

**NOT FOR PUBLICATION  
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SENATE ARMED SERVICES COMMITTEE**

**STATEMENT OF  
VICE ADMIRAL WILLIAM F. MORAN, U.S. NAVY  
CHIEF OF NAVAL PERSONNEL  
AND  
DEPUTY CHIEF OF NAVAL OPERATIONS  
(MANPOWER, PERSONNEL, TRAINING & EDUCATION)  
BEFORE THE  
SUBCOMMITTEE ON PERSONNEL  
OF THE  
SENATE ARMED SERVICES COMMITTEE  
ON  
PERSONNEL POSTURE**

**APRIL 9, 2014**

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**VICE ADMIRAL**  
**WILLIAM F. "BILL" MORAN**

Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) / Chief of Naval Personnel

Vice Adm. Moran, a native of New York, graduated with a Bachelor of Science degree from the United States Naval Academy in 1981 and a master's degree from the National War College in 2006. He assumed duties as the Navy's 57<sup>th</sup> Chief of Naval Personnel on Aug. 2, 2013. Serving concurrently as the Deputy Chief of Naval

Operations (Manpower, Personnel, Training and Education) (N1), he is responsible for the planning and programming of all manpower, personnel, training and education resources for the U.S. Navy. He manages an annual operating budget of \$29 billion and leads over 26,000 employees engaged in the recruiting, personnel management, training and development of Navy personnel. His responsibilities include overseeing Navy Recruiting Command, Navy Personnel Command, and Naval Education and Training Command.

A P-3 pilot with operational tours spanning both coasts, he commanded Patrol Squadron 46, Patrol and Reconnaissance Wing 2, and served extensively as an instructor pilot in multiple operational tours and two tours with Patrol Squadron 30. Additional operational tour include staff member for Commander, Carrier Group Six aboard USS *Forrestal* (CVA 59).

Ashore, he served as assistant Washington placement officer and assistant flag officer detailer in the Bureau of Naval Personnel; executive assistant to Commander, U.S. Pacific Command; deputy director, Navy staff; and executive assistant to the Chief of Naval Operations.

As a flag officer, he served as commander, Patrol and Reconnaissance Group and Director, Air Warfare (N98) on the staff of the Chief of Naval Operations.

He is entitled to wear the Defense Superior Service Medal, Legion of Merit (five awards), and other various personal, unit and service awards.



## **I. INTRODUCTION**

Chairwoman Gillibrand, Ranking Member Graham, and distinguished members of the Committee, I am honored to appear before you to review Navy manpower, personnel, training, education and family support programs and priorities for fiscal year 2015.

## **II. A READY AND CAPABLE GLOBAL NAVY**

Since assuming duties as Chief of Naval Personnel and Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) this past summer, I have had the opportunity to listen to, and learn from, Sailors across the fleet. It is clear that Navy remains an integral part of our National Military Strategy, especially at maritime crossroads. Every day our Sailors are involved in essential missions around the globe involving power projection, deterrence, warfighting, antipiracy, humanitarian aid and disaster relief (HADR) and peacekeeping. As our presence in the Asia-Pacific Theater expands, we will fill an increasingly vital role in this important region of the world.

Maintaining trust with Sailors, Navy civilian employees, and their families, is among my bedrock principles. It is essential that we keep faith through transparency; and clear, consistent, and well-communicated policies. As stewards of the greatest naval force in history, we must balance our force to meet future challenges amid ever-tightening fiscal constraints; not only in force size and structure, but in ship-to-shore timing and resource allocation. We must also provide stability in the lives of Sailors, Navy civilians, and families. By communicating and

achieving clear expectations, and maintaining faith with our people, we expect to retain the force in whom we have significantly invested.

In support of the Chief of Naval Operations' tenets – *Warfighting First, Operate Forward and Be Ready* – I have established three complementary lines-of-effort – *Force Readiness and Manning, Force Management, and Force Resiliency* – aimed at building stability in policies that reassure our Sailors and their families, while continuing to maintain fleet readiness.

**Force Readiness and Manning:** We are continuing our efforts to achieve and maintain required manning and readiness levels by attracting highly qualified men and women to serve in the most effective and technologically advanced naval force in history and developing them to provide the tools they need to succeed. Our success in retaining this high quality work force depends on our ability to provide world-class quality of service for our Sailors, civilian employees and their families.

