

NOT PUBLIC UNTIL RELEASED BY THE
SENATE ARMED SERVICES COMMITTEE

JOINT STATEMENT
OF
LIEUTENANT GENERAL MICHAEL A. ROCCO
DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS
UNITED STATES MARINE CORPS
AND
SERGEANT MAJOR RONALD L. GREEN
SERGEANT MAJOR OF THE MARINE CORPS
BEFORE THE
SENATE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON PERSONNEL
CONCERNING
MILITARY PERSONNEL PROGRAMS
ON
27 FEBRUARY 2019

NOT PUBLIC UNTIL RELEASED BY THE
SENATE ARMED SERVICES COMMITTEE

Lieutenant General Michael A. Rocco

Deputy Commandant for Manpower and Reserve Affairs, Headquarters, U.S. Marine Corps

Lieutenant General Rocco received his Bachelor of Science Degree in Business Administration from St. Johns University in New York and was commissioned a Second Lieutenant in May 1983. After graduating from The Basic School in February 1984, he was meritoriously augmented and he reported to Naval Aviation Training Command, Pensacola, Florida, for flight training. Upon designation as a Naval Aviator in February 1986, Lieutenant General Rocco was assigned to HMLA-367 as an AH-1J pilot where he served in the Logistics Department.



He deployed to Okinawa, Japan, and was promoted to Captain in May 1988. He subsequently served in a variety of billets to include Training Officer, Flight Officer, NATOPS Officer, and Weapons and Tactics Instructor for Marine Light Attack Helicopter Squadron 367 (HMLA). In August 1990, HMLA-367 deployed to Saudi Arabia in support of Operation Desert Shield/Desert Storm. Lieutenant General Rocco was assigned as a Flight Leader and led over 40 combat missions. Upon his return in March 1991, he was assigned as the Director of Safety and Standardization for HMLA-367.

In August 1992, Lieutenant General Rocco reported to Amphibious Warfare School (AWS) in Quantico, Virginia. While at AWS, he received the Marine Corps Aviation Association Lieutenant Colonel Robert J. Johnson Award, given to the outstanding aviation student. Upon graduation from AWS in May 1993, Lieutenant General Rocco reported to Fleet Marine Forces Europe for further assignment to the Royal Marine Exchange Program in Yeovilton, England. He deployed twice to Bardufoss, Norway, and made numerous deployments throughout Europe with the Royal Marines. Upon completion of the exchange tour, he was selected to attend the Naval Command and Staff Course at the Naval War College, Newport, Rhode Island, where he received a Master of Arts Degree in National Policy and Strategic Studies.

Graduating from the Naval War College in May 1996, Lieutenant General Rocco received orders to 3d Marine Aircraft Wing (MAW) and was assigned to HMLA-369. In February 1997, Lieutenant General Rocco was assigned as the Operations Officer of Marine Medium Helicopter Squadron 164 (HMM) (Reinforced) and sailed with the 13th Marine Expeditionary Unit (MEU (SOC)) in August 1997.

Once back from deployment, Lieutenant General Rocco assumed the post of Executive Officer of HMLA-369. In February 1999, he assumed the post of Executive Officer of Marine Helicopter Training Squadron 303 (HMT). Later that same year, he was assigned to Headquarters 3d MAW, where he served as Staff Secretary for the Commanding General of 3d MAW. In June 2000, Lieutenant General Rocco was assigned as the Executive Officer of Marine Aircraft Group 39 (MAG). In March 2001, Lieutenant General Rocco assumed Command of HMLA-369 and after a successful deployment to Okinawa in support of the Unit Deployment Program, he relinquished command of the Gunfighters in January 2003. In February 2003, he deployed with MAG-39 Headquarters in support of Operation Iraqi

Freedom (OIF). Upon returning from OIF, he attended the Industrial College of the Armed Forces in Washington, D.C., and received a Master of Science Degree in National Resource Strategy. In June 2004, he was assigned to the Office of the Secretary of Defense for Personnel and Readiness. In January 2007, he was transferred back to 3d MAW for refresher training and served as the Commanding Officer, MAG-39 from June 2007 to June 2009.

