

**NOT FOR PUBLICATION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

**STATEMENT OF
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CHIEF OF NAVAL PERSONNEL
AND
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(MANPOWER, PERSONNEL, TRAINING & EDUCATION)
BEFORE THE
SUBCOMMITTEE ON MILITARY PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
ON
MILITARY PERSONNEL LEGISLATIVE PRIORITIES**

MARCH 17, 2010

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Chairwoman Davis, Representative Wilson, and distinguished members of the House Armed Services Committee, it is a pleasure to have the opportunity to review Navy's military personnel legislative priorities. Our FY11 budget request represents a balanced approach to supporting our Sailors and their families, sustaining the pace of current operations, and preserving fleet readiness.

Navy continues to experience strong performance in our recruiting and retention programs, and we expect this success to continue through this fiscal year. Sailors and their families continue to express satisfaction with the quality of Navy life, to include compensation, health care, education and training opportunities, and family support. We are pleased to report that many of our programs have received national recognition during the past year, increasing awareness of the Navy within the American public.

Our FY11 budget request will enable us to continue to meet the operational demands of the fleet and the joint force. Our active budget request of \$27.3B consists of \$25.5B for Manpower Personnel Navy (MPN) and \$1.8B in related Operations and Maintenance Navy (OMN). Our reserve budget request consists of \$1.9B for Reserve Personnel Navy (RPN) and \$25.7M in related Operations and Maintenance Navy Reserve (OMNR).

Our budget request supports active end strength of 328,700 and reserve end strength of 65,500. Our request includes Overseas Contingency Operations (OCO) funding of \$421.5M for 4,400 active Sailors and OCO funding of \$49M for reserve Sailors to support the joint force. This funding for additional end strength remains critical to our ability to meet operational demands without adversely impacting fleet readiness or Sailor dwell time.

A Global Navy Forward Deployed

More than 40 percent of our ships are underway or globally deployed. With this sustained operational tempo (OPTEMPO), we are experiencing added stress on the force, but are confident in the steps we are taking to support our Sailors and their families.

Our current readiness posture enabled the rapid response of our aircraft carrier USS CARL VINSON, our hospital ship USNS COMFORT, and numerous other ships, helicopters, and personnel to Haiti to provide humanitarian aid after the devastating earthquake in January. As of February 22, 2010, more than 4,000 active and reserve Sailors and Navy civilians are deployed to Haiti providing medical assistance, distributing food and water, and repairing port facilities and critical infrastructure.

Our Sailors today also remain fully engaged in support of operations in Iraq and Afghanistan. Navy has more than 21,000 active and reserve Sailors on the ground and at sea in the Central Command Area of Responsibility (AOR). Of those 21,000 active and reserve Sailors, more than 7,000 are on the ground supporting Navy, joint force, and coalition operations in Iraq and Afghanistan. As the focus continues to shift from Iraq to Afghanistan, we expect the current demand on our forces to increase.

Our FY11 budget request of \$152.6M for Sailor and family care reflects our enduring commitment to balance the personal and professional needs of our Sailors and their families. Additionally, we are expanding our efforts to support the force through a comprehensive “continuum of care.”

Tone of the Force Remains Positive

We continue to monitor the health of the force through surveys that assess 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 the majority of Sailors remain satisfied with the morale of their commands, the quality of their leadership, education benefits, health care, and compensation. Family satisfaction with the Navy also remains high. Results of our April 2009 Navy Spouse Personal and Family Readiness Survey indicate 75 percent of spouses support their Sailors “staying Navy.” Additionally, Navy spouses report satisfaction with both pre-deployment and post-deployment assistance for their families.

Continuum of Care is a Priority

We remain committed to providing our Sailors and their families a comprehensive “continuum of care” that addresses all aspects of medical, physical, psychological, and family readiness. Our FY11 budget request expands this network of services and caregivers to ensure that Sailors and their families receive the highest quality care. Navy Safe Harbor, Navy's Operational Stress Control Program, the Warrior Transition Program, the Returning Warrior Workshop, the Navy Reserve Psychological Health Outreach Program, and Deployment Health Assessments are critical elements of this continuum.