**Force Management:** We must continue to develop and implement flexible policies that facilitate delivery of highly-trained and fully-qualified personnel to fill billets at sea. We are maximizing the potential of Navy's all-volunteer force by continuing to develop a diverse and qualified fleet. We are also taking deliberate steps to forecast future operating environments and ensure we are prepared to meet emerging challenges with the proper force structure. As we assess the size of our future force structure, we must be prepared to make the necessary adjustments to properly man the force, balancing the recruitment and retention of high-quality people to acquire and maintain the skills necessary to achieve mission success.

**Force Resiliency:** We continue to focus efforts on improving Sailor wholeness and promoting a culture of respect and total fitness to prevent destructive behaviors. The 21<sup>st</sup> Century Sailor initiative protects Navy families by promoting healthy, efficient, and professional work environments, providing world-class support to families, and fulfilling our promise to prepare Sailors transitioning to civilian life. It sustains and uplifts Sailors confronting the stresses of war, prolonged deployments and an uncertain future. Through effective drug and alcohol abuse prevention and suicide prevention, Navy has seen a positive inflection point for nearly every trend tracked in our portfolio over the past year.

### **III. FORCE READINESS AND MANNING:**

We will deliver the right person, with the right skills, to the right job, at the right time — a metric we call “Fit.” We will also anticipate Combatant Commander priorities to ensure that we meet the warfighting needs of our joint and coalition partners.

**Recruiting (Enlisted):** Over the past six years, we have consistently succeeded in attracting the Nation’s best and brightest to serve in our enlisted ranks. FY2013 was a solid recruiting year in which all enlisted programs exceeded both Department of Defense and Department of the Navy quality standards. We attribute this success, in large part, to the outstanding work of our recruiting force applying inclusive diversity recruiting practices; and Science, Technology, Engineering, and Mathematics (STEM) outreach. Strategic partnerships with STEM-related affinity groups, and engagements with high school and college students, have

increased awareness of Navy service as a highly desirable career option, inspired the next generation of technically-capable Sailors, and developed centers of influence that contribute to recruiting efforts. While enlisted accession quality declined in FY2013, with 84.6 percent of accessions scoring in the upper 50<sup>th</sup> percentile on the Armed Services Vocational Aptitude Battery (ASVAB), compared with 90.2 percent in FY2012, we continue to exceed DoD and Navy minimum quality standards. However, this decline will effectively reduce the size of the pool of high-quality applicants increasing the challenge in meeting accession demands. This situation is exacerbated by the fact that the Reserve component's ability to access and retain high-quality prior-service Sailors is limited by reductions in Reserve force structure and end strength.

**Navy Enlisted Supply Chain:** The Navy Enlisted Accession Supply Chain (NEASC), one of our highest priority MPT&E investments, will fundamentally change the way we plan, train and fill sea and shore billets, and will systematically correct recurring gaps. *Street-to-Fleet*, as implementation of NEASC is known, optimizes the processing of Sailors from enrollment in the Delayed Entry Program (DEP) through Recruit Training Command (RTC), and follow-on basic (A-school) and advanced (C-school) skills training, until they arrive for duty in the fleet, trained and ready for sea. This initiative has identified semi-automated methods to positively plan and track Sailor accessions through 921 unique training paths. Initial results allowed the realignment of 23.3 man-years of training capacity to address emergent fleet training requirements; and, continued improvement is expected as this capability matures.

**Recruiting (Officer):** We achieved aggregate active component general officer and medical officer goals; however, we continue to face challenges in achieving reserve component general and medical officer recruiting goals. This challenge is in part due to the strong active duty retention we continue to enjoy; but which significantly reduced the prior service pool from which the reserve component acquires most of its accessions. Reserve Component Officer manning across all health professions is at 92 percent, although we are experiencing significant shortages within the Medical Corps which is manned at just 75 percent. Reserve component general officer manning is 101 percent, while shortfalls exist among the Naval Special Warfare, Aviation Warfare (Pilots and Naval Flight Officers) and Engineering Duty Officer communities.

