily spelled out in Title 10, section 5043, which I won't repeat. Fundamentally, the duties and responsibilities are to prepare the Marine Corps to fight and win the Nation's wars. Also, they are to advise the President, the National Security Council, the Secretary of Defense, and Secretary of the Navy on military matters. The Commandant executes these responsibilities as a member of the Joint Chiefs of Staff.

One of the most important institutional responsibilities borne by the Commandant is the responsibility to lead our Marines. Leadership in this context means continuously adapting the doctrine by which the Marine Corps will fight, and ensuring that this doctrine is converted into the training, tactics, and equipment to be used in executing our missions across the full spectrum of conflict and in support of humanitarian and other missions, as the President directs. The job of the

Commandant is to ensure that the Marines are ready. My unwritten responsibility, if confirmed, is to keep Congress, in its constitutional oversight role, informed of the truth.

Question: What background and experience, including joint duty assignments, do you possess that you believe qualifies you to perform these duties?

Lieutenant General Conway: I have had the good fortune to serve in key service billets and joint assignments within the Department of Defense. I have commanded Marines at virtually every level from platoon to Marine Expeditionary Force and in educating and training Marines at every level. As a general officer, I have served as both the Deputy Director of Operations J-3 for Combating Terrorism and in my current billet as the Director for Operations, J-3. Both of these billets along with my recent responsibilities as a Division and MEF commander in combat have given me great insight into what CoCOMS require from the Marine Corps. My current responsibilities have provided me a unique opportunity to understand the challenges facing all the service chiefs today as they strive to meet their Title 10 responsibilities in support of the Combatant Commanders.

Question: Do you believe that there are any steps that you need to take to enhance your ability to perform the duties of the Commandant of the Marine Corps?

Lieutenant General Conway: No, I believe that with your continued assistance, the advice of my fellow Joint Chiefs, the continued exceptional performance of our Marines and the strong support of my family, I have the abilities to perform the duties that will be expected of me if confirmed.

MAJOR CHALLENGES AND PRIORITIES

Question: In your view, what are the major challenges that will confront the next Commandant of the Marine Corps?

Lieutenant General Conway: The major challenges confronting the next Commandant of the Marine Corps center on organizing, training, equipping, and manning units deploying in support of Combatant Commanders in the Long War and transforming the force for the future. I believe the following specific issues will be important for the next Commandant to address:

We are a Nation at war and our highest priority will remain our focus on the Long War. At the same time we will seek to balance these priorities with our efforts to reset the force so that your Marines remain most ready when the nation is least ready.

As a former MEF Commander and Director for Operations during OIF, I am cognizant of the wear and tear we have put on our gear. We need to be honest with ourselves and the taxpayer on what it will take to properly reestablish our readiness. We must ensure that our material requirements are validated and resourced in order to “reset” the force for both near and long term readiness.

This will require rigorous reexamination of basic unit requirements in view of OIF, and disciplined assessments of material degradation from several years of employment under arduous climatic conditions and high usage rates. I intend to be a very prudent steward of the resources entrusted to me, as Marines have always been, and intend to manage these resources so that we maximize the capabilities that we make available to the combatant commanders.

I will be working with my naval partner, the CNO, to design, and build tomorrow's fleet. My expectation is that the next two decades will place a premium on flexible and mobile sea based maneuver. In a world of uncertainty, we should exploit the global commons and maneuver at sea for advantage ashore.

As we go forward it is critical to continue our improvements to our training and education in the Marine Corps. We have made changes to our Professional Military Education that have improved the educational experience for our finest asset, the individual Marine. The challenge for the way ahead is to adapt and stay ahead of our adversaries through continual assessment and implementation of our lessons learned from our current engagements. If confirmed, I will sustain the numerous initiatives in place to advance the training and education so that our Marines are tactically cunning, culturally savvy, disciplined warriors who are led by mentally agile commanders.

You have a fantastic Marine Corps and you are rightfully proud of them. The challenge will be continuing to attract, recruit, sustain and retain quality Marines. I am especially interested in the long-term effects of our combat DEPTempo and in the sufficiency of medical care provided to our Marines, particularly those recovering from injuries received in OEF and OIF. While our attention is naturally drawn to preparing for operations far away, we must ensure we provide for the families of our Marines while they are away and upon their return.

