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HEARING
ON
NATIONAL DEFENSE AUTHORIZATION ACT
FOR FISCAL YEAR 2024
AND
OVERSIGHT OF PREVIOUSLY AUTHORIZED
PROGRAMS
BEFORE THE
COMMITTEE ON ARMED SERVICES
HOUSE OF REPRESENTATIVES
ONE HUNDRED EIGHTEENTH CONGRESS
FIRST SESSION
SUBCOMMITTEE ON MILITARY PERSONNEL HEARING
ON
**MILITARY DEPARTMENT PERSONNEL
CHIEFS: PERSONNEL POSTURE**

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**MILITARY DEPARTMENT PERSONNEL CHIEFS:
PERSONNEL POSTURE**

HOUSE OF REPRESENTATIVES,
COMMITTEE ON ARMED SERVICES,
SUBCOMMITTEE ON MILITARY PERSONNEL,
Washington, DC, Wednesday, March 29, 2023.

The subcommittee met, pursuant to call, at 3:01 p.m., in room 2212, Rayburn House Office Building, Hon. Jim Banks (chairman of the subcommittee) presiding.

OPENING STATEMENT OF HON. JIM BANKS, A REPRESENTATIVE FROM INDIANA, CHAIRMAN, SUBCOMMITTEE ON MILITARY PERSONNEL

Mr. BANKS. The subcommittee will come to order. I ask unanimous consent that the Chair be authorized to declare a recess at any time. Without objection, so ordered.

I want to welcome everyone to this hearing of the Military Personnel Subcommittee. And I want to start by saying that it has been some time, if I have it correctly it's been since 2019, that we have had the service personnel chiefs come in front of the Military Personnel Subcommittee.

A lot has changed in that time. We now have a Space Force. The end of operations in Afghanistan. A Russian war in Ukraine on the eastern flank of NATO [North Atlantic Treaty Organization]. And the ever-increasing threat of the PRC [People's Republic of China] military in the South China Sea and in other locations throughout the world.

These changes are what makes this hearing so important. Today's hearing is focused on the personnel policymakers who are charged with developing the policies, guidance, and programs that affect the strategic objectives for accessions, recruiting, assignments, benefits, career development, and so much more.

That is to say that you are largely responsible for developing tools that shape the total force in each of your services. This is no small task.

We are here to hear from you, your perspective, on the effectiveness and consequences of all of these policies, especially considering the current difficulties that we face in retaining talent and the challenges that we are encountering across the recruiting enterprise. And those are just two areas.

We have heard from a number of senior DOD [Department of Defense] officials touting the 2023 marks—that 2023 marks the 50th anniversary of the All-Volunteer Force. This is indeed a tremendous achievement that speaks to the American spirit of patriotism

that embodies many young people that are willing to put service in front of self.

Quite the difference when we consider the sometimes forced conscription militaries of our adversaries like China and Russia. These societies oftentimes give no credence to the desires of their young adults. But this is to be expected from states that espouse despotism, not democracy.

Which makes what we are going to discuss today here so much more important. I, for instance, had a choice when I raised my hand and volunteered for service to this great Nation, something that I would do again over and over again. Because it was this opportunity to serve in our military that helped shape who I am today.

That is why I can say the viability of our All-Volunteer Force is at stake. I have said before at this subcommittee that there appears to be an erosion of trust between our service members and its senior leaders.

That is why these personnel issues and these policies that you control could not be more important. We owe it to our service members and their families to get it right.

I want to thank our witnesses for being with us today and for their service to this Nation. I also want to thank all of our service members, Active Duty, reservist, and Guard members who are serving this Nation around the world as we speak.

You and your families are really the subject of this hearing as the policies and regulations controlled by these senior officers profoundly affect your lives and the very decision to stay in service or to leave.

In our hearing on the 9th of March, we heard from the senior enlisted leaders that all things are not well. That the services have a trust issue. And some of our service members are not properly taken care of. This is our, and your, responsibility to—and our primary responsibility.

As I said then, the All-Volunteer Force has placed a covenant of trust in our military leaders. You are those leaders entrusted with this obligation, this sacred responsibility, to develop policy and recommend legislation that maintains the force and takes care of people, their careers and their families, their very livelihood.

Secretary Austin just released a memo strengthening our support to service members and their families. I am heartened that many of these issues long advocated for by this subcommittee and some legislated by this Congress are finally being implemented. But is it enough?

I would say no, it is not. And the service recruiting metrics over the last several years bear this out. Almost all of you are likely to miss your recruiting goals again this year, the Army alone by more than 15,000 just last year.

You have reduced your end-strength requests below the 2023 authorized numbers. So you must ask yourselves why? And I ask, what are you doing about it?

What are you doing to ensure that you have the required end strength to fulfill this mission, the mission requirements around the world? Let alone issues like service members' food insecurity,

identified by you to affect 25 percent of the force. That is unacceptable, so what are you doing about it?

So today we want to focus on what concrete actions are you taking to address all the problems that you face, whether it's recruiting, pay and benefits, food security, retaining talent, family issues, or the elimination of unnecessary bureaucracy.

And we don't want more of the same. Clearly that is not working. What are you doing differently?

In my view, the personnel system writ large, the totality of statute, regulation, culture, and tradition currently in place that determines how uniform service members and civilians alike are recruited, trained, and retained, promoted, assigned, and compensated, is out of date and needs to be reformed. Reformed to be more agile, flexible, and adaptive.

The key challenges to consider include policy bars to accessions like medical and physical standards. Compensation of personnel: What do they—what do they value, money, assignments, family care, for example. And talent and career management policy: What are the barriers? Assignments, promotions, service culture.

What are you doing to attract the next soldier, Marine, sailor, airman, or Guardian that will be entrusted with defending our freedom?

That is a lot. But all of that is a contract of trust that is critical to recruiting, retention, and people's belief in service. It is critical to the implementation of the National Defense Strategy and the defense of this Nation.

What I'd like to understand today is what have the services done to effect change to live up to this responsibility. What I know is there can be no doubt the lifeblood of the military is our great men and women that choose to serve, whether they be from Indiana like me, New Jersey like our ranking member, or any of the other States in this Nation.

We have an opportunity to serve our service members, and we must get it right.

So I want to welcome our witnesses: Lieutenant General Stitt, Vice Admiral Cheeseman, Lieutenant General Miller, Lieutenant General Glynn, and Katharine Kelley. But before we hear from our witnesses, let me offer Ranking Member Kim an opportunity to make any opening remarks as well.

[The prepared statement of Mr. Banks can be found in the Appendix on page 31.]

STATEMENT OF HON. ANDY KIM, A REPRESENTATIVE FROM NEW JERSEY, RANKING MEMBER, SUBCOMMITTEE ON MILITARY PERSONNEL

Mr. KIM. Thank you, Mr. Chair. Thank you, everybody, for participating.

A few weeks ago, as you heard, we heard testimony from your services' senior enlisted leaders. They shared with us their concerns about recruiting and retaining the force. They also provided us with a snapshot of quality-of-life issues impacting military families.

Today I look forward to learning how your services' personnel policies support our military's greatest asset, which is our people.

Without soldiers, sailors, Marine, airmen, and Guardians, we couldn't man military weapon systems, deliver humanitarian assistance, or effectively respond to aggression throughout the world.

I read your testimonies, and there is no doubt you are all concerned about our youth decreasing propensity to serve, their missing connections to the value of military service, and meeting your end-strength goals.

I share these concerns and would add that while—why I support taking steps, whatever necessary, to widen the pool of applicants we can draw from for our All-Volunteer Force. It's also very clear that you are each exploring new ways to attract talent for your specific service and mission needs without impacting the quality of individuals we bring into the force.

I'm encouraged by how you are employing innovative tools to increase the impact and effectiveness of your recruiters' force, who often serve as the first-line ambassadors in schools and communities across the country.

I know we recruit the service member, but we retain their family. It's important not to lose sight of the importance quality of life has in reaching end-strength goals. I often hear from many service members in my district at Joint Base McGuire-Dix-Lakehurst how they struggle to get access to medical care and child support they need.

And additionally, I think this is something my colleagues on the other side of the aisle can agree to, we need to address the lack of accessible mental healthcare across the force. This lack of care is impacting our ability to retain service members who have—we have a vested interest in helping return to full duty. We need to work together to solve this problem.

From my time in national security, I remember that to take a comprehensive look at a problem, in this case recruiting and retention, we need a diverse experience and opinions. We may need to take a hard look beyond the Department at how we can best encourage the next generation to serve.

As I've said before, we ask a lot of our service members. We ask them to risk their lives to protect our country. So we need to make sure they know that we have their backs and that we are supporting them however they need.

Mr. Chairman, thank you for having this hearing today so we can discuss the importance of personnel policies on the lives of service members. Thank you to the witnesses again for being here, and I yield back the balance of my time.

[The prepared statement of Mr. Kim can be found in the Appendix on page 34.]

Mr. BANKS. I thank the ranking member. I ask unanimous consent to allow members not on the subcommittee to participate in today's hearing and be allowed to ask questions after the subcommittee have—subcommittee members have all been recognized.

And each witness will have the opportunity to present his or her testimony. And each member will have an opportunity to question the witnesses for 5 minutes.

We respectfully ask the witnesses to summarize their testimony in 3 minutes or less. We have your written testimony. We appre-

ciate it, we've studied it. Your written comments and statements were made part of the hearing record.

With that, Lieutenant General Stitt, you may make your opening statement.

STATEMENT OF LTG DOUGLAS F. STITT, USA, DEPUTY CHIEF OF STAFF, G1, U.S. ARMY

General STITT. Good afternoon, Chairman Banks, Ranking Member Kim, distinguished members of this committee. Thank you for the opportunity to appear before you on behalf of the men and women of your United States Army.

The Army's number one priority is our people: our soldiers, our Army civilians, families, and veterans, our soldiers for life. Nothing is more important for our combat readiness.

In the Army, a pacing item is a critical—mission-critical piece of equipment. Our people are our pacing items, and we must meet our pacing challenges by taking care of our most important resource, our people.

We are working tirelessly across this Nation in the most challenging recruiting landscape in a generation to fill our ranks with qualified people that want to be all they can be as a part of our Army team.

There is no one-size-fits-all to the current challenge. We are committed to tackling these challenges head-on by recruiting a force that looks like the Nation it serves.

We are laser-focused on innovative efforts such as the "Future Soldier Prep Course," which helps potential recruits become soldiers. This initiative, and others, are designed to increase the accession of qualified candidates under three principles.

We will not sacrifice quality for quantity, we will not lower our standards, we will invest in America's youth so that those who want to serve can meet our standards.

Last year the Army achieved 104 percent of our retention mission in our Active Component, and we are on track to do so again this year. This demonstrates the value that our soldiers and their families see in service to our Nation.

Personnel readiness relies on an installation and environment that allows our soldiers and families to thrive. High-quality housing and barracks are key to ensuring overall health and wellness, contributing to the readiness, and critical for retaining Army soldiers and their families.

The Army program approximately \$1.6 billion from fiscal years 2024 to fiscal year 2028 to improve the government-owned Army family housing inventory. Additionally, we have invested an average of \$1 billion per year in barracks for construction, restoration, and modernization across all three Army components.

We are using a very selective process to create and sustain command climates at scale across our Army, which now and over time permeate down to our lethal and ready squads, crews, and teams. Resiliency programs and initiatives aimed at harmful behaviors are critical to help us combat sexual harassment and assault and factors that contribute to death by suicide.

Putting our people first as an Army priority and a philosophy continues to drive everything we do and contributes to our quality of life and our combat readiness.

Chairman Banks, Ranking Member Kim, distinguished members of this committee, I thank you for your generous and unwavering support to your Army, its soldiers, civilians, and their families. I look forward to your questions. Thank you.