In August 2009, he was promoted to Brigadier General and served as the Deputy Director, J-3, U.S. European Command, Patch Barracks, Stuttgart, Germany, until July 2011. Lieutenant General Rocco then served as the Director, Strategies and Plans Division, Plans, Policies, and Operations Directorate (PP&O), Headquarters, U.S. Marine Corps in Washington, D.C. from July 2011 until June 2014. In June 2014, Lieutenant General Rocco assumed command of the 3d Marine Aircraft Wing, and remained in command until July 2016. From August to December 2016, he served as the Director, Manpower Plans and Policy Division, and from January to August of 2017, he served as the Director, Manpower Management Division, Headquarters, U.S. Marine Corps. In August of 2017, Lieutenant General Rocco was promoted to his current rank and assumed the duties of his current position as the Deputy Commandant for Manpower and Reserve Affairs.

His personal decorations include the Defense Superior Service Medal with Gold Star, Legion of Merit, Distinguished Flying Cross with "V", Meritorious Service Medal, Air Medal with "V", Air Medal with numeral 2, Navy Commendation Medal, and Navy Achievement Medal with Gold Star.

He is married to Susan Rocco and they have three children, Michael, Matthew, and Mara.

Sergeant Major Ronald L. Green

Sergeant Major of the Marine Corps

Headquarters, U.S. Marine Corps

Sergeant Major Green assumed his current post as the 18th Sergeant Major of the Marine Corps on February 20, 2015. A native of Jackson, Miss, he attended recruit training at Marine Corps Recruit Depot Parris Island, S.C., in November 1983.

He has been meritoriously promoted to the ranks of private first class, lance corporal, corporal, sergeant and staff sergeant.



Throughout his career, Sergeant Major Green has been assigned numerous duties to include: field artillery cannoneer; field artillery nuclear projectileman; tower operator; drill instructor, senior drill instructor and drill master; battery section chief and battery gunnery sergeant, Assistant Marine Officer Instructor at Southern University and A&M College; first sergeant of Inspector-Instructor Staff, B Company, 1st Battalion, 23rd Marine Regiment; and sergeant major of Headquarters Marine Corps Henderson Hall, Marine Corps Forces Europe/Marine Corps Forces Africa, and 1st Marine Expeditionary Force.

He has deployed to Somalia with the 13th Marine Expeditionary Unit (Special Operations Capable) during Operation Restore Hope in 1993; to South America in support of Operation United Americas (UNITAS) in 2002; and with Marine Light Attack Helicopter Squadron 169 in support of Operation Iraqi Freedom in 2006.

Sergeant Major Green holds a B.S. in Cybersecurity and a M.S. in Cybersecurity Policy from the University of Maryland University College

INTRODUCTION

Chairman Tillis, Ranking Member Gillibrand, and distinguished Members of the Subcommittee, it is my privilege to appear before you today to provide an overview on Marine Corps personnel.

Since our founding in 1775, Marines have answered our Nation's call, faithfully serving the American people and maintaining a standard of military excellence. Your Marine Corps is, and will continue to be, our Nation's expeditionary force in readiness. We are warfighters who are ready to rapidly respond to crises around the Globe to ensure the continued security of the American people and to protect the interests that underpin our Nation. Marines will be *always faithful* to the trust which the American people have vested in them.

OUR PEOPLE

Mission first, people always. Marines are the foundation of the Marine Corps. They are the Corps' most critical resource, and always have been. Your Marines are recruited, trained, educated, and retained to win our Nation's battles. They are smart, resilient, fit, disciplined, and able to overcome adversity. Recruiting high quality youth and retaining those whose past service and future potential continues to make the Corps stronger are our highest priorities; they ensure we remain no better friend and no worse enemy.

End Strength

We thank Congress for the increased end strength authorization to 186,100 in the FY19 National Defense Authorization Act, and for the full-year Defense Appropriation. During this time, the Marine Corps operating forces continue to average a deployment-to-dwell ratio of 1:2. This tempo is not sustainable over the long term; our optimal deployment-to-dwell is 1:3. Our Marines want to deploy, serve our Nation, and protect our country from threats overseas, but we owe our

Marines and their families the appropriate time to reconnect with family, refocus, learn from their most recent deployment, and train for the next deployment or contingency. In the near-term, we have made the decision to fund modernization and recover our readiness to continue to ensure our Marines are fully equipped for today's conflict. However, we must continue to work towards a 1:3 deployment-to-dwell.