Question: Assuming you are confirmed, what plans do you have for addressing these challenges?

Lieutenant General Conway: I have only just begun to look at these issues in preparation for the confirmation hearing. While I am most concerned with readiness, I will continue to seek counsel from Congress, visit my general officers, the combatant commanders, and work with my Sergeant's Major to develop plans to address these issues. If confirmed, I will set my agenda and disseminate my vision during the initial days of assuming duties as the Commandant of the Marine Corps.

Question: If confirmed, what broad priorities would you establish in terms of issues that must be addressed by the Commandant of the Marine Corps?

Lieutenant General Conway: If confirmed as Commandant of the Marine Corps, my first priorities will be to make sure Marines are well trained, well equipped, and well led. The underlying foundation is our Marines and their families – to them we owe the best in training, leadership, and equipment. We will continue to train and educate to sustain a lean and agile service ready to fight the Global War on Terrorism and ready to adapt to change in future environments. The lynchpin to this continued readiness for our Nation is a commitment to reconstitution of our

force and an acceptable pace of modernization.

ROLE OF THE MARINE CORPS IN THE GLOBAL WAR ON TERRORISM

The main focus of the United States military has been on the war in Iraq and Afghanistan, and the Marine Corps has had a major role in Operation Iraqi Freedom and Operation Enduring Freedom.

Question: What do you see as the Marine Corps' role in the continuing global war on terrorism?

Lieutenant General Conway: We will continue to be engaged in Iraq so long as it is a counterinsurgency. The Marine Corps remains committed to balancing an increase in irregular warfare capabilities with maintaining essential conventional warfighting capabilities. We believe this is necessary to identify the right mix of capabilities that support the Global War on Terror while maintaining our ability to respond to any contingency.

We have established and are fielding the Marine Special Operations Command as an integral component of USSOCOM. Additionally, the Marine Corps is re-prioritizing and improving our irregular warfare capabilities to better support SOCOM and other COCOM plans for the Global War on Terror. By accepting and managing risk in traditional capabilities, we will increase our SOF-like and irregular capabilities and capacities while still maintaining our ability to respond to major war plans.

Additionally, our forward-deployed posture represents a unique capability to respond to humanitarian assistance and disaster relief, assist other countries, and thwart terrorism through non-kinetic measures. It also supports theater security cooperation enabling us to build partner capacity to fight terrorism.

Question: What role do you envision for the Marine Corps in homeland security and homeland defense?

Lieutenant General Conway: It is important to emphasize that defense of the homeland begins not on our shores, but on far shores as part of a collaborative interagency defense-in-depth. As a Total Force in readiness, this is and will continue to be the Marine Corps' primary contribution to Homeland Defense (HD).

When and if directed by the President or Secretary of Defense, the Marine Corps uses its active duty and reserve forces to rapidly respond to a threat in the homeland, whether the threat is from nature, such as a hurricane, or from terrorists. Marine Forces North is our lead component dealing with HD and as such regularly participates in HD exercises across the country. These Marines bring the same esprit, hard work, and dedication to mission accomplishment and that our forward deployed forces bring to the fight overseas.

Question: If confirmed, do you plan any major changes to Marine Corps warfighting doctrine?

Lieutenant General Conway: Major changes—no, I do not. There will likely be evolutionary changes associated with lessons learned in the Global War on Terror. Our warfighting doctrine is well-crafted and timely. New realities in the post 9-11 world have given cause to examine this doctrine and supporting documentation.

MARINE FORCES SPECIAL OPERATIONS COMMAND

Marine Corps Forces, Special Operations Command (MARSOC), is a new subordinate command to the U. S. Special Operations Command that was established earlier this year.