[The prepared statement of General Stitt can be found in the Appendix on page 36.]

Mr. BANKS. Thank you. Vice Admiral Cheeseman.

**STATEMENT OF VADM RICHARD J. CHEESEMAN, JR., USN,
CHIEF OF NAVAL PERSONNEL, AND DEPUTY CHIEF OF
NAVAL OPERATIONS FOR PERSONNEL, MANPOWER, AND
TRAINING (N1), U.S. NAVY**

Admiral CHEESEMAN. Chairman Banks, Ranking Member Kim, and distinguished subcommittee members, thank you for the opportunity to appear before you today.

As the Chief of Naval Personnel, it is my distinct privilege to represent the sailors of the United States Navy, who stand the watch 24 hours a day, 7 days a week in every corner of the globe, above, on, and below the surface of the seas, preserving the American way of life and freedom around the world.

This year's budget focused holistically on taking care of our people, where our sailors work and live, how they are compensated, and how we support them and their families. We must ensure that sailors and their families are afforded a quality of life and service on par with their responsibilities.

They must be fairly compensated through pay increases, targeted bonuses, and appropriate allowances. In addition, the budget prioritizes several initiatives that allows our Navy to maintain a culture to fight and win, including tools and education for our leadership specifically to address mental health, suicide, and sexual assault prevention and response.

We released our "Mental Health Playbook" last month, which supports command leaders in minimizing mental health issues. But when they do occur, to empower them with the resources to connect sailors with the appropriate mental healthcare at the right level at the right time.

With proper use, the Playbook enables everyone in a command to share an understanding of how to conduct mental health preventive maintenance.

Continued commitment to invest in our sailors is necessary to sustain the fleet and is largely the reason why we have been able to maintain such a high retention rate. I appreciate your strong support here in Congress on compensation to include vital special pays and bonuses, which are needed to target specific skills and technology changes to the landscape of war.

We have also leveraged several other monetary and non-monetary incentives, to include extended high year tenure opportunities and billet-based advancement. As we navigate this area of strategic competition, we must continue to attract, influence, recruit, cultivate, and train talent from every corner of the country and every walk of life.

And we recognize there's significant competition for that talent. As a result, we have thoughtfully and creatively implemented several targeted policy changes within our current authorities to widen our available pool of potential recruits.

As I have traveled around the country to visit and hear from our sailors, one thing is clear. They embody an American spirit that no adversary can define. I remain inspired each and every day by these men and women who exceed every expectation, and it is my singular honor to serve each of them.

We train every sailor that enters our ranks to be a warfighter, yet more importantly, we make better Americans to be leaders for our country, both in uniform and when they return to civilian life. We owe it to them, the most junior sailors in the waterfront today and the youngest future sailors of tomorrow, to continue to build the best Navy we can.

You and every American can be proud of your sailors and their families. I appreciate your continued support and partnership, and I look forward to your questions.

[The prepared statement of Admiral Cheeseman can be found in the Appendix on page 50.]

Mr. BANKS. Thank you. Lieutenant General Miller.

STATEMENT OF LT GEN CAROLINE M. MILLER, USAF, DEPUTY CHIEF OF STAFF FOR MANPOWER, PERSONNEL, AND SERVICES, HEADQUARTERS U.S. AIR FORCE

General MILLER. Good afternoon. Chairman Banks, Ranking Member Kim, and distinguished members of the subcommittee, I am honored to have the opportunity to appear before you with my fellow service personnel colleagues.

Today, for the first time in recent history, the United States is facing two peer competitors, China and Russia. To prevail against these sophisticated adversaries, we must develop a networked team of airmen with unique expertise to develop game-changing solutions. Only in this way can we increase our competitive advantage.

We are currently working two lines of effort to prepare for the high-end fight. First, we are refining future competencies and skills required for 2030 and beyond. This effort includes targeted focus on digital and multi-capable airmen, which will enable our forces to adapt to an evolving and uncertain future.

Second, we are modernizing our talent management process and systems. A multiyear effort is underway to completely transform our talent management architecture by replacing 111 outdated legacy IT [information technology] systems with 6 agile platforms. This will enable unprecedented access to talent management data and allow us to make real-time, risk-informed force management decisions.

As we move forward, we must enhance targeting the functional skill sets and leadership attributes of the airmen we want to retain. Our most recent data indicate our Active Duty population retention trends are healthy. Over the last 5 years, we've held steady at approximately 90 percent.

That said, we do have critical skill sets on our retention watch list: cyber; special warfare; intelligence, surveillance, and reconnaissance; nuclear; maintenance; and many rated career fields.

However, while our retention rate indicates a strong force, our recruiting efforts are falling short. We are not on track to meet our recruiting targets for 2023. Despite this, we remain resolute in strengthening our recruiting efforts.

We know that family support is key to successful recruiting and retention. The Air Force is committed to alleviating the unique challenges associated with military service experienced by spouses and family members. One of the most impactful challenges, economic insecurity, poses major readiness and retention risks to our force.

I would just like to say thank you for your support in the fiscal year 2023 NDAA [National Defense Authorization Act] to increase basic pay and allowances for housing and [subsistence].

Available, affordable, and quality childcare programs for families and spouse employment are also key to recruiting and mission readiness. We must continue to focus on ensuring our airmen and their families have a safe place to work and live, an environment in which all airmen are treated with dignity and respect and able to reach their full potential.

These play a critical role in retention, a critical role in warfighting mission readiness, and a critical role to deter our peer competitors, China and Russia. Ready and resilient airmen and families are our competitive advantage, and the Air Force is committed to taking care of them.

Thank you for the continued advocacy for your airmen, both military and civilian, and the families who support them. I look forward to your questions.

[The prepared statement of General Miller can be found in the Appendix on page 58.]

Mr. BANKS. Thank you. Lieutenant General Glynn.

STATEMENT OF LTGEN JAMES F. GLYNN, USMC, DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS, U.S. MARINE CORPS

General GLYNN. Chair Banks, Ranking Member Kim, and distinguished members of the subcommittee, it's my privilege to appear before you today alongside my colleagues from the other services to provide an overview of your Marine Corps personnel.

I've submitted a written statement to the subcommittee and intend to keep these opening remarks brief, as you highlighted.

Your Marine Corps is strong. In the midst of Force Design 2030, we met our recruiting and retention missions last year and are working hard toward that end this year as well. Recruiting, however, remains historically challenging, perhaps more so than last year, because our delayed entry pool was leveraged in the past year and is subsequently lower than we have habitually maintained it.

As we continue to recruit and retain Marines, one thing will never change: We remain an able expeditionary force at the ready, committed to our standards that ensure we're prepared to fight and win in every clime and place.

In this 50-year—50th year of the All-Volunteer Force, we are reminded that we have an all-recruited force and are mindful of the strategic advantage it provides: talent, capability, and warfighting excellence.

To continue its success, we need to do three things. One, engage in a persistent national dialog on service that highlights the positive benefits of military service. Two, modernize recruiting to optimize advertising in much the same way the commercial sector has. And third, improve access to young Americans, particularly in high schools, as personal engagement is foundational to our recruiting efforts and its success.

I'm pleased to report that Marine Corps retention efforts are modernizing to match the energy and enthusiasm of the force. This year, we have retained Marines at a historic pace, both in number and quality. It shows that once one becomes a Marine, they want to remain a Marine.

And that says a lot about our ethos, being part of a team, accomplishing the mission, and taking care of one another remain sacred qualities to which Marines both in uniform now and the past hold tight.

To further improve recruiting and retention, we have decisively stepped out on what we call a talent management design that continues to expand and gain momentum. Talent Management 2030 is foundational to Force Design 2030 and the future success of our Corps, and it leverages many of the authorities that Congress and this subcommittee has granted us in recent years, for which we remain grateful.

It will help better maximize the number of fully trained, qualified, experienced, and deployed Marines in our operational forces. The overarching goal of talent management is to increase Marine Corps warfighting capability and sustain our ability, and frankly our responsibility, to be the Nation's premier expeditionary force in readiness, your "fight tonight" force.

A pillar of warfighting readiness is built on trust, and that trust is maintained with a Marine support structure at home and in their communities. To that end, we recognize and promote all the ways Marine and Family Programs support the force and allow them to keep a focus on the mission.

Holistic performance, including spiritual, mental, social, and physical fitness, are critical for Marines and their loved ones and are a major line of effort for successfully achieving our talent management goals.

Family readiness, quite simply, is readiness. It's my honor to represent your Marine Corps today, and I look forward to your questions. *Semper Fidelis*.

[The prepared statement of General Glynn can be found in the Appendix on page 76.]

Mr. BANKS. Thank you. Ms. Kelley.

STATEMENT OF KATHARINE KELLEY, DEPUTY CHIEF OF SPACE OPERATIONS FOR HUMAN CAPITAL, U.S. SPACE FORCE

Ms. KELLEY. Thank you. Chairman Banks, Ranking Member Kim, distinguished members of this subcommittee, thank you for your leadership and the support you have provided to our Guardians and their families.

I just recently transferred from the Army. I'm delighted to be here representing with my colleagues here today. I am a service

IST [interservice transfer] transfer as a civilian, a former officer, and a spouse of a veteran. Thank you for your time.

Your Guardians, both military and civilian, are preserving U.S. freedom of action in increasingly contested space domains. Developing this force is a national imperative.

We are comprised of a powerful mix of talent from all branches of the service, as well as young, innovative, bright minds from across the Nation. This is our most important operational advantage.

We are committed to taking care of our people and positively shaping their professional and their family experience. We will continue to work with this committee and with our Air Force partners on tough issues such as pay and compensation, quality of life, childcare, and family services.

The Space Force is proposing a new approach to military personnel management, with flexible force design options. At a time when national propensity to serve is declining, winning the war for talent is the greatest strategic advantage.

The proposal eliminates the complexities of traditional and regular reserve constructs and provides a continuum of service aimed at retaining critical skill sets and offering a new way to employ talent through service-managed part-time opportunities, which today are not available in the Space Force.

This new model would facilitate a different conversation with prospective candidates. We believe it will better position the Space Force in the most competitive labor market we've seen in years.

We understand that new statutory authorities are necessary and we look forward to continued conversations. The Space Force is actively incorporating education, training, and individualized development, including access to schools and investment in brand awareness.

Beginning this year, we will partner with a private institution for senior-level education, culminating in a master's in public policy. This new approach is a collaboration between civilian academia and professional military education.

We are also leveraging innovative ways to increase holistic health and fitness of the force, including mental health. We are studying the most appropriate ways, include long-term fitness standards with an eye towards departing from single episodic testing to interactive fitness.

Space is no longer a benign domain. I am proud of the more than 13,000 military and civilian Guardians who have joined so far. Together we are building a force unilaterally focused on the mission of securing and defending America's interests in space.

We thank you for your continued support, and I look forward to your questions.

[The prepared statement of Ms. Kelley can be found in the Appendix on page 94.]

Mr. BANKS. Thank you to each of you. I'll yield myself 5 minutes to begin questions.

And with that, I'll start with you, Lieutenant General Stitt. What has been the practical effect of recruiting shortfalls?

General STITT. Chairman Banks, where we see the practical impact of recruiting shortfalls is primarily within our skill level 1 in-

ventory across the force. So it's those junior enlisted soldiers that we did not recruit, that that's where we see the holes in ranks.

Mr. BANKS. How has that changed the Army?

General STITT. Chairman Banks, we have not changed. We believe that we are ready and capable to fight tonight.

Mr. BANKS. So even though we're way short of our recruitment goals, it's not—you're saying it's not changing the strength of the Army.

General STITT. Chairman Banks, yes, our overall end strength has decreased because we did not recruit and bring in the skill level 1 soldiers, those junior enlisted personnel last year.

Mr. BANKS. Let me ask this: Would you say that the difficulty in recruitment has driven your reductions in the end-strength requests for the fiscal year 2024, or is it because of the reduced mission requirements in the Army?