Recruiting

Unique to all services, all recruiting efforts across the Marine Corps - officer, enlisted, regular, reserve, and prior-service - fall under the purview of a single entity, the Marine Corps Recruiting Command. Operationally, this provides us with tremendous flexibility and unity of command, facilitating efforts to meet accession requirements.

Last fiscal year, we successfully achieved all enlisted and officer recruiting goals for both the active and reserve components, and we expect to do the same again this year. We also will exceed all quality goals. The Department of Defense requires 90 percent of enlistees to have a high school diploma or equivalent (Education Tier 1), and 60 percent of enlistees to belong to Mental Groups I-III A (mental aptitude). Last year, the Marine Corps achieved 99.9 percent for Education Tier 1, and 71.2 percent for Mental Group I-III A. We expect to be at or near these levels at the end of FY19.

While only eight percent of new Marine Corps recruits receive an enlistment bonus, these incentives are critical to enable us to ship new recruits at the right times to balance recruit loads at the recruit depots and meet school seat requirements. We appreciate Congress' support for these priority programs that assist our contracting high quality Marine recruits.

To meet future challenges in the current recruiting environment, it is imperative that we maintain our high standards both for our recruiters and those who volunteer to serve in our Corps. Recruiting quality young individuals translates into higher performance, reduced attrition, and

improved readiness for the operating forces. Our actions, commitment, and investments in recruiting today ensure a high state of readiness in our Corps tomorrow.

Retention

As the Marine Corps manages our force, we work to retain the very best available Marines capable of fulfilling our leadership and operational needs. This is accomplished through a competitive career designation process for officers and a thorough evaluation process for enlisted Marines, both of which are designed to measure, analyze, and compare our Marines' performance and accomplishments. However, there is a continuous challenge to keep high-quality Marines in the service, especially in a competitive civilian job market.

Marine Corps retention models, systems, policies, and processes emphasize consistency of leadership, personnel stability, and sustained readiness across the force. Officer career designation incorporates a board system that enables leaders to examine officer records and accomplishments. After designation, the promotion process continues the evaluation of Marine officers. It is a primary tool by which we retain only the best and most qualified Marines.

For enlisted Marines, a tiered rating system takes into account a number of quantifiable performance factors and includes inputs from both immediate and more senior leaders. It helps to set achievable goals for Marines as they compete for retention. After initial reenlistment, the evaluation and continued retention of high quality enlisted Marines is supported by a detailed and continual performance evaluation system which is fully integrated with the promotion process. Those Marines with the best proven performance are retained and promoted.

Always striving for improvement, we are working to modernize our performance evaluation system for our junior enlisted Marines in the ranks of Private through Corporal by updating our legacy proficiency and conduct ratings system with an automated Junior Enlisted Performance Evaluation System (JEPES). When implemented, this system will be integrated into our current

automated performance evaluation system used to evaluate Sergeants and above and all officers. This result will be an even more detailed and objective evaluation of our junior Marines that leverages our information technology to compare scored performance entries common to all Marines. This will provide leaders a broader and more detailed baseline from which to evaluate future potential, reinforcing our efforts to retain the best and most qualified Marines.

Incentive pays remain critical to our retention effort, allowing the Marine Corps to fill hard to retain positions, such as cyber security technicians, special operators, and counter intelligence specialists. Similarly, Selective Reenlistment Bonuses allow us to shape our career force by targeting critical military occupational specialties (MOSs) and supporting lateral movement of Marines to these MOSs. Overall, these incentive pays help us recruit and retain the best Marines, especially for critical skills. Retaining qualified Marines in these skills keeps your Marine Corps lethal and prepared to overmatch our adversaries. At only one percent of our Marine Corps personnel budget, these pays provide return on investment many times over.

We are open to, and always assessing, new ways to recognize and reward excellence in the Corps to ensure quality remains high and retention strong. For example, the Marine Corps plans to use the authority for promotion boards to recommend officers of particular merit be placed higher on the promotion list. We continue to evaluate the other officer management flexibilities provided in the FY19 NDAA for implementation within the Marine Corps.

Reserves

Your Marine Corps Selected Reserve is fully manned at its authorized end strength of 38,500, and our reserve unit personnel readiness stands at its highest level in a generation. Unit reserve personnel readiness continues to increase from 71 percent in 2013 to over 84 percent today, with significant improvement in both enlisted and officer force management.