Navy Safe Harbor continues to provide non-medical support for all seriously wounded, ill, and injured Sailors, Coast Guardsmen, and their families through their network of Recovery Care Coordinators and non-medical Care Managers at 16 locations across the country. During the past year, Safe Harbor’s enrolled population increased from 387 to 546. The FY11 budget request supports our continuing efforts to provide exceptional, individually tailored assistance to our wounded, ill, and injured. We have increased our support for community reintegration through the Anchor Program, which pairs members with volunteer reservists in their communities, emphasized on-the-job training activities to enhance post-service employability, and expanded outreach to families and caregivers.

Navy's Operational Stress Control (OSC) program provides a comprehensive approach designed to actively promote the psychological health of Sailors and their families throughout a career while reducing the stigma associated with seeking help. To date, Basic OSC Awareness training has been provided to more than 84,000 Sailors at various locations across the country.

The Warrior Transition Program (WTP) was established in Kuwait and provides a place and time for Sailors to decompress and transition from the war zone to life back home. Through small group discussions facilitated by chaplains and medical personnel, Warrior Transition Workshops prepare Sailors for resumption of family and social obligations, return to civilian employment, and reintegration with the community. In FY09, 3,283 workshops with more than 5,500 participants were conducted in Kuwait and through Mobile Care Teams forward deployed in Iraq and Afghanistan.

The Returning Warrior Workshop (RWW) is an important step in the demobilization and reintegration process for the Total Force and their families. The RWW is designed to remove stigma and direct family members to appropriate support programs. Originally developed by and for the Navy Reserve, the RWW has expanded to include Navy active and Marine Corps reserve members and their families. In 2009, more than 1,800 service members and 1,400 family members attended one of 27 RWWs throughout the country. As of 1 January 2010, an additional 15 RWWs, including two for the Marine Corps, have been scheduled under the current contract and 21 more RWWs are planned for the next contract through July 2011.

The Navy Reserve Psychological Health Outreach program was established to improve the overall psychological health and resiliency of Navy Reservists and their families. Each of the five regional reserve commands has a team comprised of two psychological health outreach coordinators and two to four team members. As of the end of January 2010, these teams have

assessed and referred 1,742 reservists to appropriate sources of mental health care and have made 196 visits to Navy Operational Support Centers (NOSCs) around the country, providing basic OSC awareness training to more than 20,200 reservists and staff members.

In addition to these programs, we continue to monitor compliance with the Deployment Health Assessment (DHA) Program to ensure that the psychological needs of Sailors are addressed before and after critical deployment periods. 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 released updated policy guidance on the overall deployment health assessment process and continue to work with commands to institutionalize the process across the Fleet. As a result of these changes and increased senior leadership engagement, PDHRA compliance has risen to over 89 percent.

Suicide Prevention is a Leadership Responsibility

Our suicide prevention efforts involve a multi-faceted system of communication, training, and command support designed to foster resilience and promote psychological health among the force. Suicide prevention is an all-hands effort, involving the individual Sailor, family members, peers, and leadership. Navy's calendar year 2009 suicide rate of 13.8 per 100,000 Sailors represents an increase from the 2008 suicide rate of 11.6 per 100,000 Sailors. Although this remains significantly below the national rate for the same age and gender demographic of 19.0 per 100,000¹ individuals, any loss of life as a result of suicide is a tragedy. We remain committed to creating an environment in which stress and other suicide-related factors can be more openly recognized, discussed, and addressed. This includes maintaining a solid foundation

¹ National Center for Injury Prevention and Control (2004). Standardized U.S. suicide rates are adjusted for DON demographics.

of trained and supported suicide prevention coordinators across commands, refreshing mental health provider skills in assessing and managing suicide risk, raising family awareness of suicide risk, warning signs, and support resources, and encouraging Sailors to seek help.

Additionally, Navy continues to develop and enhance programs designed to mitigate suicide risk factors and improve the resilience of the force. These programs focus on substance abuse prevention, financial management, positive family relationships, physical readiness, and family support with the goal of reducing individual stress. We continue to work towards a greater understanding of the issues surrounding suicide to ensure that our policies, training programs, interventions, and communication efforts are meeting their intended objectives.

Sexual Assault: Not in my Navy

Sexual assault is incompatible with our core values, high standards of professionalism, and personal discipline. The Chief of Naval Operations' (CNO) recent message to the force emphasized the importance of all Sailors living the attitude of "Not in my Navy" to the prevention of sexual assault.