General STITT. Chairman Banks, I would ask that I take that question for the record, please.

[The information referred to was not available at the time of printing.]

Mr. BANKS. Okay, fair enough. What's your outlook for recruitment moving forward? I mean, frankly, how are you going to fix it? How are we going to meet our recruitment goals when we've continued to fail at it?

General STITT. Chairman Banks, we're taking, as I indicated in my opening statement, a robust approach looking at opening our pool to get after as wide an applicant population as possible, utilizing, for instance, the "Future Soldier Prep Course," where we can bring in applicants who do not meet the current academic or physical fitness requirements. And on a conditional basis, we train them up down at Fort Jackson, holistically.

And we've also expanded this program now at Fort Benning. We're seeing about a 97 percent success rate to—and that is one of our big bolsters to recruiting that we initiated at the end of last year, and we're seeing significant improvement this year.

Mr. BANKS. So you're admitting that we're weakening standards to make up for recruitment shortfalls.

General STITT. Chairman Banks, we are not lowering standards. As indicated, we are not sacrificing quality for quantity. These are applicants who are otherwise qualified for entry into the service, and we are just burnishing their skill sets prior to sending them on into Basic Combat Training.

Mr. BANKS. All right, my next question is for all of you: How are we fixing the food insecurity issue in the military that I addressed in my opening statement?

I'll start with you, General Stitt.

General STITT. Chairman Banks, we are looking and working with the Department of Defense through the Quadrennial Review of Military Compensation.

But at the grass-roots level, we continue to train and inform soldiers and family members, utilizing resources through family programs to educate them and train them on this is what you can do when you are promoted, when you add a family member, so that we are developing financial readiness and resiliency across the force.

Mr. BANKS. Admiral Cheeseman, what's the Navy doing to fix the food insecurity issue?

Admiral CHEESEMAN. Sir, thanks for the question. Very similar response. I note from that survey that you discussed earlier where about 25 percent of service members indicate some level of food insecurity. About 85 percent of service members also indicate they feel like they're fairly compensated.

So you know, definitely endorse the quadrennial review of military commission, but from a grass-roots level, as my colleague mentioned, we are working very hard to, you know, help our sailors make good financial decisions.

We start training on financial security in boot camp. We've provided programs at the Fleet and Family Support Centers at all waterfront levels and each individual unit has a financial specialist that can help sailors with questions of these sorts, sir.

Mr. BANKS. General Miller.

General MILLER. Yes, Chairman Banks, thank you. Similar to my colleagues, we're doing very similar things. But I will tell you that one of the things that we focus, in addition to the training at multiple levels, starting from basic military training, is connectedness.

We are making sure that our command teams understand and our—and know their airmen. That way they can tell what is going on not only in their professional life, but what is going on in their personal life.

And so if they find that they are having some challenges in food security or, you know, other areas, they can immediately make sure that they reach out to the appropriate resources to help those airmen.

Mr. BANKS. And quickly, General Glynn.

General GLYNN. Yeah, to not be repetitive I would just highlight that any question about insecurity in any area, whether it is housing or food, is indicative of the very small margin that we see in pay scales right now. And hence the reference to Quadrennial Review of Military Compensation.

I would only offer in addition that what are we doing in addition is highlighting to folks the advantage they get by where they shop. In this case the commissary. The Department has made concerted efforts to ensure commissary prices on staples are more than competitive in ensuring that folks take advantage of those.

Mr. BANKS. Very good. Ms. Kelley.

Ms. KELLEY. Yes, Chairman. I agree with all my colleagues. I would also just add in the Space Force there is an education component and a team component to make sure that we're aware of our needs from the Guardians. And we place a special emphasis on making sure that we are aware if there are those issues.

Mr. BANKS. Thank you. I yield to Ranking Member Kim.

Mr. KIM. Thank you, Mr. Chair. Thank you all again for taking the time to come on out here.

I wanted to talk to you about something that is—that we've been talking a lot about on the Hill since it came out last month. The Suicide Prevention and Response Independent Review Committee released about 125, over 125 different recommendations to reduce the rate of military suicides.

There was one particular mention there in terms of an idea there that was—included creating a task force to modernize and reform the military promotion system to better reward and select the right people for the right positions at the right time.

I wanted to just get your thoughts on that. Because we have been kind of talking through that on our end, and wanted to just see, you know, each of you if you could respond to that. So if you don't mind, maybe we will start over with Army.

General STITT. Ranking Member Kim, the Army is participating in the IRC [Independent Review Committee] committee. And regarding in terms of promotions, one of the things that we have done is we have utilized from the 2019 NDAA putting some of those authorities into place, such as brevet promotion to reward and augment critical skills and shortage capabilities that we have that are already in place across the service.

We are also utilizing the merit-based promotion system that also came out in the 2019 NDAA, and we look forward to participating in future and ongoing efforts to look at our promotion system.

Mr. KIM. Vice Admiral.

Admiral CHEESEMAN. Thank you for the question, sir. Very similar answer. Bottom line in the Navy, for any promotion board is about the best and fully qualified for that sailor or that officer. And we enjoy maintaining that standard.

To that end, we do enjoy the authorities, as my colleague mentioned, from the fiscal year 2019 NDAA, and we are using each one of those appropriately. But I look forward to working with my colleagues here on the panel and my OSD [Office of the Secretary of Defense] partners on getting out the recommendations from that report, sir.

Mr. KIM. Okay, thank you. Lieutenant General.

General MILLER. Yes, thank you for the question. I won't repeat what they are saying, we are doing much the same thing. But we are also, we are ready to support the Department of Defense and where they go with the SPRIRC [Suicide Prevention and Response Independent Review Committee] release report.

Additionally, we are—we have some initiatives that are going on with the DAF [Department of the Air Force] for the suicide prevention, to include a go-slow campaign, which is basically putting time and space in between behavior. And so we have got a big initiative on gun locks and safe storage material.

And additionally, we have launched recently a comprehensive lethal means safety plan in 2022.

Mr. KIM. Okay, thank you. Lieutenant General.

General GLYNN. Ranking Member Kim, thanks for the question. There are many similarities, so I think I will highlight one.

I am happy to report inside that Talent Management 2030 that I described, we have already undertaken an aggressive look at our enlisted retention and promotion approach, specifically leveraging one of the authorities that you have provided previously, which is merit reorder.

We have applied that across several officer ranks to see its effect, and this year have a pilot going on the enlisted side as well to address what we hear from Marines, at least, is, How do I know that my performance is recognized? How is that reflected in the pace

and rate at which I am promoted? And that is what specifically it is intended to address.

Mr. KIM. Thank you. Ms. Kelley, you have anything to add here?

Ms. KELLEY. I do, thank you, Ranking Member Kim. I would offer in the Space Force one of the things we are thinking about with respect to promotion and to the specific ask from the committee for innovative ideas.

We are looking at all the jobs that we have in the Space Force. There is a little bit of an advantage to our small size that we can do this. And we are looking through a lens of competencies that are necessary for the type of work that we have in the Space Force.

A highly technical, predominantly STEM [science, technology, engineering, and mathematics]-focused environment, but aligning the competencies and then communicating them to Guardians so that they understand what it is going to take for them to be promoted is one of the goals of our competency work, sir.

Mr. KIM. Some of other ideas and recommendations that came out, several of them focused on length of assignments, greater flexibility in the career trajectory, more predictability in unit training.

I guess I just wanted to ask more broadly, is that something that stands out to you as something that we need to be moving towards, not just for the prevention of suicide, but just more broadly as employers here? Is there anyone that wanted to jump on that? Vice Admiral.

Admiral CHEESEMAN. Yes, sir. Thanks for that question, it is a very important discussion to have. We find that as we are modernizing our enlisted talent management strategy, we have something called "Detailing Marketplace Assignment Policy."

And that is where we provide a number of monetary and non-monetary incentives to get—to, you know, incentivize sailors to stay on sea duty. And to your point, it is not just about money, it could be about, you know, geographic stability. It could be about assignment choice.

So more today than ever before, a young enlisted sailor has a say in what they are doing for their career, and we're having positive effects from that, sir.

Mr. KIM. Thank you. I am out of time, but I will follow up with the rest of you, I would love to continue that conversation.

Mr. BANKS. I yield 5 minutes to General Bergman.

Mr. BERGMAN. Thank you, Mr. Chairman, and thank you all for being here, and thanks for all you do every day.

Nineteen ninety-eight. The Wall Street Journal did a little survey on values. And the point is they just recently redid that. And I don't know if you've seen it, but the number one now in increase for young people is the desire for money, desire for money, be rich, okay.

What's been displaced? And here is the point from the article. Patriotism listed as a value has basically gone from 70 percent to 38 percent. I am not going to deal with the others, but patriotism.

Ms. Kelley, you mentioned, you used the word propensity to serve. And according to my favorite app, that would be the Webster Dictionary, propensity, an often intense natural inclination. And when we think about recruiting young men and women into the

military, there is a certain intensity that draws people into the military.

So having said that, and I would just appreciate a simple yes-or-no answer from all of you, I don't need elaboration on the following question. The subject is GENESIS.

Do you believe that the new MHS [Military Health System] GENESIS system is having a positive, negative, or neutral impact on your all's ability to recruit?

General.

General STITT. Positive, sir.

Admiral CHEESEMAN. Sir, I second that, positive from here.

General MILLER. Positive.

General GLYNN. Sir, I would say neutral, too soon to tell.

Ms. KELLEY. I agree with neutral. I think it can get to positive, but I think it just needs to work out some of the kinks.

Mr. BERGMAN. Yeah, what I have heard from the recruiters is that it's encumbered them with timelines, delay in decision making and all this kind of stuff that may not add to the value proposition for that young person. Or maybe not so young, but the bottom line is that person who would show a propensity.

They feel they are getting messed, you know, delayed with, screwed around with, whatever you want to call it. That we can't—we, the United States military, the Department of Defense, can't make a decision "yes or no."

On March the 9th, your senior enlisted leaders from each of the services sat before this committee for this same topic. And I asked those leaders two questions. And for the record—I asked them to take it for the record, but I am still awaiting the answers for the record, so I'll ask them to you all.

Number one, are the recruiters, are your recruiters getting access to the schools? Are the school influencers, the boards of education, the teachers, the counselors, the coaches, the principals, welcoming recruiters into the schools?

And if you know the answer, I would love to hear it. If you would like to take it for the record, I would like to know that too. But when you do take one for the record, we do need an answer, okay?

Anybody want to make a comment on that before I go on to the next one?

General MILLER. Yes, sir, I will comment on that. I think that it depends. I think there are some schools that are very welcoming. I have worked with superintendents when I personally was the 502nd Air Base Wing at Joint Base San Antonio, and I worked with superintendents across San Antonio. And they were very welcoming, they wanted people in there.

But I also think that there are communities in which are not exposed to the military, and so they are a little more hesitant because they don't know what our mission is.

And so we have got to make sure that we open our gates, we have people out there to explain what the military is, and we've got to change the national narrative on what the positive things about serving in the military.

Mr. BERGMAN. So having said that, in your opinion, and I would like an answer from all of you on this, what DOD policies are currently inhibiting your ability to lead in your departments?

And are there policies countering positive efforts that you are expected to comply with? In other words, what are the extra rocks in your pack that are making it tough for you to meet mission? Anybody want to offer in, from a policy standpoint?

General GLYNN. Congressman, I don't have a single one, but the point is taken that much has been added. And so when you—

Mr. BERGMAN. Much, meaning rocks to your pack?

General GLYNN. Over time.

Mr. BERGMAN. Okay.

General GLYNN. With very few removed.

Mr. BERGMAN. Well, then let's do this, and I know my time is up, let's talk about I'm always, and I know I speak for I think for all of us here, I don't care what side of the aisle you are on, we are not interested in adding rocks to your pack that don't add value to what you are trying to achieve.