Our comprehensive manpower management plan provides full-service support to our Reserve officers and Staff NCOs throughout the Selected Reserve for their career management. This is a talent management initiative that will help our NCOs, Staff NCOs, and officers move between commands to enhance their development and military career goals.

Our officer manning success has also been driven by bonuses and incentives to attract more Marines from the active component. In addition, our Reserve Officer Commissioning Program has produced 1,247 lieutenants for the Marine Corps reserves since its creation in 2006. As a result, our ground company grade officer manning has increased from 21 percent in 2007, to 72 percent today.

Your Marine Corps Reserves continue to mobilize Selected Reserve Marines under the 12304b mobilization authority for pre-planned training missions in support of Combatant Commander requirements. Approximately, 2,460 Reserve Marines are scheduled to deploy during this fiscal year. We thank Congress for its support for Reservists mobilized under 12304b by extending pre- and post-deployment health care, and extending high deployment allowance and non-reduction of pay benefits.

Blended Retirement System

The new Blended Retirement System (BRS) went into effect on January 1, 2018, and the one year BRS opt-in period closed at midnight on December 31, 2018. In 2018, approximately 142,000 Marines registered their choice to remain in the legacy retirement system or opt-in to BRS. Of the 142,000, approximately 93,000 Marines (65%) opted into the BRS. Also, approximately 21,000 new Marines were automatically enrolled upon entering the service in 2018. In total, 114,000 Marines are now covered by BRS and that number will continue to grow steadily as more Marines enter service. Further, while the primary opt-in period ended, there are Marines who were unable to register their retirement system decision due to special circumstances. They will be given

more time to enroll into the BRS, resulting in additional growth in the total number of opt-in Marines.

The BRS is a significant change from the legacy retirement system and, while it confers a portable monetary benefit on the large majority of Marines who do not reach retirement eligibility, we remain concerned on the potential changes to the retention behavior of the force, and will continue to closely monitor retention for impacts.

Marine Corps Integration

Marine Corps Integration is progressing very well. Female Marines are now represented in all previously-restricted occupational fields. Our Marine Corps Integration Implementation Plan (MCIIP) assesses the impacts of integration through unit readiness and lethality, individual Marine health and welfare, and overall Service talent management. To support this outcome, the Service is developing metrics to monitor retention and other career progression trends that may provide insights for the Service's long-term health and readiness.

Since 2015, one-hundred eighty-eight (188) female Marines have earned a previously restricted MOS through entry level training. In fiscal year 2018, sixty-four (64) female Marines earned their MOS and the population of those holding a previously-restricted MOS increased 66 percent. Additionally, fiscal year 2018 ended with four-hundred seven (407) female Marines serving in previously-restricted units, a 55 percent increase from the past fiscal year. Clearly articulated and codified gender-neutral standards have enhance our ability to match the best and most fully qualified Marines with the most suitable military occupations while maintaining the lethality of the Marine Air Ground Task Force (MAGTF). The Marine Corps has not and will not lower standards as we continue to place emphasis on combat readiness and effectiveness of the force.

Civilian Marines

Our Civilian Marines support the mission and daily functions of the Marine Corps and are an integral part of our Total Force. They exemplify our core values; they embrace esprit de corps, teamwork, and pride in belonging to our Nation's Corps of Marines. Serving alongside our Marines throughout the world, in every occupation and at every level, our civilian appropriated-funded workforce remains by far the leanest of all services, with a ratio of one civilian to every ten active duty Marines.

Approximately 95 percent of our appropriated funded civilians work outside the Washington, DC, beltway at fifty-seven bases, stations, depots, and installations around the world. Sixty-nine percent are veterans who have chosen to continue to serve our Nation; of those, eighteen percent are disabled veterans. Our civilian non-appropriated funded workforce steadfastly continues to provide vital support to our Marines, reserve Marines, their families, and our wounded, ill and injured.

We thank Congress for providing a full-year funding for our civilians. It has provided a measure of predictability for them this year, which improves morale, while also aiding in recruiting and retention efforts to bring top civilian talent to the Marine Corps. Overall, our civilians continue to truly shown themselves as Semper Fidelis by keeping our Marines and their families in the forefront. For that, they have my personal admiration.

TAKING CARE OF MARINES AND THEIR FAMILIES

Taking care of Marines and their families is a key element of overall readiness and combat effectiveness. The adage "we recruit Marines, we retain families" remains as true today as ever. Our comprehensive package of services seeks the holistic fitness and readiness of our Marines and families – body, mind, spirit, and social.