In September 2009, the Chief of Naval Operations designated my office as the Executive Agent for the Navy Sexual Assault Prevention and Response (SAPR) program. Under the leadership of the newly designated Director of the Department of the Navy Sexual Assault Prevention and Response Office, we have adopted a multi-faceted approach to raise awareness of effective prevention methods, victim response, and offender accountability. We are working with leaders across the force to enhance training and victim advocacy programs, standardize reporting and case management procedures, and improve investigation and treatment processes. During the past year, program reviews have been conducted by the Government Accountability Office, the Defense Task Force on Sexual Assault in the Military Services, and the Naval

Inspector General to identify program gaps and provide recommendations for improvement. We welcome these recommendations as we refine the Navy SAPR program and promote a culture that is intolerant of sexual assault.

Force Stabilization Continues

Our force stabilization efforts remain focused on maintaining a balanced force in terms of seniority, experience, and skills while staying within our Congressionally authorized end strength. To do this, we will continue to execute the following measures:

- “High-Year Tenure” separations for Sailors at selected paygrades and years of service
- “Perform-to-Serve (PTS)” reenlistment review process that requires conversion to undermanned specialties or separation in Zone A (0-6 years), Zone B (6-10 years), and Zone C (10-14 years)
- One-year time-in-grade retirement waivers for select senior enlisted and officers
- Early transition for enlisted, allowing them to separate up to 12 months before the end of their active obligated service
- Monthly probationary officer continuation and redesignation boards
- Annual performance-based continuation boards for senior enlisted in pay grades E7–E9 with more than 20 years of service.

With these performance-based measures, we expect to meet our FY10 authorized active end strength of 328,800 and reserve end strength of 65,500 by the end of the fiscal year, as well as our active and reserve end strength targets in FY11.

Recruiting and Retention

Navy continues to experience strong performance in our recruiting and retention programs across both the officer and enlisted force. Last year marked the second consecutive

year that Navy has achieved its officer and enlisted recruiting goals in both the active and reserve components. While we anticipate that we will meet our aggregate goals again this year, the increased demand for critical specialties, such as medical, special warfare/special operations, and other ratings in support of OCO will present challenges to meeting recruiting and retention goals in these areas.

We project we will meet our FY10 overall officer and enlisted retention goals. While our retention data indicates we must continue to apply bonus programs to critical skill areas where we have made significant investments in training and education, we have been able to make selected reductions in retention bonuses due to retention behavior.

The opportunity to transfer education benefits of the Post 9/11 GI Bill to a spouse or child is a significant benefit for our Sailors and their families. Approximately 18,000 active duty Navy members and 3,400 reserve Navy members have been approved for transferability. We have not seen an adverse impact to enlisted and officer retention to date. We will continue to evaluate the impact of the Post-9/11 GI Bill on retention as economic conditions change.

Recruiting - Enlisted

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

Table 1. Active and Reserve Component Accessions and Quality

	FY09			FYTD 10 (as of 1 Feb 2010)		
	ATTAINED	GOAL	%	ATTAINED	GOAL	%
Total Active	35,527	35,500	100.1	11,613	11,572	100.4
Total Reserve	7,793	7,743	100.6	2,309	2,276	101.4
HSDG*	36,491	95%	95.0	12,060	95%	96.5
TSC** I-III A	29,704	70%	77.4	9,841	70%	78.8

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

**TSC – Test Score Category (Aptitude Level); DoD standard is 60%; DoN standard is 70%

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

Table 2. Nuclear and Special Warfare/Special Operations Accessions

	FY09			FYTD 10 (as of 1 Feb 2010)		
	ATTAINED	GOAL	%	ATTAINED	GOAL	%
Nuclear Field	2612	2604	100.3	1,074	1,072	100.2
SPECWAR/SPECOPS	1906	1900	100.3	463	455	101.8

Recruiting - Officer

Navy achieved our active and reserve officer goals as shown in Table 3. We achieved overall active and reserve medical recruiting goals for the second consecutive year. We attribute our success over the last year to adjustments in several monetary incentive programs resulting in higher incentive pays for critical healthcare specialties, higher monthly stipends for the medical and dental Health Professionals Scholarship Programs (HPSP), the availability of multi-year payouts for the Critical Wartime Skills Accession Bonus (CWSAB), and loan repayment for select medical specialties.

Table 3. Active and Reserve Officer Accessions

	FY09			FYTD 10 (as of 1 Feb 2010)		
	ATTAINED	GOAL	%	ATTAINED	GOAL	%
Active General Officer*	1,333	1,321	101	1,296	1,609	80.5
Reserve General Officer*	1,046	971	108	508	1,200	42.3
Active Medical Officer**	808	801	101	418	873	47.9
Reserve Medical Officer**	297	279	106	84	400	21.0

*Does not include accessions from the United States Naval Academy or Naval Reserve Officer Training Corps.