And looking forward to our next conversation with that. Mr. Chairman, I yield back.

Mr. BANKS. Thank you. Representative Escobar.

Ms. ESCOBAR. Thank you, Mr. Chairman, thank you, Mr. Ranking Member. And thanks to our panelists for your time with us here this afternoon. But especially for your service to our country.

Wanted to share a couple of observations with you, and not necessarily for your response or your comment, I have other questions. But just a couple of interesting things I'd like to share.

First, as I have gone on a number of CODELs [congressional delegations] over the last 12 months to different countries, allies, mostly in Europe, and when I have had the opportunity to speak to their military leaders, I have asked about how their recruitment is going. And not consistently but I would say invariably most of our friends and allies are struggling with the same challenge.

So this is not a uniquely American challenge, the challenge with recruitment. So you are all nodding, so it sounds, it looks like you all are familiar with the fact that this is—we are not alone in facing this challenge, our country is not alone.

The second thing I would like to put on your radar, I get to meet with incredible young people who apply to our service academies. And I frequently ask them about recruitment as well. Not to a person, but I have conversations with many of them.

Almost to a person, they have told me that they believe recruitment needs to start far earlier. And that many of their peers and friends who are very—who become very interested as they learn of the service academies and begin thinking about their own future feel like they learn about it too late.

So just wanted to share those two items with you.

But I represent El Paso, Texas, home to Fort Bliss, which has—is the largest joint mobilization force generation installation in the Army. And we get—we have a lot of military families, a lot of veterans. I am very proud of that, we are a very proud military community.

And so quality-of-life issues for our personnel, especially because so many of our personnel make contact with Fort Bliss, those are a priority for me and my team and my office.

Lieutenant General Stitt, as the Army struggles with recruitment and retention efforts, we need to acknowledge the dire need

for quality-of-life infrastructure. Reporting yesterday indicated that the Army alone found over 2,000 facilities across the service with mold problems, which is obviously unacceptable.

The problem at hand is not merely a matter of simple upkeep, it is housing service members in buildings that are long past their service life. In your testimony, you stated that improving barracks and housing for our soldiers and families is a top priority for all Army senior leaders.

I know the fiscal year 2024 budget request identified barracks across a few installations as quality-of-life projects, but the Army has a long way to go to include CDCs [child development centers] and other housing.

Can you please speak to your efforts to convey these infrastructure needs to your installation management counterparts thus far? And how can Congress be a partner in addressing this problem?

General STITT. Representative Escobar, thank you for the question. And the Army remains committed to providing safe housing, barracks, infrastructure, and other facilities for our soldiers, families, and civilians.

A critical aspect of this commitment is ensuring that all facilities are inspected and brought into standards. So to go back to the survey that was brought out, this was done with experts from industry partners and healthcare professionals to assist in our efforts to train and certify these inspectors and remediation teams across the Army.

And we are also empowering leaders at the lowest level to highlight these concerns that they see so that they can take immediate action, such as what was done at Fort Bragg, North Carolina, when mold was discovered and soldiers were displaced.

And we are also with our contracted housing providers, holding them accountable when we see issues arise.

Ms. ESCOBAR. Thank you so much. I'm just about out of time, so I'll have to follow up with my question about service members' spouses. But you know, in my community as well, we hear a lot from the spouses who are struggling to find employment and would love to explore that with all of you as well at a later date.

Thank you, Mr. Chairman, I yield back.

Mr. BANKS. Thank you. Five minutes to Representative Gaetz.

Mr. GAETZ. Thank you, Mr. Chairman. I am going to begin by seeking unanimous consent to enter into the record a press release from last year from the Department of Defense entitled "Department of Defense Announces Recruiting and Retention Numbers for Fiscal Year 2022 through March of 2022."

And it reads, "Overall, it is clear the broader recruiting market continues to deteriorate and recruiting shortfalls can no longer be solely attributed to COVID-19 [coronavirus disease 2019]."

[The information referred to can be found in the Appendix on page 107.]

Mr. BANKS. Without objection.

Mr. GAETZ. So we just heard from Secretary Austin moments ago that COVID was the driving headwind, that was the—headwind was the term he used, in these recruiting challenges that trouble us all. But the Department is saying that it is not COVID.

So I guess I am just trying to figure out what do you guys think is the driving factor of the recruiting collapse that we are currently overseeing? Any of you who are particularly interested.

General STITT. Representative Gaetz, that is a great question. And what we seeing is that it is not just one factor. It is a variety of factors when we look at obesity, physical fitness, misconduct, behavioral health challenges, knowledge gap.

What we saw from our data was that individuals that we surveyed identified that they would be potentially putting their life on hold if they served. So not attributable to one single factor, but a multitude.

Mr. GAETZ. I agree with that. We have got a younger generation that is too dumb, fat, slow, addicted, and on video games to be eligible to serve in the military.

And it is really troubling to hear that the response is to thin the soup rather than to do what we can earlier on maybe through our education system or nutrition programs, whole of government to try to get a greater share of our folks capable.

Does anyone here attribute any of the recruiting challenges we face to the new DEI [diversity, equity, and inclusion] push? Any of you? Raise your hand if you do. None of you.

Well, I would suggest that that is misguided. I have heard directly from people that this embrace of DEI and “White fragility” and “White rage” harms our recruiting effort in the area of the country where we do our best recruiting, in the American South.

I have additional questions for you, General Miller. How many Republicans running for Congress had their personnel records unlawfully compromised by the United States Air Force?

General MILLER. Thank you for that question. So we did have a PII [personal identifiable information] breach. Eleven individuals overall, their data was released—

Mr. GAETZ. You say—when I hear breach, what I hear is that like someone hacked or broke in or got the information. You gave this information.

General MILLER. Yes, we did, no the Air Force—

Mr. GAETZ. Right, it wasn’t a breach, it was a illegal release.

General MILLER. It was a, yes, it was.

Mr. GAETZ. Right.

General MILLER. We take full responsibility for that.

Mr. GAETZ. How many?

General MILLER. Eleven.

Mr. GAETZ. Eleven.

General MILLER. Yes.

Mr. GAETZ. And all Republicans, right?

General MILLER. I don’t know the answer to that. I know some of them were, but I think—

Mr. GAETZ. But if I represent to you that it is all or almost all Republicans—

General MILLER. Almost all Republicans, that is correct, yes.

Mr. GAETZ. And this information was given to the Due Diligence entity, right?

General MILLER. There was—there were—there was an entity, yes.

Mr. GAETZ. Yeah, and it is an opposition research entity that gets hundreds of thousands of dollars from the Democratic Congressional Campaign Committee and the Democratic Senatorial Campaign apparatus, right?

General MILLER. I don't know that much about Due Diligence, but there is—I know that we released the information inappropriately.

Mr. GAETZ. Why did you do that?

General MILLER. It was a, you know, it was an error. We did an investigation as soon as we found out. We notified all of the members in which their data was released. We have put in place multiple layers of checks and balances. We did a retraining.

Mr. GAETZ. Who has been fired for doing this?

General MILLER. We have taken the appropriate action.

Mr. GAETZ. Okay, who has been fired?

General MILLER. We have taken the appropriate action.

Mr. GAETZ. It is a fascinating answer, just not to my question. Who has been fired?

General MILLER. I can't answer that.

Mr. GAETZ. Has a single person been fired?

General MILLER. I do not know the answer to that.

Mr. GAETZ. Shouldn't you, though? I mean, here we are having recruiting challenges. You guys are releasing personnel information of predominantly Republicans to a Democrat opposition research firm.

You run personnel for the United States Air Force, and you can't tell me whether anyone has been fired for this unauthorized release?

General MILLER. Congressman, I can tell you that we have taken the appropriate action based on the—

Mr. GAETZ. But you deem it appropriate, but what if we don't? Because we have civilian control of the military, and we may have to change our laws to hold people accountable. And pardon me for not trusting your vague reference to the layers that you have put on.

But Mr. Chairman, I request that this committee get specific answers for what the accountability regime was for this unlawful action by the United States Air Force, and that we not take as an article of faith the representation that they think they have taken the appropriate action.

They have taken the illegal, inappropriate action to compromise these records, and I think we should hold them accountable for it.

Mr. BANKS. On that note, General Miller, for the record, can you submit to the committee what those appropriate actions were?

General MILLER. Yes, we certainly may.

[The information referred to was not available at the time of printing.]

Mr. BANKS. Okay, I yield 5 minutes to Representative Houlahan.

Ms. HOULAHAN. Thank you very much for your testimony today. I am going to try an experiment that I haven't tried before with my 5 minutes.

I served in the military, my father and grandfather served more than 20 and 30 years, respectively, in the military. My brother did. My cousins do currently.

And I am interested in two questions. One is, assuming that we have a qualified individual who has the—has the propensity to be able to serve, let's make that first assumption, I am going to give you a list of reasons, and I would like you to write these lists down. And I alphabetized them, so they are not in any value-based order.

Please write down, childcare. Please write down, don't feel welcome or I don't see myself. Please write down, I'm afraid for my health or my life. Please write down, housing. Please write down, another job is more attractive. Please write down, pay is not competitive. And finally, please write down, spouse or partner.

So to review again, we have childcare, don't feel welcome or don't see myself, I am worried about my health or life, housing, other jobs more attractive, pay not competitive, and spouse or partner.

So with these seven, again, alphabetically listed, I am actually interested, assuming a qualified and willing participant, somebody who has the propensity to serve, my two questions are, one, why I didn't join the military.

Could you please take a couple of minutes, 15 seconds or so, to pick your top four reasons why I didn't join the military.

And when you look up, I will assume that you guys have got your four. I might have been a teacher once.

The next question is why I didn't stay in the military. Again, your top four.

Now I only have 2½ minutes left, and so quickly I would like you to go through your top four why I didn't join and then we will go through again your top four why I didn't stay.

So General Stitt, first you, why I didn't join.

General STITT. Representative Houlahan, great question, and thank you for your service and for your family's legacy of service.

What we are seeing is primarily three reasons why individuals do not join.

Ms. HOULAHAN. Okay, could you list them, please.

General STITT. There's a knowledge gap, a trust gap, and an identity. So from—

Ms. HOULAHAN. From the list that I gave you, what are the three reasons then?

General STITT. The three reasons, we would see that the putting their individual's life on hold. So I think that—

Ms. HOULAHAN. Okay, life or health, okay. Number two?

General STITT. Don't see themselves.

Ms. HOULAHAN. Don't see themselves, okay.

General STITT. And then concern for their safety.

Ms. HOULAHAN. That's life, okay. And the third?

General STITT. And then where we see our—the spouse, partner.

Ms. HOULAHAN. Okay, thank you. Vice Admiral Cheeseman, please. And unfortunately, we are going to run out of time for this, so I am going to ask you to submit your answers for the record on this.

The Vice Admiral, please.

Admiral CHEESEMAN. Congresswoman, thanks for the question. Similar to my colleague, everything we see in the Navy is about feeling like you have to put your life on hold.

So specifically, spouse, opportunity, pay and compensation, something else may be more attractive because of that, and they just don't see themselves in the Navy because there's other opportunity.

Ms. HOULAHAN. General Miller, please.

General MILLER. Yes, ma'am. I said spouse and partner, they don't want to, you know, move with the—with their spouse. I also said there's other jobs available. And then my third one was that they would—that they are not comfortable or they don't know enough about the military, so perhaps would not feel welcome.

Ms. HOULAHAN. General Glynn, please.

General GLYNN. Congresswoman, thank you. Very, very similar. I think to your time available, the one difference in joining and staying, childcare.

Ms. HOULAHAN. Okay, thank you, that is helpful. And General—and Ms. Kelley, please.

