

**NOT FOR PUBLICATION
UNTIL RELEASED BY THE
SENATE ARMED SERVICES COMMITTEE**

**STATEMENT OF
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AND
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(MANPOWER, PERSONNEL, TRAINING & EDUCATION)
BEFORE THE
SUBCOMMITTEE ON MILITARY PERSONNEL
OF THE
SENATE ARMED SERVICES COMMITTEE
ON
MILITARY PERSONNEL BUDGET
MAY 20, 2009**

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INTRODUCTION

Chairman Nelson, Senator Graham, and distinguished members of the Senate Armed Services Committee, it is a pleasure to have the opportunity to review our fiscal year (FY) 2010 active and reserve budget requests for Manpower, Personnel, Training, and Education (MPTE) programs in support of our Navy Total Force and their families.

Navy continues to experience success in recruiting and retention and we expect that success to continue. The tone of the force remains positive. Sailors and their families continue to express satisfaction with the quality of their service, education benefits, health care, and compensation. Our Sailors and Navy civilians are the critical component to the Navy's Maritime Strategy. To support the Fleet and the joint force, we are committed to providing the right person with the right skills, at the right time, and at the best value while ensuring the welfare of our Sailors and their families. To meet this commitment, our efforts must enable us to be:

- Competitive for the best talent in the nation
- Diverse
- Responsive to the joint warfighter
- A learning organization
- A leader in human resource solutions for the Navy

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

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

To meet increased demands, maintain required Fleet manning levels with acceptable risk, and minimize stress on the force, we have transitioned from a posture of reducing end strength to one of “stabilizing the force.” This transition was supported by the Secretary of the Navy with authorization to over-execute end strength in FY09 within two percent above our authorized level of 326,323. This over-execution created a fiscal shortfall that is being internally mitigated through a number of measures. We continue to assess options to restore funding, and should funding become available, we will restore these programs to the greatest extent possible.

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

Additionally, we are seeking Congressional support for funding to support Overseas Contingency Operations (OCO). We will continue to stabilize the force with respect to end strength while balancing seniority, skills, and experience to meet Fleet and joint requirements and develop our capabilities to respond to emerging mission areas, such as cyber warfare and missile defense within our fiscal authorities. Our budget request represents a balanced approach to supporting our Sailors and their families, while sustaining Fleet readiness.

END STRENGTH

Our FY10 active budget request supports an end strength of 328,800. This includes \$25.5B in the baseline budget for 324,400 to support Fleet requirements, OCO core and adaptive core missions, and the initial restoration of the Defense Health Program (DHP) military-to-civilian conversions. Included in our OCO funding request is \$364M for 4,400 Sailors in training and as direct enablers supporting the joint force in non-traditional missions such as detainee operations, civil affairs, provincial reconstruction, and customs inspection. Our FY10 reserve budget request supports an end strength of 65,500. This includes \$1.9B in the baseline budget and a FY10 OCO funding request of \$39M. We request your support for the resources to meet this operational demand.

RECRUITING AND RETENTION

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

Recruiting

Navy has met its enlisted active and reserve recruiting goals for 24 straight months through January 2009. This fiscal year, we have met our active and reserve goals each month, and our Delayed Entry Program (DEP) is 99.5 percent full as of 1 April 2009. We are exceeding Department of Defense (DoD) quality standards in all recruit categories as shown in the following table:

Table 1. Active and Reserve Component Accessions and Quality

	FY08			FYTD 09 (as of 1 Apr 2009)		
	ATTAINED	GOAL	%	ATTAINED	GOAL	%
Total Active	38,485	38,419	100.2%	17,183	17,166	100.1%
Total Reserve	9,134	9,122	100.1%	3,916	3,883	100.8%
HSDG*	35,834	90%	94.4%	17,361	90%	94.2%
TSC** I-III A	27,907	60%	73.5%	13,838	70%	75.1%

*HSDG – High School Diploma Graduate **TSC – Test Score Category (Aptitude Level)

My top enlisted recruiting priorities for this fiscal year are:

Nuclear Ratings. During FY08, Navy met its recruiting goals for enlisted nuclear ratings, achieving 100.6 percent of goal. This fiscal year we have met all monthly nuclear rating recruiting goals and are on track to achieve this year's target. We continue to rely on the enlistment bonus as the primary incentive to meet our nuclear accession targets.