**Medical Officer includes Medical Corps, Nurse Corps, Dental Corps, and Medical Service Corps.

Health care professionals remain a recruiting priority through FY11, especially within the reserve component (RC) where several specialties are currently undermanned. To address shortfalls among reserve health professionals, the FY11 budget request supports an affiliation bonus for prior service reserve nurse corps officers, an accession bonus for certain reserve nurse corps direct commission officers, and expansion of the pilot program to access qualified legal non-citizens with critical medical skills to the RC.

The FY11 budget requests \$362.6M for our recruiting programs, which includes accession incentives, advertising, and recruiter support for our active and reserve recruiters. While we continue to leverage social media and other technologies to broaden our outreach efforts, it is the face-to-face contact with recruiters in the field that is the cornerstone of our sustained recruiting success. This accessibility to recruiters in the field remains critical to Navy's ability to attract high-quality, diverse individuals. Our budget request will ensure that the recruiting force remains appropriately sized for our accession mission and has the necessary tools and resources to achieve continued success in the future.

Accession bonuses remain critical to achieving our goals for health professionals, nuclear operators, and special warfare/special operations. To meet increased operational demands for these skill areas, we maintained bonus levels for nuclear officers and health professionals and continue to offer enlisted accession bonuses to special warfare/special operations and other critical ratings where we have been challenged in meeting recruiting targets. Although a favorable recruiting environment has enabled us to reduce the number of enlisted ratings that are eligible to receive an accession bonus from 67 ratings in 2008 to just seven ratings in 2010, these reductions apply to new bonus contracts only. We must maintain the ability to fund residual

payments for those with existing bonus contracts. The budget request includes \$128.1M in bonuses, special pays, and incentives, representing a decrease of \$6M from FY10.

Retention - Enlisted

Navy continues to experience high retention and reduced attrition across the force. These patterns have continued into this fiscal year as shown in Table 4.

Table 4. Active Navy Retention

Active Navy Retention	FY09 Achievement				FY10 Achievement (as of 31 Jan 2010)			
	Reenlisted	Mission	FY09	FY09 Goals	Reenlisted	Mission	FYTD	FY10 Goals
Zone A (0-6 yrs)	14,295	13,300	107.5%	13,300	4,622	4,300	107.4%	12,600
Zone B (6-10 yrs)	10,123	9,400	107.7%	9,400	3,564	3,300	108.0%	8,300
Zone C (10-14 yrs)	6,477	6,000	108.0%	6,000	2,612	2,426	107.7%	5,800

Overall active duty attrition, defined as Sailors who are discharged prior to the end of their contract, has declined by approximately nine percent from the previous year. Specifically, we have seen declines in misconduct-related discharges by 12 percent, medical/physical discharges by three percent, and training-related discharges by seven percent. Reserve enlisted attrition rates are also trending lower than the historical average of 28 percent.

We have made significant progress over the past year in retaining Sailors in our most critical ratings. For example, in FY09, we met our retention goals for Zone A nuclear operators for the first time in over 30 years. We will continue our efforts to retain Sailors with critical skills that are in high demand in the civilian sector, such as nuclear and cyber, as well as Sailors in specialties that continue to experience high OPTEMPO in support of OCO such as special warfare/special operations and independent duty corpsmen. Our Selective Reenlistment Bonus (SRB) programs remain an important tool to retain these highly-trained Sailors.

As we continuously monitored retention behavior over the past 18 months, we adjusted SRB levels six times, reducing the number of skill areas eligible for SRB by over 50 percent compared to FY09, and reducing bonus levels for those skills eligible for SRB. In our most recent SRB message issued in January, we made minor adjustments to our plan, removing seven skills from eligibility and adding two skills, offering slight increases in SRB levels for 38 skills, and decreasing SRB levels for four skills. We continue to structure our award plan to target high-demand skill sets that remain relatively insulated from changes in the economic environment, to include special warfare/special operations, intelligence, medical, linguists, cryptologists, and nuclear ratings. Our FY11 budget request includes \$131.6M for new SRB contracts, a reduction of \$22M from FY10.

Retention - Officer

AC and RC officer retention rates have generally increased as a result of targeted incentive pays, improved mentoring, and increased emphasis on life-work initiatives.

