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House Appropriations Committee

STATEMENT
OF
LIEUTENANT GENERAL RICHARD C. ZILMER
DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS
UNITED STATES MARINE CORPS
BEFORE THE
SUBCOMMITTEE ON PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
CONCERNING
MILITARY PERSONNEL
ON
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Chairwoman Davis, Congressman Wilson, and distinguished Members of the Subcommittee, it is my privilege to appear before you today to provide an overview on Marine Corps personnel.

I. Your Marines

Americans expect their Marines to be ready to respond when our country is threatened; to arrive on the scene anywhere in the world without notice; and to fight and win our Nation's battles. To this end, the individual Marine is the Corps' most sacred resource. The young men and women who fill our ranks today recognize the global, protracted, and lethal nature of the challenges facing our Nation, and their dedicated service and sacrifice rival that of any generation preceding them.

Over the past several years, sustained deployments in Iraq, Afghanistan, and across the Globe have kept many Marines in the operating forces deployed as much as they have been home. They have shouldered our Nation's burden and done so with amazing resiliency. Marines and their families know that their sacrifices are making a difference, that they are part of something much larger than themselves, and that their Nation stands behind them.

Your Marine Corps is a young force that provides great value to the Nation.

- The average age of a Marine is 25 years old.
- Almost half the enlisted force — 84,830 Marines — are between the ranks of private and lance corporal (pay grades E1- E3).
- Almost 70 percent of our Marines are on their first enlistment - approximately 30,000 have been in uniform for less than a year.
- The ratio of officers to enlisted Marines is 1:9 — the lowest of all the services.

- Over 136,000 Marines (67 percent) are in deploying units (operating forces). Nearly 30,000 Marines are forward deployed, forward based, or on training exercises around the world.
- For 6.5 percent of the baseline Fiscal Year 2010 Defense budget, the Marine Corps provides: 17 percent of the Nation's active ground combat maneuver units; 12 percent of the Nation's fixed wing tactical aircraft; and 19 percent of the Nation's attack helicopters.

II. End Strength

The Marine Corps achieved tremendous success in Fiscal Year 2009. We grew by 4,000 Active Component Marines, enabling us to meet our 202,000 (202K) growth plan two years ahead of schedule.

- Projected end strength at the end of Fiscal Year 2010 is 203,030 (including estimated 292 Reservists who have served on active duty for three of the last four years).
- The Marine Corps must continue to shape the force to meet continuing 202K unit growth through Fiscal Year 2012.
- We continue to enlist and reenlist high quality Marines and expect that the current economic environment will increase enlistments and reenlistments.
- Compensation and incentives - enlistment bonuses and selective reenlistment bonuses - will remain strong influencers on the Marine Corps' ability to enlist and retain Marines in the high skill/high demand occupations.

We appreciate the continued support of Congress in the creation of flexible compensation authorities that allow the Marine Corps to shape your Corps for the 21st Century.

III. Marine Corps Reserve

Our reserves continue to make essential contributions to our Total Force efforts in Overseas Contingency Operations. Over the last few years, as we concentrated on building our Active Component to 202K, we fell short of our Reserve Component authorized end strength of 39,600. However, as the Active Component met its end strength increase goal two years ahead

of schedule, we were able to refocus our recruiting and retention efforts toward achieving our authorized Reserve Component end strength. These efforts included increasing our reserve non-prior service recruiting mission, lowering our attrition, doubling our incentives budget from \$12 million to \$24 million, and expanding the population eligible to receive incentives. These initiatives enabled us to reduce our end strength shortfall, ending Fiscal Year 2009 at 2.7 percent (1,090) below our authorization (3.1 percent (1,228) if the 138 Selected Reserve Marines who served on active duty for more than three of the last four years are accounted).

By continuing to maintain our focus on the Reserve Component throughout Fiscal Year 2010, we project an end strength of 39,226, a shortfall of less than one percent (prior to accounting for Marines who have served on active duty for more than three of the last four years).

IV. Recruiting

The Marine Corps is unique in that all recruiting efforts (officer, enlisted, regular, reserve, and prior-service) fall under the direction of the Marine Corps Recruiting Command. Operationally, this provides us with tremendous flexibility and unity of command in order to annually meet our objectives.

Our recruiters continue to make their recruiting goals in all areas in support of our Total Force recruiting mission. Our focus is always to recruit quality men and women with the right character, commitment, and drive into our Corps. To meet the challenges in today's recruiting environment, it is imperative that we maintain our high standards both for our recruiters and those who volunteer to serve in our Corps. We must also remain mindful that the Marine Corps needs to reflect the face of our Nation and be representative of those we serve.