The United States Naval Academy (USNA) seeks applicants with the greatest potential to become future leaders in the Navy and Marine Corps. Academic ability and proficiency demonstrated in STEM courses continue to be key in identifying and selecting the most highly-qualified candidates who demonstrate strong leadership qualities and moral character. Since 2009, USNA has promoted outreach through a variety of public venues including, summer STEM camps and seminars designed to encourage middle and high school students to value STEM and potential career opportunities in the naval service. Nearly 69 percent of midshipmen commissioning as ensigns in the Class of 2014 are majoring in STEM disciplines. Over the past decade, women and minority representation in the Brigade has steadily increased – presently 22 and 34 percent, respectively. Through national outreach and promoting the value of a STEM curriculum, USNA will continue to attract the finest applicants our nation has to offer to graduate technically competent leaders for commissioned naval service.

The Navy Reserve Officer Training Corps (NROTC) program also attracts brilliant men and women to serve through undergraduate education opportunities; which offer scholarships consisting of tuition, fees, book stipend, uniforms and a monthly subsistence allowance; along with military training opportunities leading to a commission as a Navy or Marine Corps officer. Starting with the NROTC commissioning class of 2013, 65 percent of Navy-option midshipmen are required to graduate with a technical degree. We exceeded this mandate by commissioning 71 percent of Navy-option midshipmen with technical degrees this past year.

**Training:** Our continuum of training provides Sailors with the most relevant knowledge, skills, and abilities, as quickly as possible, to achieve optimal knowledge transfer and minimize skill-decay prior to assignment to the Fleet. Through end-to-end curriculum content-development and revision, we identify and deliver cost-effective solutions without sacrificing quality. We also reinforce the knowledge gained throughout training to maintain quality during and after the training event. With the introduction of new weapons systems and platforms, we must apply innovative techniques; such as interactive multimedia, simulators, and Electronic Performance Support Systems to deliver training without sacrificing quality.

We have developed a plan to improve timeliness, relevance, and breadth of technical training. Modularized training optimizes the initial pipeline and enables continuous training throughout a Sailor's first tour. This approach creates flexibility and allows Sailors to report sooner to their first duty station, armed with the necessary skills to make an immediate contribution. Strategically distributing training delivery, so that Sailors receive only the instruction necessary to perform their immediate duties, minimizes time between instruction and



utilization, thereby, reducing knowledge-and-skill-decay associated with delays. Pilot programs evaluate the modularized training concept to ensure training quality remains high along the continuum.

Traditional Navy war-fighting communities increasingly rely on simulation to conduct training. As fidelity and access increases, prevalence of this technology is building at Navy schoolhouses, training commands and in the fleet. Investment in simulation and simulator training increase training capacity, effectiveness, and efficiency and reduce wear on platforms and operational equipment; thereby, minimizing operation maintenance and replacement costs.

**Education:** Education and training remain a strategic investment in support of maintaining our fleet's global operational excellence and dominance. We remain committed to ensuring that Navy education and training provides Sailors with the most relevant knowledge, skills, and abilities; ties education opportunities to leader development; and supports a career continuum framework of technical experts, joint warfighters and strategic leaders, while ensuring that education and training explicitly links resource allocation for education and training opportunities to the highest priorities.

**Joint Professional Military Education:** U.S. Naval Postgraduate School (NPS) and U.S. Naval War College (NWC) are essential to our strategic investment in military education designed to develop a resilient, knowledgeable and adaptable force. Both institutions develop members of the force for the intellectual demands they will encounter, but assist in building key relationships through a diverse mix of students. However, recent fiscal reductions have severely

constrained the ability for NPS and NWC to adequately fund its educational infrastructure, which could affect JPME accreditation.

**Voluntary Education/Tuition Assistance:** Tuition Assistance (TA) is an in-service education support program that encourages Sailors to pursue education as a means of achieving professional and personal goals. In 2012, Navy re-opened TA to vocational/technical programs in support of broader initiatives to expand Sailor access to the job market as they transition from active service. In 2013, Navy sustained the TA program despite sequestration, when all other services experienced a period of cessation. Ongoing fiscal pressure has necessitated additional scrutiny of the TA investment, resulting in a 25 percent reduction in the level of TA support Sailors receive.

**Credentialing and Licensure:** Navy Credentialing Opportunities On-Line (NavyCOOL) offers Sailors the opportunity to earn civilian certifications and licenses corresponding to their Navy ratings, designators, collateral duties, and out-of-rating assignments. Earning credentials assists Sailors in successfully transitioning into the civilian workforce. Every Navy occupation has at least one professional credential available and we currently pay for over 15,000 credentials per year awarded to about 7,500 Sailors.