Ms. KELLEY. Thank you. I would only offer that I think the issue of coming in really rests on the lack of knowledge on what the service really is.

Ms. HOULAHAN. Yeah, and that is why I think so many of us have served in families that serve.

Ms. KELLEY. Yes, ma'am.

Ms. HOULAHAN. I know I have run out of time, but I guess my point is I have sat through this hearing and I have also sat the through other hearing with the military folks who are the most senior-ranking enlisted people. When we asked the most senior-ranking enlisted people if DEI was a positive thing, they all said "yes."

When we asked you if it was a factor at all, you all said "no." And so I am frustrated because there are so many complex reasons why a person joins or doesn't stay. And I just really want us to qualify and quantify that, rather than politicize these issues.

Thank you, I yield back.

Mr. BANKS. Representative Mills.

Mr. MILLS. Thank you, Mr. Chairman. I ask unanimous consent to enter into record the NAVPERS [Navy Personnel], which I will be referring to as Annex A.

[The information referred to can be found in the Appendix on page 108.]

Mr. BANKS. Without objection.

Mr. MILLS. Behind me, as you can see, is Exhibit, what I consider as Exhibit A. It is a page 13 service record book entry that currently being given to Navy reservists asking them to acknowledge that they will not get points for the time they were dropped, discharged, or otherwise prohibited from participating because of being unvaccinated.

But it is also threatening that if they don't come back, they can have adverse administrative actions taken against them.

This question is to you, Vice Admiral. By what authority is the Navy threatening adverse actions against the people it forced out in order to force them to come back in?

[The information referred to can be found in the Appendix on page 111.]

Admiral CHEESEMAN. Congressman, thanks for that question. I am not familiar with that specific page 13, but I will talk to you

in general. There is no authority for adverse actions right now because of the vaccine mandate and the rescission of that said vaccine mandate.

In fact, we have taken the painstaking effort to go through our sailors' records to make sure that we have removed negative connotations from their records. And as a measure going forward, for selection boards and promotion boards, we have guidance there that no negative indication because of COVID should be considered, sir.

Mr. MILLS. And this is for everyone. We know how important—and I am prior military as well, have spent time with the United States Army, was a proud combat veteran out of the 82nd, and I thank you all for your service and your time today.

We know how important our reentry codes are when it comes to our DD-214. And many of our service members who in my opinion were unconstitutionally purged out of our military up to the 8,400 personnel were receiving things like Code 3s and Code 4s.

And we know the difficulty, and in some cases the absolute refusal to allow them to enter back into service. What are doing to correct and change that?

I'll start with you, Lieutenant General Douglas.

General STITT. Representative Mills, thank you for the question, thank you for your service.

If there is an individual who was separated under the auspice of COVID-19, that individual is allowed to pursue reentry by contacting their local recruiter or pursuing reentry through the Army Board of Correction of Military Records.

Admiral CHEESEMAN. Congressman, similar question for the Navy. Any prior service sailor can petition to have their record changed through the BCNR [Board for Correction of Navy Records] process. And once complete, they can, you know, attempt to reenter into the service by contacting their local recruiter, sir.

General MILLER. Yes, sir, it is very similar for the Air Force. We've identified all the individuals that were separated with—for COVID and for the vaccine, and we've reached out to them so that they can come back through the BCMR process as well.

General GLYNN. Congressman, same process. I would just highlight for the Marine Corps, we were very intentional about the assignment of that RE [reenlistment] code so that it highlighted, you know, what it was for and gives very clear—gives clarity to the process of what has to be changed.

Ms. KELLEY. Sir, I would tell you the Space Force did not separate any Guardians solely for COVID vaccination. However, we would follow the same process that the Air Force does.

Mr. MILLS. Go Guardians. All right, moving on. So did the DOD or your individual service perform any studies or analysis of the number of service members who had refused to take the mRNA [messenger ribonucleic acid] product based on religious or medical objections? Is there any study conducted as a result of that?

Because, and here is the reason I ask this question. The DOD Inspector General said that on average, the time taken to determine whether or not a person qualified for a medical or a religious exemption was 12 minutes.

And in my opinion, do you feel that you could determine a person's religious or medical exemption within 12 minutes? We will start with you, Lieutenant General Stitt.

General STITT. Representative Mills, I am unaware of the DOD survey that you are referencing. I know that within the Army, we handled and looked at each individual exemption case, medical or religious, on a case-by-case individual-by-individual basis.

Mr. MILLS. Well, I can tell you right now, having worked for the government, we don't do anything in 12 minutes. So that's probably one of the rapidest time.

And I would advise you all to please look at this DOD Inspector General writeup that's very clearly stating that these were decisions made within 12 minutes. And I don't consider that to be a subsequent amount of time to vet a person's religious or medical reasoning for exemptions.

I want to say for the record as well, how many of you would support, and I do this quick in the 10 seconds, reentry back into the military for those unconstitutionally purged out with back pay, full benefits, and their ability to finally serve their United States military as opposed to any political agenda?

I'll start with you, Lieutenant General Glynn.

General GLYNN. Sir, in terms of reentry, we addressed that part of the back pay would be a decision not made by a service.

Mr. MILLS. But is it something that you would support for those who want to continue their service and that was unconstitutionally purged?

General GLYNN. I support them coming back in.

Mr. MILLS. Lieutenant General Miller.

General MILLER. I support them coming back in through the process.

Mr. MILLS. Vice Admiral.

Admiral CHEESEMAN. Congressman, same thing. I support the BCNR process and their ability to come back in, should it be adjudicated as such.

Mr. MILLS. And Lieutenant General.

General STITT. I support it through the BCMR process.

Mr. MILLS. Well, I hope you guys do, and I look forward to try and help work with my colleagues and with our chairman to get legislation in place that will actually allow that to happen so people can finally come back and serve our military, hopefully filling the ranks of the 25,000-plus recruitment shortage that we have today that in my opinion is partially due to the morale drop and the DEI that has been implemented, as opposed to increase lethality.

Mr. MILLS. With that I yield back.

Mr. BANKS. The gentleman's time is expired. Mr. Moylan.

Mr. MOYLAN. Thank you, Mr. Chairman.

You know, earlier today, I was—I had the opportunity to ask Secretary Austin a question regarding the recent reduction of COLA [cost-of-living adjustment] for service members on Guam, when he testified before the full committee.

However, I would also like to pose that—pose it to you folks as well here today. So given that there's a COLA reduction as a result of Department policy, what can be done to increase the cost-of-living allowance for service members on Guam who live at the latter

end of the supply chains in the service and serve in one of the most unique parts of the United States?

So basically that's my question, all right. I suppose you all want to ensure that the COLA is there for our troops, the most forward-deployed. But now we have a situation where they're going to lose that COLA. So how good is that for us, for the members to ensure the quality of life is there, right?

So I'm just posing that to you folks, as well as what I did to the Secretary, Secretary Austin earlier today. Whoever would like to answer, please.

General STITT. Representative Moylan, thank you for the question.

We would participate with the Department of Defense Quadrennial Review of Military Compensation to look at cost-of-living allowances, basic allowance for housing, basic allowance for subsistence, the entirety of pay and benefits so that we can collect the information and review that—and ensure that our service members and their families are adequately compensated for their service and their sacrifice.

And if there are any decrements to COLA, we would request from the Department of Defense that the services receive notification so that we can work with respective chains of command to inform our soldiers and families and support them if they require assistance.

Admiral CHEESEMAN. Congressman, thank you for that question. Very similar answer. I think we need to work with our OSD partners to, you know, on possible ways to modernize how we determine COLA.

But more specifically to what my colleague said here, we need to have an active campaign with our service members so they understand the purpose of COLA. And then when there are changes, specifically reductions, we give them enough of a heads-up so they can plan for it appropriately in their budget, sir.

General MILLER. I would just add one thing to my colleague, thank you for the question. I would like to see compensation for service members structured so that they don't have to get any other additional service. It should be able to—they should be able to live on the compensation in which we provide.

General GLYNN. Like Lieutenant General Miller, I think, sir, that your question gets to the point of if service members are so sensitive to a move in COLA up or down, then it's indicative of the combined effect of many economic factors.

We hear about it when changes in housing. I'm sure you've heard about BAH [basic allowance for housing]. We hear it about changes in the price of gas, food, any number of items. I think it speaks to the margin and how narrow the margin has become, particularly for our junior enlisted folks, when it comes to being able to afford and absorb some of the fluctuations.

Ms. KELLEY. Representative, thank you for the question. The only other thing I would add is the agility for the Department to react to market conditions. And we are talking about financial market conditions that move quickly, and we have got to be rapid in how we adjust.

Mr. MOYLAN. I appreciate all your responses. And one answer that the Secretary Austin did give us was it is not a matter of law. It is Department of Defense.

So I think this is really important for us right now in the Indo-Pacific to ensure that we just can't cut off that COLA or reduce it like what has happened. So we are expecting an answer by the end of—by the end of next month, according to Secretary Austin.

And with your understanding, with your troops, and I am doing this to support. Especially we got a Marine Corps base, right, coming onto Guam, which we already rededicated that flag. Four thousand Marines coming on over for Okinawa. And that flag is going to be there to stay, General, so.

We want to make it the best way possible for the morale and the welfare of our troops to ensure their families are taken care of while they defend our United States and our District of Guam.

So I thank you for that, and I appreciate your continued support to ensure that our troops are well taken care of, especially with the COLA. So thank you very much.

Thank you, Mr. Chairman. I relinquish my time. Thank you, sir.

Mr. BANKS. Thank you. And I want to thank all of our witnesses again for their service and for providing testimony this afternoon.

I would close by requesting that you take the issues that we have identified and discussed here today back to your service chiefs and let them know that we will be looking for the concrete actions they intend to take to mitigate the problems that we have identified at this hearing and how they intend to fix them.

With that, there being no further business, the subcommittee stands adjourned.

[Whereupon, at 4:11 p.m., the subcommittee was adjourned.]

A P P E N D I X

MARCH 29, 2023

PREPARED STATEMENTS SUBMITTED FOR THE RECORD

MARCH 29, 2023

**Statement of
Chairman Jim Banks
Military Department Personnel Chiefs; Personnel Posture
Military Personnel Subcommittee
March 29, 2023**

The subcommittee will come to order.

I ask unanimous consent that the chair be authorized to declare a recess at any time.

Without objection, so ordered.

I want to welcome everyone to this hearing of the Military Personnel subcommittee. I want start by saying it has been some time ... If I have it correctly ... it's been since 2019 ... that we have had the Service Personnel Chiefs come in front of the Military Personnel Subcommittee. A lot has changed in that time ... we now have a Space Force, the end of operations in Afghanistan, a Russian war in Ukraine on the eastern flank of NATO and the ever increasing threat of the PRC military in the South China Sea and in other locations throughout the world.

These changes are what makes this hearing so important. Today's hearing is focused on the personnel policy makers ... who are charged with developing the policies, guidance and programs that affect the strategic objectives for accessions, recruiting, assignments, benefits, career development and much more ... That is to say ... YOU are largely responsible for developing tools that shape the total force in each of your Services.

This is no small task ...we are here ... to hear from you ... YOUR perspective...on the effectiveness and consequences of all of these policies ... especially considering the current difficulties we face in retaining talent and the challenges we are encountering across the recruiting enterprise ... and these are just two areas.

We have heard from a number of senior DoD officials touting that 2023 marks the 50TH anniversary of the All-Volunteer Force. This is indeed a tremendous achievement that speaks to the American spirit of patriotism that embodies many young people that are willing to put Service in front of Self.

Quite the difference when we consider the sometimes... forced conscription militaries of our adversaries like China and Russia. These societies oftentimes give no credence to the desires of their young adults...but this is to be expected from states that espouse despotism NOT democracy...