Behavioral Programs

The Marine Corps Behavioral Programs are an integrated community-based service model that includes Community Counseling, Family Advocacy, Sexual Assault Prevention and Response, Suicide Prevention, Substance Abuse, and Combat Operational Stress. We provide world-class prevention and counseling services at each installation, and all of our behavioral programs provide free confidential services offered by licensed counselors. These services are available to individuals, couples, families, and children. During FY18, we provided approximately 12,000 assessments and nearly 100,000 counseling hours to Marines and their families.

Because many behavioral issues are inter-related, the Marine Corps is developing a Marine Corps Primary Prevention Strategy that can be implemented across the Marine Corps to address multiple problematic behaviors. The strategy will focus on establishing a primary prevention capability across the fleet, building skills consistent with primary prevention, and promoting synergy across programs.

To increase awareness of methods for preventing destructive behaviors a communications strategy – “*See Something, Do Something*” - was developed. This holistic communications campaign includes social media, tip sheets, and videos discussing a multitude of topics that impact Marines and their families.

Suicide Prevention

Suicide prevention is one of the Marine Corp’s highest priorities; one death is too many. Preventing suicide has proven to be very challenging given the complex nature of the problem, but we are steady-fast in our commitment to eliminating it. As our Commandant recently highlighted to all Marines, everyone goes through pain, stress, and challenges in service and in life. While Marines are tough and resilient, everyone may need help at some point, and your Corps is there for you. Ask for help, get help, and you will recover – we cannot afford to lose one Marine!

The Marine Corps does not view suicide prevention as a standalone activity or training. Prevention requires individuals, leaders, units, and the greater community to work together. Tiger Teams have been developed to support commands with technical assistance, suicide prevention planning, training on Marine Intercept Program, and assistance with collaboration and agreements with outside services. This includes utilizing university partnerships to develop strategic messaging to the younger generation pertaining to suicide prevention and utilizing diverse resources to promote the value of behavioral and mental health and improving coping capabilities.

The Marine Corps has integrated data from across the force to identify factors associated with suicide. Study findings indicate having a positive drug test and having had a recent legal or disciplinary action are factors associated with suicide. In addition, our Death By Suicide Review Board is in the process of analyzing all deaths by suicide, providing strategic and operational recommendations that address multiple Marine Corps strategic suicide prevention goals.

The Marine Intercept Program is targeted intervention for Marines who have experienced a suicidal ideation or attempt. It combines efforts from fellow Marines, commanders, installation counselors, and Marine Corps headquarters elements. The program assists Marines with a suicide ideation or attempt through care coordination, regular telephone outreach by care managers, development of safety plans, and suicide assessments. The program results in Marines receiving assistance faster and keeping their appointments more often.

The Marine Corps DSTRESS Line is a 24/7/365, Marine-specific call center providing phone, chat, and video-telephone capability for anonymous counseling for circumstances across the stress continuum. DSTRESS Line callers can discuss stress, anger management, grief and loss, deployment cycles, parent-child relationships, couples communication, marital issues, relationships, relocations, and suicidal crisis as well as other areas of concern. To date, the DSTRESS Line has

enabled 45,000 help sessions with Marines, attached Sailors, and their families and has helped save 39 Marines who were in imminent danger situations.

Sexual Assault Prevention & Response

Protecting Marines and preventing sexual assaults are top priorities for the Corps. We are committed to preventing incidents of sexual assault by increasing awareness, providing victim-centered support and intimidation-free reporting, thorough investigation, and accountability for those who commit sexual crimes. Any Marine who comes forward to report a sexual assault will receive support, even if the sexual assault occurred prior to service.

The Marine Corps is conducting specialized training across all ranks to ensure that leaders have a clear understanding of sexual assault throughout the Marine Corps. One of the goals of this training is to promote leadership action within their scope of responsibility, and ensure ownership of their sexual assault prevention plans. For example, our “*Take A Stand*” training for Non-Commissioned Officers (NCOs) focuses on leadership specific to NCO roles and responsibilities and building skills consistent with primary prevention, such as effective communication, empathy, and healthy relationships and interactions.