Question: What is your assessment of the progress made in establishing MARSOC, and what do you consider to be the principal issues that must be addressed to make it fully operational? (PP&O)

Lieutenant General Conway: The Goldwater-Nichols Act for jointness and Department of Defense efforts at transformation have resulted in a Marine Component of MARSOC. As noted, MARSOC was created earlier this year and will achieve full operational capability in Fiscal Year 2008. There are several issues we need to work through such as deployment and employment relationships, the impact of a tour in MARSOC on a Marine's career pattern, and how the Corps is best able to use their operational experience when they return from MARSOC to conventional Marine Corps forces.

EFFECTS OF DEPLOYMENTS ON READINESS

Question: What is your assessment of the current state of readiness of the Marine Corps?

Lieutenant General Conway: We have ensured that all deployed forces are at the highest readiness levels. All units are trained, manned, and equipped to accomplish their assigned missions. Our Marines in harm's way have the equipment and resources they need to fight and win.

Over 2100 Marine leaders are filling Transition Teams, manning Joint Headquarters, and providing critical capabilities to forward deployed units. Despite this, our manpower readiness remains high and morale remains strong. Overall, the current optempo has not been detrimental to readiness at this point, however this is something that we will need to continue to examine in

order to determine its impact over the course of the Long War.

Training levels are also high, particularly for units deploying to OIF. One of the great strengths of the Marine Corps has been the ability to rapidly garner lessons learned overseas and insert changes into our training plans and exercises. This flexibility has allowed us to stay at a high level of readiness for training. One area that does bear a close watch is the lack of training opportunities for our non-deploying units due to shortages in manpower and equipment.

Overall, our current equipment readiness is good among the units deployed to Iraq; a testament to the young men and women who are taking care of their gear in severe conditions. However, I am concerned about long term readiness. The Long War's harsh environmental conditions, higher than normal utilization rates, increased wear, and attrition will require the accelerated repair and replacement of ground and aviation equipment. In addition, depot maintenance repair requirements for our equipment will continue past the end of hostilities.

For our non-deployed forces, replacing combat losses, fielding transition team requirements, and lower supply/maintenance priorities degrade their readiness.

If confirmed, my priorities will be to reset the force and to support modernization.

Question: In your judgment, are combat operations in Iraq and Afghanistan adversely affecting the readiness or retention of Marines on active duty and in the reserve component?

Lieutenant General Conway: In terms of retention, absolutely not. As evidenced with our most recent statistics on recruiting and retention, this country's young people continue to demonstrate a willingness to join the Marine Corps and serve in the nation's defense. During past fiscal years, the Marine Corps has attained its accession goals and anticipates continuing this achievement for the foreseeable future. That said, if the current deptime remains high, we could see long term consequences. If confirmed, I will examine the long term effect that combat deptime has on a career.

Question: If confirmed, what will be your priorities for maintaining readiness in the near term, while modernizing the Corps to ensure readiness in the out years?

Lieutenant General Conway: Current readiness, particularly for our deployed forces has, by law, always been the focus of the Marine Corps. Our long-term readiness however is dependent upon resetting and modernizing the force; I will seek additional funding to defray the cost of the war expenses that threaten to eat away at Marine Corps readiness and modernization planning for the future.

RECRUITING AND RETENTION

Question: What do you consider to be the key to the Marine Corps' success in recruiting the highest caliber American youth for service and retaining the best personnel for leadership responsibilities?

Lieutenant General Conway: There will always be great American youth who want to accept the challenge to be a United States Marine. In order to operate and succeed in potentially volatile times, Marines must be physically fit, morally strong, intelligent, and comfortable with high technology. Recruiting quality youth ultimately translates into high performance, reduced attrition, increased retention, and improved readiness for the operating forces.

Recruiting is the lifeblood of our Corps, and it is the foundation for the Marine Corps to “Make Marines, Win Battles, and Create Quality Citizens.” As such, the Corps recognizes the importance of assigning the best Marines to fulfill this vital role in maintaining its operating forces. Therefore, the Marine Corps sends Headquarters Recruiter Screening Teams throughout the force to ensure the most qualified Marines are selected for recruiting duty. The Marine Corps conducts an annual selection board to select Majors to command Recruiting Stations to ensure our best officers are assigned to recruiting duty.