- In Fiscal Year 2009, we achieved over 100 percent of our enlisted and officer recruiting goals for both the Regular Component and Reserves.
- In Fiscal Year 2009, we accessed over 98 percent Tier 1 high school diploma graduates and over 69 percent in the upper Mental Groups of I-IIAs, both exceeding Department of Defense quality standards.
- In Fiscal Year 2010, we will again meet our annual recruiting mission, to include all quality goals. Additionally, we expect to have a strong population of qualified individuals ready to ship to recruit training as we enter Fiscal Year 2011.
- Officer recruiting for our Selected Marine Corps Reserve units is traditionally our greatest challenge. To date, the Officer Candidate Course – Reserve (OCC-R) has proven to be the most successful of our reserve officer recruiting programs. Under this program, individuals attend Officer Candidates School, The Basic School, a Military Occupational Specialty school, and then return to a reserve unit to serve. We commissioned 56 Second Lieutenants in the reserves in Fiscal Year 2009, and we anticipate commissioning up to 75 more this fiscal year.

We thank you for the generous support you have provided to us in the past and look forward to working with you to ensure success in the future.

V. Retention

Retention complements recruiting as one of the vital elements of building and sustaining the Marine Corps. For enlisted retention, we seek to retain the best and brightest Marines in both our first-term and Career Force to provide the proven technical skills, experience, and non-commissioned officer and staff non-commissioned officer leadership needed to meet our demanding mission.

- In Fiscal Year 2009, the Marine Corps reenlisted 16,016 Marines. This achievement represented the second highest retention rate ever, almost 34 percent, among the eligible First Term Alignment Plan (FTAP) population compared to an historical average of 24 percent.
- In Fiscal Year 2009, the Marine Corps also achieved an unprecedented 78 percent retention rate among the eligible career Subsequent Term Alignment Plan (STAP) population, the highest ever, while maintaining all quality standards.

- For Fiscal Year 2010, retention achievement remains on track and exceptionally strong. As of 1 March 2010, we have achieved approximately 90 percent of both our FTAP and STAP goals.

Our continuing retention success remains largely attributable to two important, enduring themes. First, Marines are truly motivated to “stay Marine” because they are doing what they signed up to do — fighting for and protecting our Nation. Second, they understand our service culture is one that rewards proven performance and takes care of its own.

VI. Taking Care of Our Marines and Our Families

With more than 47 percent of our Marines married, we believe that the investment in our families is critical to the long-term health of our institution. When Marines know that their loved ones at home have access to quality housing, healthcare, child care services, and education, they are better prepared to face the rigors of our wartime environment and more inclined to continue their service to our Nation.

Taking care of Marines and their families remains one of our Corps’ highest priorities. With the help of Congress, we initiated myriad of personal and family readiness program reforms during Fiscal Years 2008 and 2009. As a result of extensive program assessments and evaluations, we have built these programs into our baseline budget, beginning with a \$110M increase in Fiscal Year 2010.

Historically, the Unit, Personal and Family Readiness Program’s mission was volunteer-intensive. To ease their burden and make our programs more effective, we recently established over 400 full-time, primary-duty civilian Family Readiness Officers (FROs) to support commanders at the unit level. The program and support structure is designed to work across functional lines to build and sustain the capacity of military families to care for themselves and

each other. The following training programs have been developed and enhanced as an integral element of family readiness reforms:

- Developed LifeSkills training courses that specifically address the challenges of military life in order to increase the resiliency of our Marines and their families,
- Expanded and enhanced our pre-, during, and post-deployment training.
- Broadened the scope of our Lifestyle Insights, Networking, Knowledge and Skills (L.I.N.K.S.) training to include children and extended family members.
- Incorporated Combat and Operational Stress Control (COSC) into our deployment training cycles.

Exceptional Family Member Program (EFMP). We have transformed the EFMP to ensure enrolled family members have access to a continuum of care, while also providing the sponsor an opportunity for a successful career. I am proud to state that the redesigned Marine Corps EFMP has been recognized as a premier, full-service program based on the quality and efficiency of program changes. These changes are having a direct impact on the level of care provided to our exceptional family members, as well as increasing the number of enrollments.