Special Warfare/Special Operations. We achieved Naval Special Warfare/Special Operations aggregate and individual goals (Explosive Ordnance Disposal, Diver, Special Operator, Special Boat Crewman) for the first time in FY08. We have continued that success, attaining 100 percent of all four ratings each month this fiscal year. We have established special recruiting programs and an introductory physical conditioning course in our recruit training center to improve our success rate at Basic Underwater Demolition/SEAL (BUDS) training. We are seeing positive results from these efforts.

In FY08, Navy attained 104 percent of AC general officer (Officer Candidate School) goal, which included a mission increase of 40 percent over the FY07 target. Reserve component (RC) general officer programs also saw significant improvement, finishing FY08 at 105 percent versus 51 percent in FY07. While we achieved overall active and reserve medical officer recruiting goals for the first time in five years, we did not reach our goals for Dental Corps officers (89 percent).

Table 2. Active and Reserve Officer Accessions

	FY08			FYTD 09 (as of 1 Apr 2009)		
	ATTAINED	GOAL	%	ATTAINED	GOAL	%
Active General Officer*	1,276	1,270	100%	1,103	1,401	79%
Reserve General Officer*	1,062	1,012	105%	658	971	68%
Active Medical Officer**	713	685	104%	504	801	63%
Reserve Medical Officer**	259	192	135%	162	279	58%

*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.

My priorities for officer recruiting are:

Health Professionals. To support the increased demand for health professionals in support of combat operations, accession goals across all of the medical communities were increased in FY09. We have implemented a multi-faceted approach to reach these raised goals to include:

- Increasing Critical Wartime Skills Accessions Bonus (CWSAB) and allowing multi-year payouts
- Increasing incentive and retention pays for critical healthcare specialties
- Increasing the monthly stipend for medical and dental Health Professions Scholarship Program (HPSP) recipients
- Exploring a one-year pilot program to access qualified legal non-citizens

- Offering the Health Professions Loan Repayment plan for critical medical specialties.

As of 1 April 2009, we have attained 63 percent of the FY09 active medical officer recruiting goal and 58 percent of the reserve goal.

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

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

The FY10 reserve budget requests \$99.4M for recruiting incentives, including \$60.9M for enlistment bonuses and \$49.4M for medical recruiting programs. The \$49.4M for medical

recruiting programs includes \$43.7M for the Armed Forces Health Professions Scholarship Program (AFHPSP), \$4M for the medical Financial Assistance Program (FAP), and \$1.7M for the Nurse Candidate Program (NCP). These amounts represent an \$8M decrease in reserve incentives and a \$10.7M increase in medical recruiting programs from FY09.

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

Retention

The comprehensive benefits provided to our service members, combined with the current economic conditions, have resulted in higher retention and lower attrition.

In FY08, active enlisted retention was approximately one percent above projections and there were 4,221 (14 percent) fewer enlisted attrition losses than anticipated. These patterns have accelerated into this fiscal year. As shown in the table below, for Sailors with 10 years of service, reenlistment rates are 9.9 percent higher than the previous two years. Among those Sailors with 10 to 14 years of service, we are experiencing a retention rate that is approximately 2.4 percent higher.

Table 3. Active Navy Retention

Active Navy Retention	FY08 Achievement				FY09 Achievement (as of 3 Apr 2009)			
	Reenlisted	Mission	FY08	FY08 Goals	Reenlisted	Mission	FYTD	FY09 Goals
Zone A (0-6 yrs)	13,005	12,700	102.4%	12,700	7,222	6,255	115%	13,300
Zone B (6-10 yrs)	8,358	8,500	98.3%	8,500	5,416	5,065	107%	9,400
Zone C (10-14 yrs)	5,147	5,000	102.9%	5,000	3,209	3,198	100%	6,000

Overall attrition, defined as Sailors who are discharged prior to the end of their contract, has declined approximately 22 percent from the previous year. Specifically, we have seen

declines in misconduct related discharges by 24 percent, medical/physical discharges by 16 percent, and training-related discharges by 13 percent. The net effect is over-manning in some specialties in certain year groups. To maintain the force balance in terms of seniority, experience, and skills, we have taken, or will take, the following actions:

- Reduce FY09 enlisted accessions by 4,000
- Decrease or eliminate Selective Reenlistment Bonus (SRB) levels and review all other bonus programs
- Execute “High-Year Tenure” milestone for the enlisted force of 14 years of service for those Sailors who have not advanced beyond E-5
- Expand “Perform-to-Serve,” a reenlistment review process used in Zone A (0-6 years), to Zone B (6-10 years) and Zone C (10-14 years) in select overmanned ratings forcing conversion to undermanned specialties or separation
- Institute an annual performance-based continuation board for E7–E9 with over 20 years of service.
- Allow one year time-in-grade retirement waivers for select senior enlisted in pay grades E-7 to E-9.