Which makes what we are going to discuss here today so important. I for instance... had a choice when I raised my hand and volunteered for Service to this great nation. Something I would do again ... because it was this opportunity to serve in our military that helped shape who I am today.

This is why I can say the viability of our All-Volunteer Force is at stake.... I have said before at this Subcommittee that there appears to be an erosion of trust between our service-members and Senior Leaders...

That is why these personnel issues and these policies that YOU control could not be more important. We owe it to our service-members and their families to get this right.

I want to thank our witnesses for being with us today and for their service to the nation. I also want to thank all of our Service-members: Active Duty, Reservists and Guard Members who are serving this nation around the world as we speak ... You and your families are really the subject of this hearing as the policies and regulations controlled by these senior officers profoundly affect your lives and your very decision to stay in service or leave.

In our hearing on the 9th of March, we heard from the senior enlisted leaders that all things are not well...that the Services have a trust issue and some of our service members are not properly taken care of ... this is our ... YOURS and mine ... Our primary responsibility. As I said then ... “The All-Volunteer Force has placed a covenant of trust in our military leaders...” You are those leaders entrusted with this obligation, this sacred responsibility ... to develop policy and recommend legislation that maintains the force and takes care of people, their careers and their families ... their very livelihood.

Secretary Austin just released a memo ... “Strengthening Our Support To Service Members and Their Families”... I am heartened that many of these issues, long advocated for by this subcommittee and some legislated by this Congress are finally being implemented ... but is it enough?.... I would say ... NO ... it is NOT ... and the service recruiting metrics over the last several years bear this out.

Almost all of you are likely to miss your recruiting goals again this year...the Army alone by more than 15,000 just last year ... you have reduced your end-strength requests below the 2023 authorized numbers ... you must ask yourselves why ... I ask ... what are you doing about it?

What are you doing to ensure you have the required end strength to fulfill your mission requirements around the world? Let alone, issues like service member food insecurity, identified by YOU.... to effect 25% of the force...this is unacceptable ... what are YOU doing about it?

So today we want to focus on...what concrete actions are YOU taking to address all the problems that you face? ... whether it's recruiting ... pay ... benefits ... food insecurity ... retaining talent ... family issues or the elimination of unnecessary bureaucracy?... And we don't want more of the same, clearly that is not working ... what are YOU doing differently?

In my view ... the personnel system, writ large—the totality of statute, regulation, culture, and tradition currently in place, that determines how uniformed service members and civilians alike are recruited, trained, retained, promoted, assigned, and compensated—is OUT OF DATE... and needs to be reformed ... reformed to be more agile, flexible and adaptative. The key challenges to consider include...policy bars to accessions like medical and physical standards. Compensation of personnel ... what do they value? ... money Assignments ... family care? And talent and career management policy, what are the barriers? ... assignments ... promotions ...service culture.

What are YOU doing to attract that next Soldier, Marine, Sailor, Airman or Guardian that will be entrusted with defending our freedom.

That is a lot ... but all of this is a contract of trust that is critical to recruiting, retention...and people's belief in service. It is critical to the implementation of the National Defense Strategy and the defense of this nation.

What I'd like to understand today ... is what have the Services done to affect change to live up to this responsibility...

What I know ... is there can be no doubt ... the lifeblood of the military is our great men and women that choose to serve whether they be from Indiana like me, New Jersey like our Ranking Member or any of the other state in this nation. We have an opportunity to SERVE our service-members and WE MUST GET IT RIGHT...

I would now like to welcome our witnesses.

- Lieutenant General Douglas F. Stitt
US Army Deputy Chief of Staff, G-1
- Vice Admiral Richard Cheeseman Jr.
Deputy Chief of Naval Operations for Personnel
- Lieutenant General Caroline Miller
Deputy Chief of Staff for Manpower and Personnel, US Air Force
- Lieutenant General James Glynn
Deputy Commandant, Manpower & Reserve Affairs, U.S Marine Corps
- Katharine Kelley, SES
Deputy Chief of Space Operations for Human Capital

Before hearing from our witnesses, let me offer Ranking Member Kim an opportunity to make any opening remarks.

**Opening Remarks of
Ranking Member Andy Kim
Military Personnel Subcommittee Hearing
Military Department Personnel Chiefs:
Personnel Posture
March 29, 2023**

A few weeks ago, we heard testimony from your Services' Senior Enlisted Leaders. They shared with us their concerns about recruiting and retaining the force. They also provided us with a snapshot of quality-of-life issues impacting military families.

Today I look forward to learning how your Services' personnel policies support our military's greatest asset – its people. Without Soldiers, Sailors, Marines, Airmen, and Guardians, we couldn't man military weapons systems, deliver humanitarian assistance around the globe, or effectively respond to aggression throughout the world."

I read your testimonies and there is no doubt -- you are all concerned about:

- Our youth's decreasing propensity to serve,
- Their missing connection to the value of military service, and
- Meeting your end-strength goals.

I share these concerns and would add that is why I support taking whatever steps necessary to widen the pool of applicants we can draw from for our all-volunteer force.

It's also very clear that you are each exploring new ways to attract talent for your specific service and mission needs without impacting the quality of individuals we bring into the force.

I'm encouraged by how you are employing innovative tools to increase the impact and effectiveness of your recruiter force – who often serve as first line ambassadors in schools and communities across the country.

I know we recruit the servicemember, but we retain we also gain their family. It's important not to lose sight of the importance quality-of-life has in reaching end-strength goals.

I often hear from many service members in my district at Joint Base McGuire-Dix-Lakehurst how they struggle to get access to the medical care and child support they need. Additionally, and I think this is something my colleagues on the other side of the aisle can agree to, we need to address the lack of accessible mental health care across the force. This lack of care is impacting our ability to retain service members who we have a vested interest in helping return to full duty. We need to work together to solve this problem.

From my time in national security, I remember that to take a comprehensive look at a problem, in this case recruiting and retention, we needed diverse experiences and opinions. We may need to take a hard look, to include beyond the Department, at how we can best encourage the next generation to serve.

As I've said before, we ask a lot of our service members. We ask them to risk their lives to protect our country, so we need to make sure they know we have their backs and that we are supporting them however they need.

Mr. Chairman thank you for having this hearing today so we can discuss the importance of personnel policies on the lives of servicemembers.

Thank you to the witnesses again for being here and I yield the balance of my time.

RECORD VERSION

STATEMENT BY

**LTG DOUGLAS F. STITT
DEPUTY CHIEF OF STAFF, G-1
UNITED STATES ARMY**

BEFORE THE

**SUBCOMMITTEE ON MILITARY PERSONNEL
HOUSE ARMED SERVICES COMMITTEE
UNITED STATES HOUSE OF REPRESENTATIVES**

FIRST SESSION, 118TH CONGRESS

ON ARMY ACTIVE, GUARD, RESERVE AND CIVILIAN PERSONNEL PROGRAMS

MARCH 29, 2023

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

Chairman Banks, Ranking Member Kim, distinguished members of this Subcommittee, thank you for the opportunity to appear before you on behalf of the men and women of the United States Army.

The Army's mission remains unchanged, to fight and win our Nation's wars. To meet our mission requirements, we are amid the most significant transformation in the past four decades. We are building the Army of 2030 and in doing so, taking care of our people because they are the foundation of the Army of 2030. There is no better investment to ensure the Army's readiness. The Army of 2030 requires a highly trained, disciplined and fit force across all active duty, Guard, Reserve, and civilian units and organizations. People perform their best when they are part of cohesive teams where everyone treats each other with dignity and respect. Therefore, the Army's number one priority is our people—our soldiers, Army civilians, families, and veteran soldiers for life. All of the Army's personnel programs and initiatives are focused on taking care of our people, because we lead with our values, and doing so is essential to the readiness required to accomplish our mission.

Building the Army of 2030

The Army of 2030 will provide the Joint Force trained and ready forces, capable of combined arms maneuver in a multi-domain operating environment. Building the Army of 2030 while maintaining readiness depends on a high-quality all volunteer force. The Army is taking active measures to overcome unprecedented recruiting challenges without compromising on our standards for high quality soldiers. We will continue to develop and implement innovative ideas to build high quality recruits as an investment in America's youth.

Accessions

Investing in the Army of 2030 requires investing in our youth and helping them realize their full potential. The Army enlisted 44,901 recruits in the AC, 24,829 recruits in the ARNG, and 9,095 recruits in the USAR in FY 2022. As of February 27, 2023, the AC achieved more than 25% of its FY 2023 recruiting mission of 65,500. The ARNG

achieved more than 38% of its FY 2023 recruiting mission of 30,880. The USAR achieved more than 23% of its recruiting mission of 14,650.

The recruiting challenges facing the Army are not new, and they are not from a single cause. Several of the trends we are observing, and now responding to, were years in the making. We are in an intense competition for talent. Some of the benefits that long set the Army apart from the private sector, are becoming more common there such as healthcare and tuition assistance. We have specific challenges connecting with America's youth, like Generation Z. Pandemic-specific challenges also changed the recruiting environment, as did young Americans' perception of work. The Army is addressing each of these challenges head-on, with all resources committed, to turn around recruiting.

The Future Soldier Preparatory Course (FSPC) is an investment in America's youth. It has begun to help the Army expand our recruiting pool, while not sacrificing quality. FSPC is a holistic program to aid potential recruits to meet either the physical or academic aptitude standards to fully qualify for Army service. In FY 2023, as of 15 March, 4,603 trainees have enrolled in the academic component. Of those, 3,698 graduated and moved on to Basic Combat Training (BCT) with an average Armed Forces Qualification Test score improvement of 18.4 points from the average initial score in the program out of 99 points possible. Within the fitness component, 1,695 trainees have enrolled. Of those, 862 graduated and moved on to BCT, with an average weekly body fat loss of 1.39%. Across both the physical and academic programs, a total of 130 soldiers have graduated Advanced Individual Training as of the end of February.

Investments in the Army do not end with new recruits, investments are made throughout their service. We are investing in our recruiters by selecting recruiters differently, improving their training, increasing their resources, and educating their families on those resources available to them. Other initiatives to improve our recruiting efforts include the development of the Soldier Referral Program to provide an opportunity for soldiers in the AC, USAR, and ARNG to connect with youth where they are, share their Army story,

and be rewarded when the referred recruit joins the Army. In January 2023, the Army began the Recruiter Production Incentive – Assignment Incentive Pay to incentivize recruiters to exceed their quarterly recruiting mission. This new program earns the recruiter \$75 for each contract over the requirement in CAT IIIB, and \$150 for each contract over the requirement in CAT I-IIIA.

The Army is carefully monitoring and as needed, adjusting incentives to position itself as a highly desirable employer of choice. We are adjusting enlistment bonuses to help recruit into critical skills specialties. Recruits can combine multiple enlistment bonuses and can combine up to four different incentives. Training of choice and station of choice remain the most popular incentives.

Civilian Workforce Recruiting

Our civilian workforce is a force multiplier across the Total Army and our investments in their capabilities is crucial for meeting the needs of the Army of 2030. The Army appreciates the many civilian direct hire authorities that Congress has afforded the Department. These authorities allow us to reach top civilian talent and bring them on faster than through traditional hiring. The Army has implemented several initiatives as part of a broader strategy to reduce civilian time-to-hire. The Civilian Implementation Plan within the Army People Strategy places specific emphasis and focus on reducing time-to-hire to ensure that the Army is competitive for top talent with other employers. A multi-year strategy to execute tasks supporting the Civilian Implementation Plan is in progress. These efforts will assess hiring quality, leverage Office of Personnel Management resources, and optimize Civilian Human Resources Agency and Command civilian hiring operations. As our multi-year strategy to reduce time-to-hire matures, we expect to achieve consistent reductions in the time it takes to hire civilian personnel.