The Marine Corps Recruiting Command (MCRC) serves as the conduit that provides the Corps with a steady flow of quality enlisted and officer accessions. During FY05, the Marine Corps Recruiting Command succeeded in achieving its accession mission, ensuring the Marine Corps met its appropriate end-strength. Unique in this process is the command relationship between the recruitment and initial training of these young men and women. The Commanding General of each Recruiting Region is also responsible for the initial recruit training or “boot camp.” Therefore, each Commanding General is responsible for the recruitment and initial training has direct influence on the quality of young men and women arriving at boot camp. Additionally, each recruiter is evaluated on his applicant’s success at boot camp. Quality of individuals is stressed at all levels throughout the process of transforming Marines. This results in young Marines who are committed to fulfilling a promise to their Nation – that they be ready to fight and win when she calls.

Question: What steps do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall readiness, recruiting and retention, and morale of the Marine Corps?

Lieutenant General Conway: As, stated earlier, I am also concerned with the possibility of long term effects of combat de tempo on career progression. Optimally, we would like to achieve a sustainable deployment ratio, employ our reserves as envisioned, and better manage the per tempo of those Marines in high demand-low density MOSs. Gen Hagee has stated the USMC will require about 180,000 Marines. If confirmed, I will address this challenge. To ensure the Nation retains a viable, capable Marine Corps and avoid hollowing our force, end strength changes require a considerable, concomitant investment - in manpower accounts,

for infrastructure and equipping the force.

QUALITY OF LIFE

Question: What do you consider to be the most essential elements supporting the quality of military life for Marines and their families, and if confirmed, what would be your goals in this regard?

Lieutenant General Conway: Quality of life means ensuring Marines are well trained, well equipped, and well led, so when we ask them to fight, they can win — and return home to their families. If I am confirmed, this will be my number one priority.

Individually, Marines define quality of life as sufficient financial compensation, a reasonable optempo, health care, housing, infrastructure / installation management, and community services. This means that while our Marines are deployed, we will take care of their families as if they are our own. And when our Marines return to their home stations, we will do our best to ensure that their needs are met, and the wide range of community services that we provide are well-tailored to support the requirements of the Marines and their families.

Question: Have you recently visited the Regimental level enclaves at Camp Pendleton?

Lieutenant General Conway: Not since I was the Commanding General of 1st Marine Division in 2002.

Question: Does the single unaccompanied Marine Corps housing there meet your standards for an appropriate quality of life?

Lieutenant General Conway: Absolutely not. Our Marines expect better; they deserve better. Historically, in providing for our Marine families, we were forced into a situation that we could not concurrently provide for our single Marines. As Division Commander, I visited all of those Regimental camps and I found that single, unaccompanied Marine Corps housing at Camp Pendleton did not meet my standards for an appropriate quality of life. The Marine Corps is currently committed to resolve all remaining bachelor housing deficiencies by Fiscal Year 2012, under a program initiated by the Commandant. If confirmed, I intend to carry out Gen Hagee's commitment.

RECAPITALIZATION

The Marine Corps intends to concurrently recapitalize several of its front line systems. The MV-22 Osprey tiltrotor aircraft, the Expeditionary Fighting Vehicle, and the Joint

Strike Fighter are all scheduled to be in production at the same time.

Question: Do you believe that these production plans are realistic in light of the demands on resources imposed by maintaining current readiness?

Lieutenant General Conway: We have no other choice. The dual requirements of modernizing the force for the long war while sustaining combat operations in support of the Global War on Terror (GWOT) does strain the limited resources available to the Marine Corps. We could not accomplish both these tasks without the responsive effort of the Congress. The Corps has been very careful to ensure that we have clearly identified our requirements and that we field only those capabilities necessary for our Nation's defense. Through the efforts of Marines, industry, and the Congress, we have an achievable long term plan to provide better trained and equipped Marines for the long war.

ARMY AND MARINE CORPS CAPABILITIES

Question: What are your views regarding the joint development and acquisition of Army and Marine Corps equipment?