Though AC officer retention rates have generally increased, there remain select shortfalls in the control grades (O4-O6). Commander (O-5) and lieutenant commander (O-4) inventories are below requirements; though, for the first time in many years, Unrestricted Line (URL) captain inventory exceeds officer programmed authorizations (OPA). Special and incentive pays and quality of life initiatives remain the primary tools to reduce these shortfalls.

Table 4. URL and RL Inventory and Officer Programmed Authorizations

Rank	Unrestricted Line		Restricted Line and Staff	
	Inventory	FY09 OPA	Inventory	FY09 OPA
O6	1,389	1,358	1,809	1,886
O5	2,948	3,055	3,558	3,667
O4	4,265	4,452	5,224	5,771
Total	8,602	8,865	10,591	11,324

Medical community loss rate trends, as shown in the following table, improved in FY08 and are continuing to improve in FY09. While incentives and bonuses have contributed to reduced loss trends, select subspecialties continue to require attention. These include: dentistry, clinical psychology, social work, psychiatry, general surgery, and perioperative nursing. Special and incentive pays are critical to retaining these professionals.

Table 5. Medical Community Loss Rates

Community	FY05	FY06	FY07	FY08
Medical Corps	10.4%	9.6%	10.2%	8.2%
Nurse Corps	9.8%	11.4%	10.0%	9.2%
Medical Service Corps	10.2%	10.2%	9.4%	9.0%
Dental Corps	13.0%	14.3%	14.7%	10.7%

We are on track to meet our FY09 overall officer and enlisted retention goals, and we expect this success to continue through FY10. We remain focused on retaining high-performing Sailors in critical skill areas. Our FY10 active budget requests \$435.2M, an increase of \$7.9M, to support targeted investments in incentives, bonuses, and special pays for both enlisted and officers. This request includes \$170M for new Selective Reenlistment Bonus (SRB) contracts, the same level as FY09.

Additionally, this request includes \$67.0M, an increase of \$1.5M, for special and incentive pays to retain health professionals. Medical community retention continues to improve, largely due to competitive incentives and bonuses. However, given their high demand

in the civilian sector, select subspecialties continue to require attention to enable us to meet our goals in FY10. These include: dentistry, clinical psychology, social work, psychiatry, general surgery, and perioperative nursing.

RC retention rates among both officer and enlisted remain high, while attrition rates remain at historic lows. In FY08, and continuing into FY09, RC attrition rates were approximately 25 percent for enlisted and 15 percent for officers, contrasted with historical averages of approximately 29 percent and 19 percent, respectively. We continue to focus our efforts on retaining high-performing reserve Sailors, especially those in critical skill areas. The FY10 reserve budget requests \$15.7M for retention incentives, which include a SELRES Reenlistment Bonus and an Officer Retention Bonus. The SELRES Reenlistment Bonus of \$12.3M has decreased \$1.2M from the FY09 amount. The Officer Retention Bonus of \$3.4M is new in FY10 and will target our high OCO demand skillsets.

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

LEARNING AND DEVELOPMENT

Education and training are strategic investments in Navy's Total Force, enabling us to retain our asymmetric advantage by developing a highly-skilled, combat-ready force to meet the demands of the Maritime Strategy and the joint force. In 2008, our 13 learning centers around the country provided exceptional training to more than 580,000 Sailors and officers.

Additionally, Navy offers several college-focused incentives, including tuition assistance, the Navy College Fund, and the Navy College Program Afloat College Education (NCPACE).

Officers are afforded the opportunity to pursue advanced education through the Naval

Postgraduate School (NPS), the Naval War College (NWC), and several Navy fellowship programs. For the 2008-2009 academic year, more than 900 officers (resident and non-resident) are enrolled in NPS, including 216 international students from 42 countries. We expect that approximately 500 officers will receive in-resident instruction at NWC in 2009.

The Navy Credentialing Opportunities Online (COOL) program matches rate training and experience with civilian credentials and funds the costs of credentialing and licensing exams. As of the end of March 2009, there have been more than 35 million visits to the COOL web site, with more than 13,000 certification exams funded and approximately 8,500 civilian certifications attained. In 2009, COOL was nationally recognized with the “Excellence in Practice” award by the American Society for Training and Development.