- In 2001, EFMP had 4,500 enrolled family members. The number grew to 6,500 in 2008 and to over 8,900 today. We estimate that there are over 18,000 special needs families in the Marine Corps and that, as a result, EFMP enrollment will continue to increase.
- Family Case Workers are assigned to each enrolled Marine family to assist during relocation, deployments and life events. They also help families gain access to medical, educational and financial support services.
- Enrolled Marine Corps families are given up to 40 hours of respite care per month. The Marine Corps has chosen to underwrite this cost, independent of TRICARE Extended Care Health Option (ECHO), to afford families the full use of their ECHO provided benefit for needed therapies and equipment. To date, enrolled Marine Corps families have been given 250,000 hours of respite care.

School Liaison. Recognizing that military children may relocate several times during their educational years, and that they face unique challenges due to the mobile lifestyle of their

parents, the Marine Corps established school liaisons at all Marine Corps installations. The liaisons have myriad of roles and responsibilities, including:

- Providing resource/referral assistance to school-aged military children and their families.
- Developing Permanent Change of Station (PCS) checklists for Marine Corps families to assist parents in pre-relocation planning and registration in the receiving school district.
- Assisting local school districts in applying for and utilizing federal Impact Aid funding for enrolled military children.
- Working on the Department of Defense/Department of Education K-12 Partnership, which was established to improve education for military children.
- Addressing student transition and support when a parent is deployed.

Child Care. Availability of quality, affordable child care on and off our installations continues to be a major quality of life issue for Marines and their families. Currently, we are providing 11,068 child care spaces, meeting 64 percent of the calculated total potential need based on the reported population. To meet the Department of Defense standard of 80 percent of potential need would require approximately 3,000 additional spaces. I want to thank you for funding an additional 2,615 spaces in recent legislation (American Recovery and Reinvestment Act and Fiscal Year 2009 Overseas Contingency Operations Supplemental), which will go a long way to meeting our child care need; these spaces are scheduled to become available over the next 18-24 months. The Commandant also submitted a Child Development Center project for Twentynine Palms, California, within the Fiscal Year 2011 Unfunded Programs List. In the interim, we are seeking temporary solutions to help meet child care demand at this installation. Other strategies to help meet Corps-wide child care requirements include our continued

partnerships to locate and subsidize child care services to our families who are not located on or near military installations.

Deployed and Warrior Support. To address the increased demands and impact of multiple, sustained deployments on our Marines and their families, we have taken a number of actions, to include:

- Improving communications between Marines and families through the establishment of a Mass Communication Tool, WIFI capabilities aboard all Marine Corps installations, and implementing a Portable Morale Satellite Communications system that provides an internet and web-cam capability to forward operating bases in Afghanistan.
- Partnering with the Army and Air Force Exchange Service to provide in-theater Tactical Field Exchanges, which offer access to a variety of health and comfort items, movies, CDs, and snack foods.

Yellow Ribbon Reintegration Program (YRRP). The Marine Corps has integrated the YRRP within the overall Unit, Personal and Family Readiness Program, with full-time FROs responsible for coordinating YRRP events to our Reserve forces and extended family members.

These events include:

- Pre-mobilization – Topics include the development of Family Care Plans, information on counseling services, single service member support, and otherwise preparing Marines and families for deployment and family separation.
- During-mobilization – Topics include Department of Veterans Affairs’ benefits, TRICARE health care information, financial management, child care, and return and reunion plans.
- Post-mobilization – Topics focus on reintegration and transition back to family and civilian life. Events are conducted approximately 30, 60, 90 days following demobilization.

Behavioral Health. The vast majority of Marines and their spouses are young; the average age of a Marine is 25 years old and the average Marine spouse is 28 years old. This

youthful demographic introduces societal risks that we aggressively address through our prevention programming. Nevertheless, the Marine Corps has regrettably seen increases in suicides, domestic violence, and sexual assaults, highlighting the need for immediate action and improved behavioral health prevention programs and policies. To this end, we are integrating our Suicide Prevention, Sexual Assault Prevention and Response (SAPR), Substance Abuse Prevention, Combat and Operational Stress Control (COSC), and Family Advocacy programs to better equip our community support professionals to collectively respond to the needs of Marines and their families.