**Fleet Manning:** We decreased gaps at sea from over 14,000 to just over 9,000 by the end of FY2013, and since that time, we have further reduced it to about 7,000. We expect to narrow the gap to about 5,000 by June and to fill nearly 95 percent of all enlisted billets at sea by the end of FY2014, with close to 90 percent filled by the right Sailor in the proper seniority and

possessing the appropriate skill level and training. Fleet manning improved through increased accessions in FY2013 and application of various force management tools including; voluntary/involuntary distribution, Chief Petty Officer Early Return to Sea, special and incentive pays applied to critical skills, and transitioning billets from shore to sea. Improving Continuum of Service, we recently automated advertisement of opportunities, qualification verification, and application submission processes, for experienced reserve component Sailors to transition to the active component to fill billets in critically undermanned communities. The number of individual augmentees (IA) required to support Global Force Management Allocation Plan (GFMAP) requirements is declining and the reserve component has assumed most IA requirements, allowing active component Sailors to fill critical fleet billets. I anticipate mobilizing 2,650 reserve Sailors by the end of FY2014.

**Retention:** We continue to monitor retention behavior closely and expect to meet aggregate enlisted retention goals in FY2014. We expect to begin experiencing retention challenges within some ratings in specific communities such as; Information Dominance, Special Warfare, Nuclear Field, Advanced Electronics, and Medical. Targeting junior enlisted personnel with increased incentives may prove critical for achieving required retention in FY2015, and beyond. We must focus on retaining Sailors in the right mix of ratings and pay grades to position Navy to meet future mission requirements.

Officer continuation remains at historically high levels due to current economic conditions, coupled with targeted incentive pays and bonuses, improved mentoring, flexible career options, and increased emphasis on life-work integration initiatives. Certain officer

inventory shortfalls remain, however, in select Unrestricted Line, Restricted Line and Staff Corps communities that we will mitigate through specialized incentives.

#### **IV. FORCE MANAGEMENT**

We are managing personnel strength to deliver an affordable, sustainable force that will continue to meet mission needs. By delivering technical training and advanced education throughout a career, we will retain high-quality Sailors in whom we have invested to remain operationally effective.

**End Strength:** The President's fiscal year 2015 budget request supports active end strength of 323,600, and selected reserve end strength of 57,300. It appropriately balances risk, preserves capabilities to meet fleet and joint requirements, fosters growth in emerging mission areas, and provides vital support to Sailors and Navy families, as we carefully monitor personnel and fleet readiness. The budget aligns the reserve component with the new Defense Strategy, while retaining capabilities vital to fulfilling the reserve component's role in Navy's Total Force mission. End strength remains relatively stable across the Future Years Defense Program, reaching approximately 323,200 Active and 58,800 Selected Reserve in fiscal year 2019.

We are continuing efforts to stabilize, balance, and distribute the force to ensure that Sailors are assignable, deployable, and distributable. Accordingly, manpower programs are focused on maintaining the right number of Sailors to adequately man the fleet and to ensure that we have the Sailors available in the right positions to accomplish our mission. The programs

work to provide the Fleets with the right Fit and Fill – Sailors with the right skills and experience level to do the most critical sea duty jobs.

Meeting operational and strategic requirements demands that we properly balance missions and capacities between active and reserve components, and that we have the necessary numbers of officer and enlisted Sailors to man the fleet. Robust Continuum of Service tools, which enable transitions between components throughout a Navy career, help us meet dynamic and emerging mission requirements and cultivate an agile military workforce able to adapt and retrain as necessary. Sailors now have the tools to understand their options for rating conversions and transitioning between components, which ultimately allows us to retain our most experienced Sailors.

**Effective Force Management:** Navy’s effective use of force management tools aligns personnel levels and force structure while maintaining a mission-ready fleet. At the close of FY2013, active component end strength was 323,951 (1,251 above authorized end strength). We took significant strides to improve manning, and many new Sailors will complete initial training and join operational commands through FY2015, improving fleet manning and reducing gaps at sea. We remain committed to maintaining balance across enlisted ratings and will continue to deliver a mission-ready fleet.

**Compensation:** We demand much of our Sailors and they deserve to be commensurately compensated. Over the past 12 years, pay raises, elimination of out-of-pocket housing expenses, TRICARE for Life and enactment of the post-9/11 GI Bill, have resulted in

the most generous total military compensation package in history. In the current constrained budget environment, however, reducing personnel costs is essential to achieving a proper balance with costs for training and equipping the force. We expect to meet recruiting and retention requirements, despite slowed growth in regular military compensation, as we continue to judiciously apply targeted special and incentive pays, including increased Career Sea Pay to improve manning at sea.