Command Individual Risk and Resiliency Assessment System

The Marine Corps force preservation process is the formalized method used by commanders to identify individual Marine risk factors and to apply holistic risk management measures to improve individual and unit readiness. Each and every day, this process assists leaders across the Corps to identify those in need. However, gaps in knowledge about our Marines has historically limits the effectiveness of the effort. To improve the process, we are developing the Command Individual Risk and Resiliency Assessment System (CIRRAS), which will compile individual force preservation data inputted by small unit leaders, medical officers, and other support staff. By presenting timely, prioritized, actionable information to those who can help Marines, and by

protecting unauthorized disclosure through strict access limits and cybersecurity, leaders will be better equipped to reduce destructive behaviors in their units. CIRRAS will be initial operating capability in August of this year.

Personal and Professional Development

Our Marine For Life Cycle is a career-long process that helps Marines prepare for transition to civilian life. The Marine Corps provides a continuum of tangible learning or experienced-based opportunities at nine different action points with specific emphasis at the Marine's first permanent duty station, promotion to Corporal, and the Transition Readiness Seminar.

At their first permanent duty station, Marines complete the Personal Readiness Seminar within 90 days of arrival to the installation. This seminar provides an overview of Personal and Professional Development services to include Voluntary Education, Career Technical/Credentialing, Personal Financial Management, and Family Member Employment Assistance; the seminar also emphasizes financial readiness awareness.

Approximately 12-14 months prior to separation, or 24 months prior to retirement, Marines complete the Transition Readiness Seminar (TRS). The week-long program includes a mandatory standardized core curriculum followed by three two-day track options to align with future goals and aspirations - Accessing Higher Education, Career and Technical Training, or Entrepreneurship.

No later than 90 days prior separation, Marines meet with their commanding officer for Capstone. During Capstone, the commanding officer will validate whether the Marine has met their career readiness standards and ensures the Marine's readiness for transition. If a Marine does not meet their career readiness standards or have a viable transition plan, a warm handover will be provided to Department of Labor or Veterans Affairs partner agencies for additional post-transition assistance. In FY19 Veterans Opportunity to Work Act compliance increased from 56.3 percent in FY17, to 91.6 percent in FY18, and is currently at 96.4 percent.

The mission of Marine Corps Credentialing Opportunities On-Line (COOL) is to prepare Marines for postsecondary education, 21st century careers, and leadership skills in a global economy by helping them receive transferable credit for their military skills and work experience. COOL links Marines with civilian certifications related to their military occupational specialties. It is a public website accessible to all current Marines, as well as veterans, spouses, potential employers, enterprises, credentialing agencies, and associations. A credential translates Marine Corps technical skills into marketable language recognized by employers. The Marine Corps will pay for examination fees and annual maintenance for enlisted Marines to earn civilian/industry credentials closely aligned with their occupational specialty. In FY18, 768 COOL vouchers were issued for Marines.

Spouse Employment

The Marine Corps Family Member Employment Assistance Program (FMEAP) emphasizes a proactive approach for military spouses and other dependent family members to formulate informed career and educational choices. It provides employment related referral services, career and skill assessments, career coaching, job search guidance, portable career options, and education center referrals and guidance. FMEAP provides coaching and training on interviewing techniques, resume and cover letter writing, the Federal application process, salary negotiations, one-on-one career coaching, volunteering, and entrepreneur business opportunities. In FY18 more than 22,000 spouses and family members attended the nearly 600 FMEAP workshops and briefs.

The Spouse Transition and Readiness Seminar (STARS) was created to address the transitional challenges and opportunities specifically for spouses. STARS goal is to empower military spouses and alleviate stressors such as employment, finance, transition, and education associated with the military culture to ensure a seamless and successful transition for the entire

military family back into civilian life. To date, 204 STARS seminars were conducted with 1,630 spouses attending.

The Marine Corps leverages the DoD Spouse Education and Career Opportunities program, which includes Military Spouse Employment Partnership (MSEP) – a partnership where employers agree to offer transferrable, portable career opportunities to relocating military spouse employees. MSEP currently has 360 partners, to include MCCS, and has hired over 120,000 military spouses.

Finally, Military Spouse Career Advancement Account (MyCAA) Scholarship provides up to \$4,000 for military spouses to pursue licenses, certificates, certifications or Associate Degrees necessary for gainful employment in high demand, high growth portable career fields and occupations.