Combat and Operational Stress Control (COSC). Our COSC program provides training and tools that enable our leaders, Marines, and family members to recognize stress reactions, to provide effective mitigation and/or intervention within operational units and in families, and to promote wellness. To further assist leaders with the prevention, rapid identification and early treatment of combat and operational stress, we have taken action to expand our program of embedding mental health professionals in operational units – the Operational Stress Control and Readiness (OSCAR) program – to directly support all active and reserve ground combat elements. This will be achieved over the next three years through the realignment of existing Navy structure supporting the operating forces, and by increasing the Navy mental health provider inventory. The OSCAR capability is also being extended down to all deploying units, but specifically focused and prioritized to support the infantry company level, by providing additional training to OSCAR Extenders (existing medical providers, corpsmen, chaplains, and religious program specialists) to make OSCAR expertise immediately available to more Marines. In addition, we are training senior and junior Marines to function as OSCAR Mentors. In this capacity, they will actively engage Marines who evidence stress reactions and liaison with

trained OSCAR personnel. OSCAR Mentors can help decrease the stigma associated with stress reactions and help Marines “take care of their own.”

Suicide Prevention. The Marine Corps is very concerned about the increase in the number of suicides, up from 33 in 2007, to 42 incidents in 2008, and 52 in 2009. The loss of each and every Marine is a tragedy both for the family and our Corps. We know there is no single suicide prevention solution. Therefore, we stay actively engaged in prevention and early identification of problems that may increase the risk of suicide. Leadership at all levels are committed to having an effect on the individual Marine to build resilience, coping skills and encourage help-seeking behavior for distressing life events. The Assistant Commandant, through the Marine Corps Executive Safety Board, continues to make suicide prevention a top priority through the following initiatives:

- NCO/FMF Sailor Leadership Suicide Prevention Training – NCOs are the backbone of the Marine Corps and in the best position to recognize signs of distress in their peers and the Marines they lead. Every NCO has received this half-day, high impact, interactive workshop.
- Revised and revitalized suicide prevention training in recruit training, drill instructor school, and The Basic School.
- Participation in the most comprehensive longitudinal study ever attempted in the field of suicide prevention lead by the Army and the National Institute of Mental Health.

Sexual Assault Prevention and Response (SAPR). The Marine Corps’ SAPR program provides care and support to victims of sexual assault, tracks investigations and prosecutions in the military justice system, and holds offenders accountable. Last year, the SAPR Program sustained critical reviews by the Inspector General of the Marine Corps, the General Accounting Office, and a Department of Defense Task Force on Sexual Assault in the Military Services. Additionally, we engaged leadership through a Department of Navy (DoN) Summit and Marine Corps Operational Planning Team (OPT) Summit attended by Marine Corps General

Officers/SES participants. An executive steering committee and working group is being chartered to produce and implement action plans to address identified deficiencies in the areas of staffing, training, leadership engagement, and resourcing. Our senior staff non-commissioned officers are also engaged to help improve our approach to combating sexual assaults. The following provides examples of initiatives that we have taken:

- Hired full-time civilian installation SAPR program managers to assist installation commanders with effective sexual assault prevention efforts.
- Training drill instructors on the need to intervene *before* a sexual assault occurs and to provide values-based training to their Marines.
- Improving the quality of sexual assault litigation training for Judge Advocates who are involved in prosecuting sexual assault cases, and increasing the number who attend specialized training.

Casualty Assistance. The Marine Corps' casualty assistance program is committed to ensuring that families of our fallen Marines are treated with the utmost compassion, dignity, and honor. Our casualty section is a 24-hour-per-day operation manned by Marines trained in casualty reporting, notification, and casualty assistance procedures. We conduct telephonic notification to the next-of-kin of wounded, injured and ill Marines; notifications are typically completed within four hours. We also assist family members with travel to the bedside of their Marine. When a death occurs, we provide in-person notification and assist with burial arrangements, applications for benefits, and with obtaining reports of investigation. Within days of the incident, Marine families are connected to representatives from the Tragedy Assistance Program for Survivors (TAPS). TAPS is recognized nationally as the leading provider of comfort and care to anyone who has suffered the loss of a military loved one. Approximately 60 days following the death of a Marine, the Primary Next of Kin is contacted by representatives from the Marine Corps Long Term Assistance Program (LTAP) to identify and resolve any

residual issues. LTAP representatives are available to the next of kin on an indefinite basis.