Lieutenant General Conway: I fully support the joint development and acquisition of Army and Marine Corps equipment. Our two Services share a great deal in common with regard to tactics, and the operational environment. Further, insofar as the Global War on Terrorism is concerned, we fight the same enemy side-by-side, on the same ground. We often find that we share common requirements. When that occurs, joint development and acquisition are clearly warranted; it reduces costs and ensures compatibility. I would add a cautionary note, however: under some circumstances there are differences in roles and missions that drive differences in requirements. These provide the Nation with the broad spectrum of capabilities it requires.

Question: Do you believe the Joint Staff should have a role in synchronizing Army and Marine Corps requirements and service programs?

Lieutenant General Conway: Both Joint Forces Command and the Joint Staff are in a position to assist the Army and Marine Corps in identifying opportunities to exploit commonality in our requirements, and to facilitate cooperative development of systems. Joint Staff oversight of requirements definition maximizes the interoperability that is critical to battlefield success, and ensures requirements for those Service unique capabilities are met.

Question: What programs would you consider to be candidates for joint program development for the Army and Marine Corps?

Lieutenant General Conway: Where the Army and Marine Corps find commonality in

missions, tactics, and operational environments, there will be opportunities for joint program development. The Global War on Terrorism provides many examples. Army and Marine Corps forces in Iraq and Afghanistan face the same threat, under the same conditions, and are accomplishing the same mission. Accordingly, the two Services require similar mobility capabilities. As we seek a replacement for the aging fleet of High Mobility, Multi-purpose Wheeled Vehicles, the Army and Marine Corps should pursue a common replacement, such as the Joint Light Tactical Vehicle. Similarly, because the Army and Marine Corps have the same requirements in force protection, comprehensive vehicle survivability measures are sound candidates for joint development. Other areas include command and control systems, some infantry weapons, and artillery systems. Our goal is to continue to achieve the same resounding success the Army and Marine Corps realized with the joint development of the 155mm howitzer.

SEA BASING

The Sea Base has long been envisioned as an element of the Department of the Navy's Sea Power 21 concept and has emerged in this future years defense program as one of the centerpieces of the future force.

Question: If confirmed, how will you ensure that the Sea Base concept of operations is fully integrated with the Marine Corps operational requirements?

Lieutenant General Conway: The Marine Corps uses a concept based requirements system, in which our baseline requirements are derived from a family of warfighting concepts. We have adopted the Joint Seabasing Concept as one of our own, and it appears within our most recently published volume of Service concepts. At our Marine Corps Combat Development Command, we have established a Seabasing Integration Division that is organized and manned specifically for the purpose of ensuring that the actions we take to implement the tenets of the Joint Seabasing Concept are fully integrated with our other requirements. We vet each requirement for its applicability to seabasing to ensure that our equipment and our organizational structure are designed to facilitate seabased operations.

Question: What are the Marine Corps' greatest challenges in projecting power from the Sea Base in support of operations ashore?

Lieutenant General Conway: Our single greatest challenge is the availability of sufficient amphibious and maritime prepositioning ships to enable the strategic deployment and operational employment of a credible and sustainable seabased force. We work closely with our Navy counterparts to address the design and resourcing of these ships, which provide our Nation with proven capabilities in forward presence and forcible entry.

JOINT FORCES COMMAND

Question: In your view, what is the appropriate role for the U. S. Joint Forces Command with respect to Marine Corps experimentation, acquisition, and exercise planning and execution?

Lieutenant General Conway: The greatest impact that the Joint Forces Command can have is through its influence on joint standards and harmonization. With respect to acquisition programs, while we do not want to sacrifice what are truly unique contributions to national security in the name of jointness, it is important that we rigorously consider alternatives. Joint Forces Command can serve as a catalyst for this consideration through its experimentation efforts. It is appropriate for USJFCOM to work in partnership with the Regional Combatant Commanders to coordinate and synchronize of worldwide joint exercises, provide joint training models and scenarios, and establish joint training tasks, conditions, and standards.

NAVAL SURFACE FIRE SUPPORT

The DD(X) program was initiated to fill the capability gap for naval surface fire support. The original requirement for 24 to 32 DD(X) ships, each with two 155mm Advanced Gun Systems, was reduced to 12 ships, and then to 10 ships in prior years and has been further reduced to 7 ships in the proposed FY07 budget.