Marketing

The Army is about possibilities and investing in oneself for a better life. The Army offers 178 career fields as options for new recruits, and Army Marketing is laser-focused on

re-introducing this Army to America's youth. Serving in the Army is not a detour; it can put you on an accelerated path to fulfill your dreams and realize your full potential. We must meet young people where they are and address their concerns that are barriers to entry. Our research informs us that the prospect has gaps in knowledge about what Army service can offer, trouble identifying with service culture and lifestyle, and has diminished trust that they will be treated fairly. However, the top concerns amongst the prospect audience continue to be that serving in the Army will either delay or put them off-track from their life goals and that they will be separated from friends and family.

Over the last 12 months the Army put three distinct advertising campaigns in market to communicate from multiple angles to the prospect audience. "Know Your Army" communicated tangible employment benefits that the Army provides. The third Chapter of the "What's Your Warrior" series informed prospects on the breadth of career fields available. Finally, "Decide to Lead" communicated how service as an officer provides unparalleled leadership training and experience. This was the first officer-focused campaign for the Army since 2009. As a result of this campaign, we exceeded our Army Reserve Officers' Training Corps' National Scholarship Board application goals. We have seen a positive cumulative effect on prospective lead generation by using multiple campaigns simultaneously in the market to address the interests of multiple audiences.

The Secretary of the Army and the Chief of Staff of the Army just announced the Army's first new brand refresh effort since "Army Strong" nearly twenty years ago. This effort was the culmination of two years of research and preparation to bring the Army back to relevancy in the minds of Generation Z and others. The Army conducted extensive research amongst prospects and our important stakeholder audiences and influencers before deciding on the elements of this brand refresh, which include a modernized logo and the tagline "Be All You Can Be." While this tagline is very popular amongst our veterans, it was not chosen for the sake of nostalgia; it was chosen because testing amongst our target audience and others revealed it to be the most favored and best suited for communicating the possibilities available with service in the Army and the

purpose and passions of our prospect audience. Elements of this campaign are now in market and appearing in connection with events like the Men's and Women's NCAA Basketball tournaments, with more planned this fiscal year.

Taking Care of Our People

For the Army, "People First" means we develop and implement programs designed to keep our people safe and provide them and their families with the quality of life they deserve. It also means we foster positive command and organizational climates and culture which enables the formation of cohesive teams. Positive climate and culture, plus cohesive teams, reduces harmful behaviors, and allows our servicemembers to focus on training to achieve their assigned missions. This is the equation that achieves readiness.

Quality of Life

Investments in our people are directly correlated to the quality of life that we provide for them. Quality of life remains a cornerstone of the Army's People Strategy. These programs support and enhance readiness, recruitment, and retention by providing a positive experience for all of our soldiers and families, including safe, well-maintained barracks and housing; high-quality, affordable childcare, and youth services programs; and meaningful employment and educational opportunities for spouses.

Improving barracks and housing for our soldiers and families is a top priority for all Army senior leaders. The Tenant Bill of Rights enacted by the FY 2020 National Defense Authorization Act (NDAA) is helping the Army to rebuild trust and ensure a positive living experience for military members and their families and increase their negotiating power with the Military Housing Privatization Initiative companies. We have fully implemented all 18 tenant rights at our 44 Army installations with privatized housing. We are committed to continuing to improve through the annual Tenant Satisfaction Surveys, which have enhanced our communication with residents, as well as helped us create and prioritize action plans and correct deficiencies. We are improving other systems and processes including completing third-party inspections of privatized family homes,

implementing a Housing Environmental Hazard Response Registry for those living in privatized or government-owned/leased housing, hiring engineer/technicians to provide quality assurance and implementing a Housing Certificate Program to build a skilled workforce.

Childcare is a readiness issue. Our soldiers and their families must have peace of mind as they start and end the day in service to our Nation. We appreciate Congress funding two centers in FY 2022 (in Kansas and Kentucky). We are also making significant investment in facilities sustainment, restoration, and modernization to ensure that child development centers are free of hazards and maintain continuity of service. To recruit and retain high-quality staff, we increased the salary of entry-level direct care staff, instituted recruitment bonuses, reduced childcare staff fees, and authorized commissary access for staff at 17 pilot locations. We also increased the provider rate cap for families who use community-based childcare when installation care is not available as well as applied the same concept to on-post family childcare (FCC) providers to increase the number of FCC homes.

With frequent relocations and soldier deployments, Army spouses face distinct challenges in gaining and retaining employment compared to civilian counterparts. We continue to reimburse up to \$1,000 for professional licensing and certification in a new state after a Permanent Change of Station move, and we appreciate Congress' action in the FY 2023 NDAA to expand the authority for reimbursement. More than 617 reimbursements have been paid since the inception of the program in May 2019, totaling more than \$272,000. We continually promote the Office of the Secretary of Defense Spouse Education and Career Opportunities Program's My Career Advancement Account scholarship program. The program provides eligible spouses with up to \$4,000 for the pursuit of a license, certification or associate degree in any career field to attain the education, certifications or licenses they need to find employment. Finally, we are also investing in the Employment Readiness Program to help spouses find and maintain employment by hiring additional staff across Army installations. Finally, we are supporting the recently-launched Military Spouse Career

Accelerator Pilot program, which provides active, National Guard, and reserve spouses with a 12-week paid fellowship program to expand employment opportunities and connects employers with this diverse, highly skilled, and educated workforce.

Transition Assistance Program (TAP) and Soldier For Life (SFL)

The Army is fully committed to caring for its people, from the beginning of their tours in basic training until they leave the service. It is in the Army's and our Nation's best interest to ensure soldiers successfully transition back into our communities after their active-duty military service and become ambassadors for the Army within those communities. The Transition Assistance Program (TAP) is the overarching program that provides assistance, information, training, counseling, and services to eligible soldiers in transition to help them achieve career readiness upon separation, retirement, or release from active duty.

TAP offers soldiers the opportunity to participate in the Career Skills Program (CSP), also known as the DoD Skillbridge program. Soldiers have the option to participate in first-class apprenticeships, pre-apprenticeships, on-the-job training, employment skills training, and internships to obtain industry-recognized skills, and move into high-demand and highly skilled careers with little-to-no cost upon transition. During FY 2022, 6,821 soldiers successfully completed a CSP, 5,974 of them (91%) were placed into a career following the completion of their CSP. This is a highly successful program that is continuing to gain more traction as commanders at all levels are being educated on the benefits afforded to transitioning soldiers.

The Soldier for Life (SFL) program is reconnecting the Army with communities throughout the country. SFL's outreach and advocacy efforts focus on engaging local governments, non-government organizations, private organizations, and non-profit organizations in order to influence policy, programs, and services that support soldiers, veterans, and families, while also encouraging soldiers to remain Army ambassadors after their transition from service. In FY 2023, SFL is focused on building greater

awareness and knowledge of the Army within civilian communities across the country, especially where there are no Army bases.

Diversity, Equity and Inclusion Efforts

The Army uses Diversity, Equity, Inclusion, and Accessibility (DEIA) to optimize talent, build cohesive teams and maintain a positive Army culture. The 21st-century strategic environment demands more from soldiers and Army civilians than ever before. As the world changes into an era of strategic competition, the benefits of the Army's DEIA Program allow the Army to promote an environment of adaptability, resiliency, and opportunity through strong, disciplined, and cohesive teams capable of completing the mission. A mature DEIA program leverages individuals' attributes, experiences, cultures, characteristics, and backgrounds to build a stronger team, enabling organizational agility and adaptability.

Reducing Harmful Behaviors

Our leaders are the first line of defense to combat harmful behaviors and care for our soldiers in our formations. Nothing corrodes team cohesion and reduces its effectiveness faster and more completely than the scourges of sexual harassment and sexual assault, prohibited discrimination, harassment, hazing, bullying or domestic violence. The Army is focused not only on responding to these harmful events and providing care and support to victims, but also preventing them. To do this, we rely on leaders at all levels to create and sustain healthy command climates.

Prevention

The Integrated Prevention Advisory Group (I-PAG) is a dedicated capability for Senior Commanders designed to implement and evaluate evidence-based primary prevention activities across the individual, relationship, organizational, community, and societal levels. The I-PAG consists of individuals with specialized training and experience focused on engaging the community; empowering leaders with data and research; implementing comprehensive, community-based integrated prevention activities; and sustaining progress over time. These individuals are responsible for assessing holistic

data sets, evaluating local policies, planning multiple reinforcing prevention activities, and evaluating outcomes. The I-PAG will provide the technical expertise necessary to connect the science of prevention and the art of command within an optimized prevention system.

Sexual Harassment/Assault Response and Prevention Program (SHARP)

The harmful behaviors of sex discrimination, including sexual assault and sexual harassment are a detriment to readiness and have no place in our Army. The Army continues to take action to reduce harmful behaviors within its ranks, with an emphasis on integrated prevention measures that produce demonstrated results.

Through the Sexual Harassment/Assault Response and Prevention (SHARP) program, the Army is committed to enhancing readiness by preventing sexual harassment, sexual assault, and associated retaliatory behaviors and providing comprehensive advocacy and response capabilities to survivors when such incidents occur.

All 70 of the Fort Hood Independent Review Committee (FHIRC) recommendations have been addressed, and, of these, 56 recommendations have been implemented Army-wide. An additional 10 recommendations have been transferred in support of the Department of Defense's (DoD) deliberate and phased implementation of the recommendations of the DoD Independent Review Commission on Sexual Assault in the Military (IRC) recommendations, as approved by the Secretary of Defense, and four have been superseded by the IRC. We have modified our policies, making it mandatory for commanders to initiate separation proceedings for any soldier with a substantiated complaint of sexual harassment. The Army is also adding 348 full-time SHARP professionals who are trained and experienced to effectively support survivors.

Suicide Prevention Program

Taking care of our people is about building soldiers whose commitment to duty is underpinned by strong family relationships, strong peer support and strong leadership teams. Suicide affects unit cohesion and ultimately readiness and has no place in our

Army. We must find ways to support the mental health and well-being of our soldiers instead of responding to suicide after it occurs. Individual soldiers, units and installations are all unique, with their own challenges. Suicide prevention programs are, therefore, not one-size-fits-all. We are working to pair the right resources for the right issue to best support our soldiers and their families.

Army efforts in 2022 have shown positive results with significant decreases in suicides across all components, resulting in the lowest number of suicides since 2014. We resolutely continue our efforts to: enhance leader engagement, strengthen individual, unit, and community resilience and connectedness and expand mental health services to mitigate stressors that may lead someone to suicide. This comprehensive approach focuses on the integration of a variety of primary prevention and intervention strategies and activities.

Personnel Modernization

The foundation of Army Readiness is personnel readiness. Programs, policies, innovations, and management models are transforming the Army's personnel systems to meet future needs. These changes will provide our soldiers and civilians with more opportunities to excel; give our Army the enduring advantage of a transparent, data rich personnel environment; and improve our ability to compete for and retain talent.

Talent Management

The Army must continue to prioritize human capital investment and talent management by acquiring and leveraging the critical talent data (Knowledge, Skills, and Behaviors) of its soldiers, balanced with the needs of the Army, which is at risk of losing its overmatch capabilities to potential adversaries.

The Command Assessment Program (CAP) improves the Army's ability to select the best leaders at the battalion and brigade levels. In November 2022, the Army completed the fourth iteration of CAP. Over 5,000 leaders at lieutenant colonel, colonel, GS-14, GS-15, and E-9 levels have been assessed through CAP over the past three years. To

date, CAP has identified 168 leaders as counterproductive or ineffective who would have been selected using only the pre-2020 system, positively impacting the lives of over 200,000 soldiers. CAP has continually improved its feedback mechanism to contribute to individual and organizational growth. When compared to the legacy Centralized Selection List system, CAP assesses and identifies leaders who are more cognitively capable, better written and verbal communicators, more physically fit, more self-aware, more emotionally resilient and less likely to exhibit counterproductive or ineffective leader traits.