**Women in Service:** Navy is committed to removing barriers that prevent Sailors from rising to their highest potential by focusing on each person's ability unconstrained by gender-restrictive policies. Implementing the Secretary of Defense's rescission of the 1994 Direct Ground Combat Definition and Assignment Rule, Navy will have no closed occupations, very few closed positions, and equal professional opportunity in every officer designator and enlisted rating by January 2016.

**Leveraging Diversity:** Diversity is a readiness imperative. We value the variety of characteristics and attributes in our workforce, which serves to enhance mission readiness. We strive to attract, develop, and retain a technically proficient workforce; diverse in experience, background, and ideas; and to promote a culture that harnesses their talents, imagination and teamwork. The 2010 U.S. Census projects that, by 2020, racial/ethnic groups, other than white non-Hispanics, will comprise over 40 percent of the recruiting market, with increasing minority representation over time. We will continue to leverage a broad range of Science, Technology, Engineering, and Mathematics (STEM) education and outreach programs by which to stimulate

interest in, and attract high-potential eligible candidates from, all constituent youth markets to operate technologically advanced systems.

## V. FORCE RESILIENCY

Established just eight months ago, Navy's *21st Century Sailor Office* integrates, under one umbrella, the programs that sustain and instill resilience and fitness in Sailors. This includes: equal opportunity, personal and family readiness, physical readiness, alcohol and substance abuse prevention, suicide prevention, sexual harassment prevention, sexual assault prevention and response (SAPR), hazing prevention, and transition assistance. The 21st Century Sailor Office provides a focusing lens and overarching policy support to these critical programs.

**Health of the Force:** The overall health of the force is good. We remain committed – through smart, adaptive policies, vibrant programs, and pinpoint funding streams – to support fit, whole, and resilient Sailors and families, fully empowered to pursue their dreams through service to our Nation.

We have made important strides in our strategic fleet-manning posture, resulting in an overall increase of quality of work for our Sailors. Navy's recruit quality remains high and our aggregate retention is strong, although economic forces create challenges to retain certain critical skills sets with an appropriate return on investment. Candid fleet feedback indicates that deployment lengths and budget uncertainty lead Sailors' list of concerns.

Further, Navy remains dedicated to the prevention of suicides and sexual assault. Concomitant with maintaining world-class warfighting prowess, there is no higher calling than defending freedom within our ranks – just as we do throughout the world. While reports of sexual assault have increased, we believe this is the result of sexual assault education and awareness initiatives, better understanding of avenues to report incidents, and earned trust and confidence in a proven support and response system. Our goal is to prevent any sexual assault, harassment, and destructive behavior that lead to such crimes in a continuum of harm. Our comprehensive prevention strategy of enabling proactive command environments, institutional deterrence, and appropriate offender accountability, is evidenced by increased reporting in the past year.

**Suicide Prevention and Operational Stress Control:** Suicide prevention is an all hands evolution, all the time. With a motto of “Every Sailor Every Day,” Navy’s Suicide Prevention Program promotes psychological, emotional and spiritual wellness, while reducing barriers that discourage seeking help. A comprehensive four-prong approach envelopes training, intervention, response, and reporting, to ensure a support network and skills needed to thrive, not just survive. Navy Operational Stress Control is the foundation of our suicide prevention initiatives, supporting the fleet with resources to navigate the stressors and challenges commonly associated with Navy life, to help Sailors build resilience and maintain personal readiness. We also funded Operational Stress Control mobile training teams, which deliver resiliency lessons to ships, squadrons, and submarines before overseas deployment. We are hiring resiliency counselors to go to sea alongside extant teams of chaplains, behavioral psychologists and other medical professionals who proactively assist Sailors each day.



In FY2013, we launched the NavyTHRIVE communications campaign, focusing on providing Sailors, leaders and families with the tools and knowledge to thrive; the next step in the resilience ladder. Thrive in your Community, the 2013 Suicide Prevention Month theme, added a new dimension to NavyTHRIVE by emphasizing the importance of cohesion and togetherness when dealing with adversity, and served as a launch pad for year-long engagement at the local command level. The *Thrive During the Holidays* campaign continued our NavyTHRIVE effort, addressing the various components of a physically and psychological healthy lifestyle to reduce holiday stress.