Junior officer retention within select communities remains a priority, as junior officer retention is the barometer of the health of the future force. In FY09, the overall loss rate for junior officers decreased from 7.8 percent to 6.6 percent. Additionally, the surface and submarine warfare communities met their retention goals, representing the strongest junior officer retention in five years. Due to high operational demand for support of operations in Afghanistan and Iraq, the retention of junior officers within critical skills sets such as special warfare/special operations, explosive ordnance, intelligence, and civil engineering, remains a priority.

With the exception of Medical Corps physicians, we continue to experience slight improvements in medical community loss rates trends, largely due to competitive incentives and

bonuses. Select subspecialties continue to require attention, to include dentistry, clinical psychology, social work, physician assistants, general surgery, preventive medicine, family medicine, and perioperative nursing. Our FY11 budget request includes \$57.7M for special and incentive pays to retain these critical professionals.

During the past year, we conducted comprehensive reviews of many of our special and incentive pay and bonus programs to adjust bonus levels in response to retention behavior. In addition to reviews of Special Duty Assignment Pay (SDAP) and SRB, we have ongoing reviews of officer programs. For example, after reviewing the aviation officer community bonus program, we determined that targeted reductions could be made with acceptable risk to retention goals. A similar review was conducted for the surface warfare officer bonus program and other officer bonus program reviews are ongoing. As we execute these actions, we will continue to monitor retention rates and adjust our incentive programs as necessary.

Learning and Development: Navy's Asymmetric Advantage

Education and training are strategic investments in Navy's Total Force, enabling us to develop a highly-skilled, combat-ready force to meet the demands of the Maritime Strategy and the joint force. In 2009, our 15 learning centers across the country provided advanced skills training to more than 34,000 Sailors each day. We continue to balance existing education and training requirements with growth in important mission areas such as cyber warfare, missile defense, and anti-submarine warfare. We will continue the integration of advanced information technology and cyber training enhancements in FY11. The first phase of these enhancements was brought online in October 2009, with additional modules set to commence in July 2010. Additionally, as a foundation for fleet training, we continue to focus individual training investments in ballistic missile defense, strategic weapons, and Littoral Combat Ships. To

ensure our training remains responsive to emerging requirements and the increasing pace of changing technology, we continue to leverage a blended training approach. This approach integrates experienced Navy instructors, advanced training technology, and state-of-the-art delivery systems with modularized content to provide timely and relevant training throughout a Sailor's career. Our FY11 education and training budget request of \$1.2B supports our continued investment in curricula, training technology, and instructors for these critical warfighting areas.

We remain committed to the professional development of our Sailors and officers with high-quality education and training programs. Navy offers several college-focused incentives, including the Navy College Fund, tuition assistance, and the Navy College Program for Afloat College Education (NCPACE). Although funding for these programs has been reduced for FY10, we have implemented a number of management controls to ensure we are able to support Sailors' education goals to the maximum extent possible through FY11.

To guide Sailors in their professional development, we created learning and development roadmaps. These roadmaps provide Sailors with detailed information about required training, education, qualifications, and assignments throughout their careers. To date, we have completed 57 of 82 planned enlisted roadmaps, with the remainder scheduled for completion this fiscal year. We continue to leverage civilian credentialing programs through the Navy Credentialing Opportunities Online (COOL) program, bolstering the professional qualifications of Sailors in all ratings and increasing Sailor equity in their professional advancement.

We recognize the importance of providing meaningful and relevant education throughout the career continuum to develop leaders who are strategically-minded, capable of critical thinking, and adept in naval and joint warfare. Officers are afforded the opportunity to pursue

advanced education through the Naval Postgraduate School (NPS), the Naval War College (NWC), other service colleges, and several Navy fellowship and scholarship programs. For the 2009-2010 academic year, more than 1,700 active and reserve officers (resident and non-resident) are enrolled in NPS graduate degree programs, including 227 international students from 44 countries. We expect that approximately 322 officers will complete Phase I of Joint Professional Military Education (JPME) and approximately 259 officers will complete JPME Phase II through in-resident courses in 2010. More than 3,000 non-resident opportunities to receive joint education are planned for FY10 through courses delivered in conjunction with pursuit of a graduate degree at NPS, Fleet seminar programs offered in 20 fleet concentration areas, and electronically via the web or CD-ROM. Additionally, 120 reserve officers may enroll in Advanced Joint Professional Military Education (AJPME), a 40-week blended academic program to obtain JPME Phase II credit. These non-resident opportunities provide the flexibility necessary for active and reserve officers to balance joint education requirements with personal and operational demands.