Child and Youth Programs

The Child and Youth Programs (CYP) provides eligible families with high quality, accessible, and affordable programs and services for children six-weeks to 18-years of age. Services are offered aboard Marine Corps installations and through contractual partnerships. One part of CYP is our Child Development Programs, which include nationally accredited child care services for eligible children from six-weeks through 12-years of age. In FY18, CDP served 41,385 participants at 14 installations in 66 facilities. For those outside a 15 mile radius of a military installation or on an installation waitlist, we offer Off-Base Child Care Fee Assistance, which provides eligible Marines with assistance paying for private childcare. In FY18, this program served 1,298 participants across 38 states.

Wounded Warrior Care

The Marine Corps' Wounded Warrior Regiment (WWR) continues to execute our Recovery Coordination Program in support of wounded, ill, or injured (WII) Marines and their families, in a manner that greatly facilitates their recovery and upholds our enduring commitment to “keep faith”

with those who have incurred life changing impairments in service to our Nation. Regardless of the origin of affliction, our Marines require and genuinely deserve access to the comprehensive recovery care available through the WWR.

WWR Recovery Care Coordinators, in coordination with medical providers and unit leaders, help WII Marines develop and execute their individual Comprehensive Recovery Plans, which provide the road map for a successful transition. WII Marines with complex care coordination needs are assessed for post-separation support requirements. When appropriate, those Marines are transferred to a Department of Veterans Affairs (VA) designated Lead Coordinator prior to their medical discharge to ensure seamless support.

WWR maintains faith with our Marines through our District Injured Support Coordinators, who are geographically dispersed around the country and provide one-on-one support as needed, and the Sergeant Merlin German Call Center, conducts an average of 5,500 outreach calls each month to active duty and veteran Marines who have been injured or fallen ill, are combat wounded/Purple Heart recipients, are referred to the Disability Evaluation System, or are on the Temporary Disability Retired List. These calls are conducted on a fixed schedule depending on the purpose of the call and the severity of the Marine's condition, which may be very seriously injured (VSI), seriously injured (SI), or not seriously injured (NSI). Outreach calls will continue until the Marine's case is suspended or a different calling routine is requested by the Marine. In all cases, the Wounded Warrior Call Center is available to receive calls 24/7, 365 days a year.

Since our WWR was established in 2007, thousands of WII Marines and family members transitioning from active service have benefitted from a full spectrum of support services that begins with physical recovery needs and increasingly focuses on post-service employment and education opportunities as they heal. Marines and their families, members of Congress, and the

public at large can be assured that the Marine Corps, through the WWR, will continue to expertly provide recovery care coordination support at all times.

Marine Corps Business and Support Services

The Marine Corps delivers many of its quality of life programs via an integrated Marine Corps Community Services (MCCS) construct that combines Morale, Welfare and Recreation (MWR); Marine Corps Exchange (MCX); Warfighter and Family Services; and Child Development Programs. This integrated model is unique within DoD and provides many operating efficiencies, including consolidated non-appropriated fund back-office support, e.g., human resources, finance and accounting, procurement, construction, and information technology. Our focus on efficiency continues today with transformation and innovation pursuits, such as a shared services center for all MCCS NAF transactional accounting functions; we are expecting a significant cumulative NAF benefit over a 10 year period.

The MCX is an integral self-sustaining business component of MCCS, delivering products and services in garrison and expeditionary environments, while producing an invaluable NAF dividend to our MWR and family programs. Marines and their families can count on real savings when they shop at the MCX. The 2018 market basket survey showed an average savings of approximately 27 percent. Further, the MCX is proud to employ military family members who represent approximately 34 percent of our workforce.

Transformation and innovation are the fabric of MCCS as we continue to assess and implement new delivery models by leveraging technology, partnerships, and sponsorships. The Marine Corps is also an active participant in DoD Business Reforms that encompass many of the programs and services within the MCCS portfolio. We are committed to seeking efficiencies across

the Department while preserving our highly effective MCCA organization that is best attuned to meeting Marine Corps operational requirements.

CONCLUSION

The Marines of our Corps represent the individuals of our Nation who have stepped forward and sworn to defend and protect it. Through recruiting, training, education, and retention of men and women of character who take up our challenge to become one of “the Few and the Proud,” we will enhance the quality of our Corps and our overall combat effectiveness. By ensuring that we take care of all Marines and their families, we fulfill our responsibility to keep faith with the honor, courage, and commitment they have so freely given.

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

Thank you again for the opportunity to present this testimony.