Question: In your view, does this significant reduction in the number of DD (X) destroyers meet the Marine Corps' requirement for Naval Surface Fire Support?

Lieutenant General Conway: Our operational lessons learned from Iraq and Afghanistan emphasizes the value of volume and precision fires. We have 230 years of naval interest in this area and know that the transformational technology the Navy is developing will make NSFS relevant and vital to our concepts for conducting Expeditionary Maneuver Warfare in the future. Given the current fiscal environment, there is additional risk due to the reduction in planned DD(X)s procurement; this results in some unaddressed targets and increased time to accomplish the mission during a forcible entry scenario.

JOINT ACQUISITION PROGRAMS

Question: What are your views regarding joint acquisition programs, such as the Joint Tactical Radio System and the Joint Strike Fighter?

Lieutenant General Conway: The Marine Corps fully supports more joint development where common capability gaps exist. The end result of a joint program office is to achieve commonality and affordability. Services participating in joint programs leverage off each others strengths to insure that the program delivers an affordable solution to a joint requirement.

The Joint Strike Fighter program is an excellent example of a joint program fulfilling the joint common solution. With the USAF and the USN, the JSF program is based on delivering three variants of aircraft that will still allow each service to fill its particular mission set, but strives to maintain affordability of the program with commonality. The JSF Program Office maintains personnel from all services and also includes an additional eight countries who are interested in procuring the JSF, allowing each service to work on common solutions yet still meet their specific mission requirements for the aircraft.

Another example of a successful joint program office is the V-22. Additionally, the Marine Corps is partnering with the Air Force on the C-130J.

JTRS may be a classic example of a single program that is challenged by both technology and the attempt to provide all of the capabilities desired by all Services. In this case, both requirements and technology need to be properly synchronized.

Question: Do you see utility in encouraging the services to conduct more joint development, especially in the area of helicopters and unmanned systems?

Lieutenant General Conway: Yes, there is utility and cost savings inherent in the joint development. In the area of unmanned aircraft system development opportunity exists to jointly develop common capability sets. Service specific requirements most often require unique attributes of the air vehicle: speed, range, stealth characteristics, payload capacity, launch and recovery method, etc. but command and control methods and payload capabilities are often "commodity capabilities" that lend to joint development.

For helicopters, there is utility in collaboration on aircraft subsystems, aircrew safety / survivability, aircraft safety/survivability, avionics for situational awareness and communication devices. We must continue this process for the long term and explore a joint follow-on aircraft development. However, the unique nature of ship-board operations is a prevailing characteristic that Marines must address and operationalize in our procurement processes.

Question: If so, what enforcement mechanisms would you recommend to implement more joint program acquisition?

I have not had an opportunity to study the specifics of joint program acquisition in enough detail to provide an acceptable answer to the committee.

SERVICE IN IRAQ

Question: During your prior combat tours of duty in Iraq, were there any incidents within your command of detainee abuse or allegations of abuse of civilians like those at Haditha and Hamandiya? If so, please explain the circumstances and the describe the actions that you took in response to these incidents?

Lieutenant General Conway: My prior tours in Iraq presented, in some ways, a uniquely different set of circumstances. OIF Part I was the more traditional combat mission. So the interface and interaction with the civilians was fundamentally different than that found in Iraq today. However, there was the expectation then, as there is today, that Marines will comply with our core values and that we protect those on the battlefield that we should protect and that we will not harm those that come under our control.

We did have some substantiated cases of detainee abuse, but there were very few of those. There were cases that included actions such as assault, (the assault in one case was severe enough that the detainee subsequently died) destruction of property, and mistreatment of detainees. The Marines involved were held accountable at a variety of different disciplinary forums—some were court-martialed and others received non-judicial punishment. In sum, if a Marine went beyond the bounds of acceptable behavior they were held accountable.

CONGRESSIONAL OVERSIGHT

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Question: Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Lieutenant General Conway: Yes, sir.

Question: Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

Lieutenant General Conway: Yes, sir.

Question: Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as Commandant of the Marine Corps?

Lieutenant General Conway: Yes, sir.

Question: Do you agree to ensure that testimony, briefings, and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Lieutenant General Conway: Yes, sir.