The FY10 active education and training budget of \$1.2B represents an overall reduction of \$90.3M. A significant portion of this reduction (\$86.9M) comes from specialized skills training, primarily within our learning centers. We remain committed to supporting the ongoing professional development of our Sailors and officers with high-quality education and training programs. We must balance existing education and training requirements with growth in important mission areas such as cyber warfare, missile defense, and anti-submarine warfare.

Cultural, historical, and linguistic expertise and Joint Professional Military Education (JPME) remain essential to fostering relationships with our global partners and enhancing our ability to effectively execute missions in multi-service, multi-agency, and multinational environments. The FY10 active and reserve budgets support ongoing efforts to integrate Language, Regional Expertise, and Culture (LREC) across the force.

Navy draws its strength and innovation from the diversity of the nation. Through our outreach efforts, we have observed an increase in NROTC applications and have increased

diverse NROTC scholarship offers by 28 percent. The NROTC class of 2012 is the most diverse class in history and, with your help through nominations, the U.S. Naval Academy class of 2012 is the Academy's most diverse class in history. Increasing accessibility to emerging talent markets will be a key determinant of our ability to remain effective, relevant, and competitive in an increasingly challenging environment.

SAILOR AND FAMILY SUPPORT

Our FY10 active budget request of \$148.4M for Sailor and family support is an increase of \$9.2M from last year. This reflects our enduring commitment to support Sailors and their families, enhance career flexibility, and improve overall life-work integration. Additionally, we will continue our efforts to support the force through a comprehensive "continuum of care" that addresses all aspects of individual, medical, physical, psychological, and family readiness.

Tone of the Force

The tone of the force is positive. We poll extensively and track statistics on personal and family-related indicators such as stress, financial health, and command climate, as well as Sailor and family satisfaction with the Navy. The results indicate that Sailors are satisfied with the morale of their command, leadership, education benefits, health care, and compensation. Despite the current economic situation, the majority of our Sailors are not experiencing severe financial stress. Results of our January 2009 Financial Health Quick Poll reveal that 82 percent of officer and 54 percent of enlisted rate their personal financial situation as "excellent" or "good," compared to 41 percent in the U.S. population¹. For those who reported experiencing financial stress, housing-related expenses were the primary concern.

¹ October 15, 2008 Pew Research Center for the People and the Press Survey Report (p.2).

Suicide Prevention

We continue our efforts at suicide prevention through a multi-faceted system of communication, training, and command support. Our approach is to foster resilience among Sailors; identify and mitigate stress reactions that can lead to increased potential for suicide; and create an environment supportive of good psychological health, in which stress and other suicide related factors can be more openly recognized, discussed, and addressed.

Suicide is the third leading cause of death in the Navy after accidents and natural causes. In calendar year 2008, Navy's suicide rate increased slightly over the previous year to 11.6 per 100,000 Sailors. This number represents a total of 41 suicides. The rates for accidents and natural causes per 100,000 Sailors were 26.3 and 12.7, respectively². Since formal suicide prevention programs began in 1998, Navy has averaged 10.7 suicides per 100,000 Sailors. While significantly lower than the national rate of 18.8 per 100,000 individuals³, for the same age and gender demographic, we remain vigilant on this critical issue with a primary focus on prevention.

Navy continues to develop and enhance programs designed to improve the resilience of the force. We encourage Sailors to seek help. We also focus our programs on substance abuse prevention, personal financial management, positive family relationships, physical readiness, and family support with the aim of reducing individual stress. We continue to work to address and minimize potential adverse effects of suicide risk factors and to strengthen associative protective factors through training, intervention, response, and reporting. We believe suicide prevention is

² Data pulled from the Defense Casualty Information Processing System (DCIPS).

³ Data based on the Center for Disease Control's National Vital Statistics Report "Deaths: Final Data for 2005." Normalized rate calculated by the Navy Health Research Command.

an all-hands effort, spanning the continuum of our Total Force, from the most senior Navy leadership to our newest recruits.

Life-Work Integration

The FY09 National Defense Authorization Act (NDAA) authorized 10 days of non-chargeable paternity leave for married service members whose wives give birth to a child on or after October 14, 2008. We are appreciative of Congressional support for this legislation and anticipate over 15,000 Sailors will benefit from this entitlement each year.