**Yellow Ribbon and Psychological Health Outreach:** Since 2008, the Navy Reserve has used two programs to support reserve Sailors and families, with exceptional success. The Yellow Ribbon Reintegration Program (YRRP) has provided deployment and reintegration information and support for reserve Sailors. The YRRP provides information, referrals and outreach to military members, their families, employers and immediate support network. The Returning Warrior Workshop (RWW) is a post-deployment event that facilitates the reintegration of reserve Sailors with their spouses or designated individual of their choice. The RWW primarily honors members and families for their sacrifices and support, and identifies psychological health issues, providing the opportunity for follow-on services. This program has been described as a "best practice" within the DoD Yellow Ribbon Reintegration Program and during 115 RWWs conducted which served 14,000 attendees since its inception in 2008.

The Psychological Health Outreach Program (PHOP), also established in 2008, ensures that reserve Sailors and their families have full access to psychological health care services including psycho-educational briefings, Behavioral Health Screenings (BHS), and phone or email follow-up. In FY2013, PHOP Outreach Teams conducted 459 Site visits, briefing 36,413 reserve Sailors and family members. They also served in support of 15 Returning Warrior Workshops and conducted 1,153 BHSs. PHOP Teams contacted 4,760 recently demobilized reserve Sailors 18,063 times while concurrently following-up with current clients and commands. As the reserve component assumes an increased share of Individual Augmentations, we appreciate Congress' continued support of these two programs that have become so important to our Reserve Sailors and their families.

**Sexual Assault Prevention and Response (SAPR):** Sexual assault continues to challenge our Navy and our nation. We have made significant strides in elevating Sailor trust and confidence in command leadership and understanding of the Sexual Assault Prevention and Response process, evidenced by an unprecedented increase in sexual assault reporting. Increased reporting supports our ability to understand circumstances of sexual assault, enables continuous improvement in our response, drives our ability to hold perpetrators appropriately accountable, and allows implementation of pertinent prevention methodologies. Our continued world-class, empathetic response to every incident will drive additional reporting.

Our goal is a culturally aware and educated Total Force, which does not tolerate, condone, or ignore sexual assault, sexual harassment, or sexist behaviors. We are utilizing numerous approaches to drive our ability to prevent and respond to sexual assaults.

To ensure appropriate command climates are being fostered Fleet-wide, we directed the review of command climate surveys by a commander's superior, implemented roving barracks patrols to detect and diffuse potential adverse situations, and augmented our alcohol de-glamorization campaign by restricting on-base alcohol sales. In FY 2015, Commander, Naval Installations Command will assign nine new military SAPR officers to Navy regions for training, education, and victim support. The Naval Criminal Investigative Service has implemented the Special Victim Capability program to dedicate better-trained agents to manage sexual assault cases and plans to hire 54 additional agents. We have enhanced pre-trial investigations by mandating that only judge advocates (JAGs) serve as Article 32 Investigating Officers for sexual assault cases, and moved Initial Disposition Authority to officers in the grade of O-6 and above. We have installed full time Sexual Assault Prevention and Response Officers at each four- star fleet commands, all critical three-star staffs, and our main regional commands to help drive the necessary cultural change to eliminate sexual assaults. The Deployed Resiliency Counselor (DRC) program will field certified clinical counselors on board deployed aircraft carriers and amphibious assault ships to train SAPR Victim Advocates and counsel Sailors on issues that do not rise to the level of medical diagnoses. The newly-implemented Victims Legal Counsel (VLC) program provides an experienced Navy attorney to represent Sailors who report being victims of sexual assault. We anticipate this initiative will lead to increased reporting, and will result in victims remaining in the legal process through final adjudication. We are continuing efforts to establish a metrics-based evaluation of our progress, and to improve sexual assault prevention efforts, to include identifying leading indicators that will allow us to predict destructive behavior at all levels of command.