Transition Assistance Management Program. Based on the results of our Fiscal Year 2009 Functionality Assessment, we are redesigning the Transition Assistance Management Program which provides mandated transition services to separating and retiring service members and their families. Recognizing that over 65 percent of Marines separate after the first-term and over 80 percent are at the rank of E1-E5, our program restructuring will focus on the following actions:

- Start the transition process up to 24 months prior to their End of Active Service date and keep family members engaged throughout the process;
- Implement job placement services to include one-on-one career coaching and partnerships with organizations such as the Department of Labor (DOL), Marine For Life, and the Department of Veterans Affairs;
- Offer a tiered delivery of services that include Education, Training and Employment/Job Placement assistance;
- Maximize use of educational benefits to and their family members.

VII. Wounded Warrior Regiment

“Etiam in Pugna – Still in the Fight”. Despite the challenges they face as they recover, our wounded, ill, and injured Marines are highly motivated to contribute to the Marine Corps war-fighting mission and to our society. To help them achieve, the Marine Corps’ Wounded Warrior Regiment provides these Marines and their families and commanders with non-medical care not traditionally resident in an operational unit. The Regiment develops and institutes programs that focus on wounded warriors’ abilities to facilitate their recovery from initial treatment to transition assistance including finding civilian employment for those who leave our ranks. The Regiment cares for both combat and non-combat wounded, ill and injured Marines (and Sailors

attached to, or in direct support of, Marine units) and their families through all phases of recovery. The Regiment does not limit its assistance to only the combat-injured. Whether Marines are injured in a training accident, wounded in combat, or become ill – all Marines contribute to the fight and deserve our care and attention.

Recovery Care Coordinators. A Marine's full recovery depends upon thorough care coordination throughout all phases of recovery. The Marine Corps complies with the recovery coordination provisions of the National Defense Authorization Act of Fiscal Year 2008 and has a fully operational recovery coordination program. The Regiment, through its two battalions at Camp Lejeune, North Carolina, and Camp Pendleton, California, commands Recovery Care Coordinators, who are dispersed throughout the country and oversee the execution of Marines' individual comprehensive transition plans - an individual roadmap to reach their set recovery and transition goals. Recovery Care Coordinators serve as the ultimate point of contact for wounded, ill and injured Marines and their families.

Wounded Warrior Battalion Detachments. Working closely with Recovery Care Coordinators are the Wounded Warrior Battalion Detachments, which are located throughout the country at medical treatment facilities and Department of Veterans Affairs' Polytrauma Rehabilitation Centers. The Battalion Detachments assist families with non-medical care issues including pay and entitlements, travel and transportation, and temporary lodging. This critical assistance allows families to focus on their individual Marine's recovery and helps alleviate some of the stress families experience when traveling to their Marine's bedside.

District Injured Support Cells (DISCs). DISCs are locally-dispersed, reserve personnel located throughout the Nation who maintain oversight of the welfare and quality of life for wounded, ill, and injured Marine veterans and reservists as they continue their recovery. They

ensure a smooth transition from a Marine's Recovery Care Coordinator and provide assistance with issues ranging from maintaining sound financial health to receiving information regarding available federal government assistance from the Departments of Labor, Veterans Affairs and Defense.

Marine For Life. Our Marine For Life program supports transitioning Marines, injured or not, as they transition back into the community after leaving active service. The program has increased its national reach after adding employment, education and public affairs specialists to its staff. It is also developing program improvements and increased partnerships in Fiscal Year 2010 and beyond in order to continue to improve the services it provides.

Family Support Staff. The Wounded Warrior Regiment strives to stay tuned into the unique family support requirements of its wounded warriors. For example, families frequently forego employment and education opportunities in order to remain with their loved ones during recovery. Additionally, they often have heightened need for communication, information, and referral services to help them navigate through the various phases of recovery. The Regiment's family support staff - Family Readiness Officers, Family Support Coordinators and chaplains - works with families and family caregivers during their difficult times. The Family Support Staff communicates with Wounded Warrior families through newsletters, regularly-scheduled town hall meetings, and a mass communication tool that quickly disseminates information to those who most need it.

Sergeant Merlin German Wounded Warrior Call Center. Named after a Marine who died of injuries sustained in Iraq in 2005, the Sergeant Merlin German Wounded Warrior Call Center, a Department of Defense Best Practice, receives calls from active duty members, veterans and families seeking assistance in matters of wounded warrior care. The Call Center also conducts

outreach calls to monitor injury recovery and distribute information important to Wounded Warriors and their families on topics such as service disability ratings, medical care, employment counseling, and services offered by charitable organizations. Building upon the success of the Call Center, call cells have been created at both of its battalions.