Cultural, historical, and linguistic expertise remain essential to fostering strong relationships with our global partners and enhancing our ability to effectively execute missions in multinational environments. The FY11 budget request supports continuing efforts to enhance foreign language capabilities and regional expertise across the Total Force. This includes \$19.8M for the Navy Foreign Language Proficiency Bonus to incentivize foreign language proficiency in languages critical to Navy's missions around the world. Additionally, our request supports expansion of the Language, Regional Expertise, and Culture (LREC) majors program for NROTC midshipmen and implementation of the AFPAC Hands Program, which will provide the joint force with enhanced language and cultural capabilities in Afghanistan and Pakistan.

Future Initiatives

Developed in collaboration with the Chief of Navy Reserve, the *Navy Total Force Vision for the 21st Century* will guide our efforts to attract, recruit, develop, assign, and retain a highly-skilled workforce. Our vision reaffirms our commitment to the welfare of our Sailors, Navy civilians, and their families. It describes our vision of “a seamless Navy Total Force valued for their service to the nation.” Our efforts in support of this vision are aligned to five strategic imperatives, which serve as the framework to define our priorities and guide our investment decisions. To realize our vision, we must be:

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

A critical component of our vision is the ability to attract, recruit, and retain the nation’s best talent to meet Navy’s mission through recognition of Navy as a Top 50 organization. Top 50 organizations encourage innovation and focus on performance while taking care of their people through programs and policies that support a culture of trust, respect, communication, and collaboration.

Diversity

Top 50 organizations recognize the value of diverse ideas, perspectives, and experiences to remaining competitive in an increasingly global environment. Navy draws its strength and innovation from the diversity of our nation – a nation that is changing. By 2020, it is projected that minorities will make up over one-third of the nation’s workforce. By 2050, they are

projected to comprise 50% of the workforce. To increase accessibility to diverse markets, we are establishing a NROTC unit at Arizona State University-Tempe and have developed a NROTC consortium linking Tuskegee University to an existing unit at Auburn University. We continue to expand our relationships with key influencers and science, technology, engineering, and mathematics (STEM)-based affinity groups to educate our nation's youth about the opportunities available in the Navy. As a result of our outreach efforts, the NROTC class of 2013 joins the U.S. Naval Academy class of 2013 as the most diverse classes in our history. Our efforts in FY10 and FY11 will focus on retaining this talent by building and sustaining a continuum of mentorship opportunities that includes the chain of command, individual communities, peer-to-peer relationships, and affinity groups. We will continue to ensure that all Sailors are provided with opportunities to develop personally and professionally.

Life-Work Integration

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

Continuum of Service

Achieving our vision of a seamless Navy Total Force requires us to adopt a continuum of service approach to retention. This approach provides for seamless movement between the

active and reserve components, and civilian workforce, across an individual's career, enabling Navy to continue to leverage their experience and talent in support of the warfighter. We continue to make progress in addressing the barriers impeding a quick and efficient transition between components to meet changing workforce demands. In May 2009, we established the Career Transition Office (CTO) to increase Sailor reserve affiliation rates and optimize the transition process between the active and reserve components. Since the establishment of the CTO, reserve affiliation has increased and transition time has decreased from more than 30 days to nine days. Additionally, we instituted a SELRES option with our PTS initiative, which enables Sailors to choose reserve affiliation prior to leaving active duty without assistance from a recruiter. We continue to work towards our goal of transitioning Sailors between the active and reserve components within 72 hours.

As we continue to make significant strides towards achieving our vision, our efforts are receiving national recognition. Over the past 20 months, Navy has received 19 national awards recognizing our accomplishments across the areas of workforce planning, life-work integration, diversity, and training. In October 2009, Navy received *Workforce Management Magazine's* prestigious "Optimas Award for General Excellence," joining the ranks of previous award winners such as Google, Intel, and Hewlett-Packard. In the 19-year history of this award, only one other government entity has received it. Most recently, Navy was honored by *Training Magazine* with the number 17 position on their prestigious "Top 125" list of the best training organizations in the country. We will continue to seek out external recognition opportunities to benchmark our programs against the best in industry. This recognition showcases Navy as a great place to work in service to our nation.

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 FY11 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.