**Command Climate:** Creating an inclusive climate in which everyone has an equal opportunity to reach their highest potential while being treated with dignity and respect, ultimately leads to organizational effectiveness. Positive climates; in which to work, live, and train; are directly related to mission success. Yet providing a positive command climate in the Navy is not only the commander's responsibility, but the responsibility of every Sailor within that command. Each Sailor must promote good order and discipline to keep work environments free from destructive behaviors such as discrimination, sexual harassment, fraternization, and hazing. Every commander is required to conduct a command climate assessment within 90 days of assuming command, and annually thereafter. We also enhanced commander accountability by requiring a face-to-face debrief of the command climate assessment with the immediate superior in command (ISIC), to include an executive summary and a corrective actions plan. This provides the ISIC the opportunity to mentor subordinate commanders, and to take immediate action to ensure fairness and positive uplifting work environments of mutual trust and respect.

**Alcohol and Substance Abuse Prevention:** Navy Alcohol and Drug Abuse Prevention (NADAP) programs support enhanced Fleet, Family, and Personal Readiness through aggressive alcohol abuse and drug abuse prevention. Between January and April 2013, Alcohol Detection Devices (ADDs) were deployed as a new tool to prevent irresponsible alcohol use in all afloat and shore commands, in support of alcohol abuse prevention program policies.

Navy's policy on drug abuse is "zero tolerance." Substance abuse puts lives and missions at risk, undercuts unit readiness and morale, and is inconsistent with Navy's ethos and core

values of *Honor, Courage and Commitment*. Detection, deterrence, and prevention are key elements in combating drug abuse. Frequent random urinalysis is the most effective means to detect and deter drug abuse, and we have added synthetic cannabinoids (such as “Spice”) to the standard drug-testing panel. Spice detection rates decreased dramatically after this program began, testifying to the enduring value of “zero tolerance” through regular urinalysis testing.

**Physical Fitness and Nutrition:** Navy is fully committed to developing and sustaining a "Culture of Fitness" for all Sailors. Extensive scientific research shows that physical fitness and healthy eating reduces the risk of chronic disease, while increasing physiological and psychological well-being. Regular physical activity coupled with proper nutrition aids in stress relief, improves sleep, and increases self-esteem. The 21st Century Sailor initiative provides guidance and tools needed to overcome adversity, maintain resiliency, and thrive. Navy’s Physical Readiness Program has developed the Navy Food Literacy Program, designed to improve health and wellness of the Navy Community through increasing food literacy, which is defined as the degree to which people understand food and process information about food choices. A pilot study that commenced last month will engage the Navy Nutrition Program, the Centers for Disease Control (CDC), and registered dietitians at five Military Treatment Facilities to assist Sailors and their families. This pilot is occurring on six naval bases to determine best practices and methods, with the goal of successfully educating Sailors and their families on the topics of food, health, and sustainability.

We are also piloting the Department of Defense (DoD) Healthy Base Initiative (HBI) at Naval Submarine Base New London and Joint Base Pearl Harbor-Hickam. HBI supports

President Obama's 2011 National Prevention Strategy and is designed to create an environment which encourages healthy lifestyles through a set of initiatives borrowed from a wide range of best practices both within and outside the Department of Defense.

**Family Support:** Family Support programs are a critical component in enhancing mission readiness and Navy's 21st Century Sailor initiative. Family support programs assist commanding officers, Sailors and their families to manage the unique demands of the military lifestyle in concert with a healthy family life. Navy Fleet and Family Support Center ensure military families are informed, healthy, and resilient through robust programs to include relocation assistance, non-medical and family counseling, personal and family life education, personal financial management services, information and referral services, deployment assistance, domestic violence prevention and response services, exceptional family member liaison, emergency family assistance and transition assistance.

**Transition Goals, Plans Success (Transition GPS):** Transition GPS replaced the 20-year-old Transition Assistance Program (TAP). The development and implementation of this initiative to extend the continuum of care to retirement, and well beyond, was a collective effort involving all military services. Created by the Office of the Secretary of Defense, with full participation by the Department of Veteran's Affairs, Department of Labor, and the Small Business Administration, Transition GPS increases Sailors' abilities to overcome challenges they may face in pursuit of their chosen civilian career path. Transition GPS is a reinvestment in our citizen-Sailors, and by providing ready, skilled, and service-oriented workers, we become a stronger nation.

## **CONCLUSION**

The President's FY2015 budget request resources critical programs that will continue to support Navy manpower, personnel, training, and education. With your continued support and leadership, I remain confident and optimistic as we shape our Navy to meet current and emerging requirements, while confronting challenges that lie ahead. On behalf of the men and women of the United States Navy, and their families, thank you for your sustained commitment and unwavering support.