The FY09 NDAA also provides Service Secretaries the authority to test the effectiveness of an alternative career retention option in fields where monetary incentives alone have not produced the desired retention results. We have learned that flexibility is one of the keys to retaining our younger Sailors. In an effort to enhance career flexibility, Navy is piloting a Career Intermission Program, allowing 20 officers and 20 enlisted members annually the opportunity to transfer from active duty to the Individual Ready Reserve (IRR) for up to three years. Participants maintain medical and dental benefits, along with a small stipend, in exchange for a return to service for an obligated amount of time. Additional initiatives we are incorporating into the force include telework, compressed work schedules, and a virtual command pilot program, which provides an opportunity for a small initial group of officers to fill career-enhancing positions while maintaining geographic stability. We believe that innovative, flexible career paths will provide increased retention by complementing monetary incentives.

Individual Augmentation (IA)/GWOT Support Assignment (GSA) Detailing

Significant progress has been made in filling IA requirements, particularly for high-demand skill sets. In many cases, using a Total Force approach, Navy has fulfilled these requirements with qualified individuals from lesser-stressed communities. This flexible

response, coupled with effective strategic communications to the Fleet, reduced some of the uncertainty associated with repeat IA deployments and helped provide predictability and stability for Sailors and their families while improving Navy's responsiveness to the Combatant Commanders.

Our assignment policies are designed to minimize disruption in the lives of Sailors and their families through assignment to IA tours between permanent duty stations. This approach affords Sailors increased influence over the timing of their IA assignments, improves individual career management, and offers longer lead-times; thereby, improving Sailor readiness and family preparedness for prolonged deployments. Initial Fleet response to GSA Detailing has been positive.

Continuum of Care

Navy's "continuum of care" is a network of services and caregivers that ensures Sailors, whether they are healthy or become wounded, ill, or injured, receive the highest quality care. We continuously evaluate and improve policies and programs associated with the continuum of care to be certain they are meeting their intended objectives. Our continuum of care spans all aspects of individual medical, physical, psychological, and family readiness. Navy Safe Harbor, Navy's Operational Stress Control Program, the Warrior Transition Program, the Returning Warrior Workshop, and Deployment Health Assessments are critical elements of this continuum.

Over the past year, Navy Safe Harbor has expanded its mission to non-medical support for all seriously wounded, ill, and injured Sailors, Coastguardsmen, and their families, increasing its capabilities with the establishment of a headquarters element to support Recovery Care Coordinators and Non-medical Care Managers covering 15 locations. With these changes, Safe Harbor's enrolled population has increased from 145 to 387. The FY10 budget supports our

continuing efforts to provide a lifetime of exceptional, individually tailored assistance to our wounded, ill, and injured, optimizing the success of their recovery, rehabilitation, and reintegration activities.

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

Navy's Operational Stress Control (OSC) program provides a comprehensive approach designed to address the psychological health needs of Sailors and their families throughout a career. It is a program that is supported by Navy Medicine and promotes psychological health while reducing the stigma associated with requesting help. To date, Basic OSC Awareness Training has been provided to over 16,000 Sailors at various locations across the country. The

FY10 active budget supports efforts to fully institutionalize the OSC program, including the development and delivery of formal curriculum at key nodes of training throughout the career of a Sailor, from accession to flag officer.

The Warrior Transition Program (WTP) was established in Kuwait and provides a place and time for individual augmentees (IA) to decompress and transition from a war zone to life back home. The WTP includes small group discussion facilitated by accredited professionals and focuses on combat and operational stress, gear return, and fleet and family support center briefings. Trained providers include two chaplains and two psychiatric registered nurses. Since January 2008, 417 workshops with over 8,500 returning IAs have taken place. Additional Mobile Care Teams are being developed to deploy to Iraq and Afghanistan to provide a means of reaching out to IAs during mid-tour.

The Returning Warrior Workshop (RWW) is a vital reintegration event that provides support for both active and reserve Sailors and their families. The RWW is designed to identify problems, encourage members to talk about their experiences, direct family members to resources, improve the mobilization/demobilization process, and honor the sacrifices of Sailors and their families. The RWW is an important first step in the demobilization and reintegration process for the Total Force and their families. Since January 2007, over 1,500 service members and 1,000 family members have attended one of 22 RWWs throughout the country. An additional 28 RWWs are scheduled through July 2010.

In addition to these programs, we have been aggressively monitoring compliance with the new Deployment Health Assessment (DHA). DHA is a DoD-mandated instrument used to screen Sailors prior to deployment and to identify health concerns after deployment with Post-Deployment Health Assessments (PDHA) and Re-assessments (PDHRA). We have enhanced

policy oversight on DHA to include monthly reports to Navy leadership and a Navy-wide review of records to validate compliance is underway.

CONCLUSION

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

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

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