Augmented by a staff of on-scene psychological health professionals, the Call Center also provides critical assistance to those seeking help for Post Traumatic Stress Disorder and Traumatic Brain Injury. The Regiment's resident clinical services staff includes a psychological health coordinator, traumatic brain injury coordinator and licensed clinical care consultants. This staff coordinates mental health care for individual Marines and family members, provides outreach education on mental health issues, and assists commands with mental health evaluations. Extending this mental health service to reservists, the Regiment can refer reservists to the Reserve Psychological Health Outreach Program; this program provides reservists with mental health assessments, support resources for reservists and families, and training in combat stress control.

Our recovering Marines represent the best of our Nation, and the Marine Corps has a solemn obligation to provide them with world-class care. Apart from war itself, we have no higher calling. To this end, the Marine Corps is grateful for the enduring and faithful support of Congress. We see that support in the approval of funding for planned Marine Resource and Recovery Centers. We see that support in your personal visits to our wounded warriors in the hospital wards and bases around this Nation. We see that support in your words and deeds on behalf of our wounded warriors and their families. We thank you and look forward to working with Congress as we endeavor on behalf of our wounded warriors, who are still very much in the fight.

VIII. Civilian Marines

Civilian Marines continue to provide an invaluable service to the Corps as an integral component of our Total Force. With a population of almost 35,000 appropriated and non-appropriated funded employees and foreign nationals, Civilian Marines work in true partnership with our Marines and play an important role in supporting the mission of the Marine Corps. Flexibility in how we manage and reward our Civilian Marines plays a key role in helping the Marine Corps meet its mission.

The Marine Corps is focused on ensuring that we have a civilian workforce equipped with the leadership skills and technical competencies necessary to meet the challenges of today and in the future. We accomplish this through the following community management and career development initiatives:

- Community management - Our workforce is organized into 21 Communities of Interest (COIs), or occupational specialties, which encompass over 350 civilian job series. COIs provide enterprise-wide communications, collect and share best practices, focus on technical aspects and training needs, and ensure competencies and career paths are developed for each occupational specialty.
- All new civilians attend the Marine Corps Acculturation Program, which teaches them about Marine Corps history, culture, and current command missions.
- Civilians at all levels are involved in mentoring, which affords them the opportunity to learn from peers and more senior level employees through coaching, feedback, advice and counseling on career management and leadership.
- Leadership development programs are available to all civilians and are administered through the Marine Corps University's Lejeune Leadership Institute with support from local commands and installations.
- Civilian employees are encouraged to pursue, complete, or advance their academic degrees through tuition support programs.

National Security Personnel System (NSPS). The Fiscal Year 2010 National Defense Authorization Act repealed the authority for NSPS and requires the Secretary of Defense to

transition all impacted employees back to their previous pay systems by January 1, 2012. As a result, impacted Marine Corps employees will revert back to their legacy performance appraisal systems until the Department of Defense develops a new department-wide system. Although employees may no longer have base salary increases directly linked to their performance appraisal system after transition, the Marine Corps fully intends to utilize any system to increase employee engagement and foster a high performance culture. The Marine Corps will continue to reward and recognize employees for their significant contributions within the constructs of their pay system.

IX. Information Technology

Ensuring accurate, timely pay is the mission of the Marine Corps Total Force System (MCTFS), the Department of Defense's only fully integrated personnel, pay, and manpower system. MCTFS seamlessly serves our active, reserve, and retired members, provides total visibility of the mobilization and demobilization of our reserve Marines, and ensures proper and timely payments are made throughout the process. MCTFS provides one system, one record, regardless of an individual's duty status.

- According to the most recent Defense Finance and Accounting Service's "Bare Facts" report, MCTFS continues to achieve a pay accuracy rate of over 99 percent for both our Active and Reserve Components.
- MCTFS has enabled the Marine Corps to move its pay and personnel administration to a predominately self-service, virtually paperless, secure, web-based environment. In Fiscal Year 2009, individual Marines and their leaders leveraged MCTFS' capabilities to process more than 27 million transactions.

X. Conclusion

As we continue to deploy and fight in Afghanistan and other parts of the world, the Marine Corps will be required to meet many commitments, both at home and abroad. To continue to be successful, we must always remember that our individual Marines are our most precious asset, and we must continue to attract and retain the best and brightest into our ranks. Marines are proud of what they do. They are proud of the “Eagle, Globe, and Anchor” and what it represents to our country. With your support, a vibrant Marine Corps will continue to meet our Nation’s call.

Thank you for the opportunity to present this testimony.