The Army Talent Alignment Process (ATAP) is a decentralized, regulated market-style hiring system that aligns officers with jobs based on their preferences shaped by the unique knowledge, skills, and behaviors of each officer, as well as the talents desired by commanders for their available positions. To date, 60,000 officers and warrant officers have been assigned using the Talent Marketplace. During the most recent marketplace cycle (FY 2023) with reportable data, 69% of officers participating in the market obtained a Top 3 preference while 80% of officers obtained a Top 10 preference. Talent markets also enable the Army to experiment with monetary and non-monetary incentives to fill critical positions and retain talent.

Similar to ATAP, we have begun to implement the Assignment Satisfaction Key-Enlisted Module (ASK-EM) to support Active-Duty Noncommissioned Officers (NCOs) being considered for Staff Sergeant through Master Sergeant (MSG) assignments. On average, 7,000 to 9,000 NCOs participate in the market each cycle with approximately 30,000 NCOs receiving their assignments through this process each year. Unlike Assignment Incentive Marketplace 2.0, ASK-EM does not provide the unit the ability to preference NCOs. In conjunction with Human Resources Command, we are working to implement a two-sided market for the MSG population through the Integrated Personnel and Pay System – Army (IPPS-A) platform. A pilot of this capability is expected by the end of FY 2023.

The Integrated Personnel and Pay System – Army (IPPS-A)

IPPS-A is the critical enabler for The Army People Strategy. IPPS-A is embracing emerging technologies, integrating modern personnel management and data analytics capabilities, and aligning with the Army's efforts to build a more effective and efficient force. It delivers a secure, comprehensive, and data-rich human resource (HR) talent management system to the Total Force.

IPPS-A automates HR processes and interfaces with 200+ legacy HR and Pay systems. With the deployment of Release 3, 12 of these systems are sunseting while an additional 11 are partially subsumed. Upon full implementation, IPPS-A will fully subsume 32 legacy systems. What began nearly three years ago when the ARNG became the first component to implement IPPS-A is complete with the deployment of Release 3. All three components are executing personnel, limited pay, and basic talent management functions in IPPS-A seamlessly across the Total Force.

Conclusion

The people of the United States Army—these servicemembers who serve our Nation, both in and out of uniform, along with their families—are our strength and our legacy. Their talents, courage, and commitment make our Army the greatest in the world. To keep our Army strong, we must build our force with individuals who embody the best of America, and we must offer them opportunities to allow both their careers and Families to flourish. A diverse, talented, strong, healthy, and resilient, force is the most important indicator of our readiness.

Thank you for your generous and unwavering support of our outstanding soldiers, civilian professionals, and their families.

Douglas F. Stitt
Lieutenant General

Lieutenant General Douglas F. Stitt is a Distinguished Military Graduate of Norwich University in Northfield, Vermont. He received a Bachelor of Arts degree in History and was commissioned as an Armor Officer in 1990. He holds two Masters Degrees, one in Defense Studies and one in Strategic Studies from the Canadian Forces Staff College and the Army War College.

Lieutenant General Stitt's initial assignments were as a Rifle Platoon Leader and Executive Officer in the 3rd Battalion, 6th Infantry at Fort Polk, Louisiana; Company Command of the 129th AG Company (Postal), Fort Bragg, North Carolina; and Battalion Commander of the 1st Brigade Special Troops Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, Fort Bragg, North Carolina.

Lieutenant General Stitt's key staff assignments include Adjutant, 1-41 Infantry, Fort Hood, Texas; Assistant Professor of Military Science, Princeton University, Princeton, New Jersey; Chief of Strength Management, 82nd Airborne Division, Fort Bragg, North Carolina; Deputy G1 and Secretary of the General Staff, Southern European Task Force, Vicenza, Italy; Brigade Adjutant, 504th Parachute Infantry Regiment, Deputy G1/AG, 82nd Airborne Division, Deputy Personnel Operations Division, United States Army Special Operations Command, G1, XVIII Airborne Corps, Fort Bragg, North Carolina; Director, Enlisted Personnel Management Directorate, U.S. Army Human Resources Command, Fort Knox, Kentucky; Executive Officer, HQDA DCS G-1, Pentagon, Virginia; Director, Officer Personnel Management Directorate, U.S. Army Human Resources Command, Fort Knox, Kentucky; and Director, Military Personnel Management, HQDA DCS G-1, Pentagon, Virginia. Lieutenant General Stitt is currently serving as the Deputy Chief of Staff, G-1, Pentagon, Virginia.

Major deployments include Operation Enduring Freedom 2005-2006, Operation Enduring Freedom 2007-2008, Operation Iraqi Freedom 2009-2010, and Operation Enduring Freedom 2014.

His awards and decorations include the Distinguished Service Medal, the Legion of Merit (1 Oak Leaf Cluster), the Bronze Star (2 Oak Leaf Clusters), the Defense Meritorious Service Medal, Ranger Tab, Master Parachutist Badge, and Combat Action Badge.

Lieutenant General Stitt and his spouse Beth, Norwich University Class of 1992, have two daughters, Laura and Anna.

NOT FOR PUBLICATION
UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE

STATEMENT OF
VICE ADMIRAL RICHARD J. CHEESEMAN JR., U.S. NAVY
CHIEF OF NAVAL PERSONNEL
AND
DEPUTY CHIEF OF NAVAL OPERATIONS
(PERSONNEL, MANPOWER, & TRAINING)
BEFORE THE
HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON MILITARY PERSONNEL
ON
PERSONNEL POSTURE
MARCH 29, 2023

NOT FOR PUBLICATION
UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE

Strategic Design Vision: Mission-Focused Sailors

Chairman Banks, Ranking Member Kim, and distinguished Members of the Military Personnel Subcommittee, thank you for the opportunity to discuss the Navy's most important asset – our people. As stated in the Strategic Guidance from the Secretary of the Navy and the Chief of Naval Operations (CNO) Navigation Plan, Sailors remain our competitive warfighting advantage and are the true foundation of our naval power. To maintain our advantage at sea and win in long-term strategic competition, MyNavy HR continues to implement, evaluate, and improve our personnel programs and policies to help attract, develop, manage and retain the most talented and diverse workforce possible.

It is no secret that our country is in a challenging strategic environment that requires us to recruit and train the Nation's finest in order to maintain our warfighting edge over our peer competitors. Within that environment, the MyNavy HR Enterprise must balance the needs of our people with the mission requirements, funding, and the modernized talent management system to sustain it all. The Enterprise is developing more efficient processes and modernizing our technology to gain data transparency and improve effectiveness to empower our Commanding Officers and Triads to best utilize our human weapon system to achieve optimum warfighting readiness. This modernization will enable us to provide greater flexibility and choice to our Sailors as they progress through their careers and allow the Navy to make the best-informed decisions when it comes to our service members and their role in building and maintaining the most combat-effective Navy in the world. While we definitely have areas where we need to improve and do so with a sense of purpose and often urgency, the desired end state of the vision is to create mission-focused Sailors.

Here are the guiding principles for MyNavy HR:

- **Our Mission:** Personnel Readiness
- **Our Foundation:**
 - Steady, effective recruitment and training
 - An inclusive Navy culture that supports adaptive and resilient Sailors and families
 - Sailor-informed, transparent, data driven talent management
- **Our Pillars to success or Our Enablers:**
 - Advance Navy Culture
 - Deliver Billet-Based Advancement
 - Deliver Ready-Relevant Learning
 - Deliver Modern HR Services
 - Deliver Modern IT Solutions

Through our foundation and pillars, we will meet our vision of mission-focused Sailors who are part of the broader Navy team.

Advance Navy Culture

In order to fight and win, we must have properly trained Sailors, but more importantly, a culture that adapts, meeting our Sailors where they are, and enabling them to excel. Using the CNO's concept of "Get Real, Get Better" (GRGB) we've been able to refine the MyNavy HR Culture of

Excellence. ‘Culture’ is the summation of our values, mindset, behaviors, and practices; it explains how we do what we do. Our culture is rock solid but the Navy always strives to get better through honest self-assessment.

Like no other time since the Cold War, our Navy faces the possibility of a peer competitor war at sea. To better prepare for combat, we must move quickly to leverage the best from our people, our leaders and our Teams to close the gap between the Navy’s best and worst performers. The Navy will define desired cultural characteristics; set standards and measures for how we develop great people, leaders, and teams; then train, reinforce, incentivize, reward, and measure our cultural standard. To bring this to life, we will create an Integrated Culture Framework (ICF) and supporting Playbook that simplifies, streamlines, and aligns existing terms, programs, and policies, providing leaders with an executable plan to develop great people, leaders and teams. The ICF will align GRGB; Culture of Excellence (COE); Diversity, Equity, Inclusion and Accessibility (DEIA); Total Sailor Fitness (TSF); Warrior Toughness; Expanded Operational Stress Control (E-OSC); and Integrated Primary Prevention. Though we work in the profession of arms and accept the hazards that come with defending our country, all Sailors deserve respect and dignity, and should feel safe when they come to work. All leaders in the Navy are focused on creating a culture intolerant of sexual assault and are actively executing and evaluating a prevention plan of action.

Delivering Billet-Based Advancement

Closing the gaps in sea duty assignments is a priority and a key pillar to achieving the vision of a mission-focused Sailor and MyNavy HR continues to use all levers to fill critical billets. One identified cause of gaps at sea is a systemic misalignment between the Navy’s enlisted advancement and personnel distribution processes. Annually, the Navy advances thousands of Sailors but does not immediately move those Sailors into positions that match their new paygrade due to impacts to consolidating commands. For example, nearly 4,000 (10 percent) of E-7 to E-9 Sailors are in billets below their current paygrade as of September 2022. We expect billet-based advancements (BBAs) will better align advancement and billet requirements and incentivize Sailors who fill these critical billets. In BBA, Sailors apply for billets through an interactive Detailing Marketplace, giving Sailors more control over their careers while balancing geographic stability with advancement opportunity.

I anticipate that BBA will ultimately become the standard mechanism for all enlisted Sailors through journeyman and supervisory paybands (E5-E9) to attain the next higher paygrade. We have already instituted the Advance-to-Position and Command Advance-to-Position programs, the Senior Enlisted Advance-to-Position (SEA2P) pilot, and the Senior Enlisted Marketplace. We are rolling these out in phases, targeting critical sea-intensive ratings initially, and working to get the skeleton in place across every community and then scaling it up to apply Navy-wide. These programs have all shown strong performance and have been applauded by Sailors in the fleet. This transformation of Navy’s enlisted advancement and distribution processes into a robust, billet-based marketplace will decrease gaps in critical billets and increase Fleet readiness by ensuring the right Sailor, with the right skills, is in the right billet to meet the mission.

The above programs will reduce gaps at sea in the supervisory and journeyman ranks across the fleet. In the near term, there is an impending bow wave of apprentice level gaps we’re going to see in the fleet while we navigate a difficult recruiting environment. Our fleet is predominantly made up of apprentice-level Sailors, so even while we make progress, we will see an increased

number of gaps at sea. In the long term, we will have a healthier, more efficient, advancement system.

In the short term, I am attacking recruiting with everything I have at my disposal. Right now, a growing percentage of those serving in the Navy have a close relative who also served (or is currently serving). Those who are most familiar with the military are most likely to serve and this does play out in recruiting where many recruits do have a family connection. I am retaining personnel wherever possible and increasing the number of recruiters at all of my locations. I am reviewing currently stringent policies which would have automatically removed recruits from contention. There is also a shrinking pool of people who have familial ties to the services. We're pulling all feasible and legitimate recruiting levers to ensure we maintain a healthy force structure.

Deliver Ready Relevant Learning

Simultaneously, our focus remains on how we recruit, train, and educate the best that our Nation has to offer by developing our Navy's Sailors into skilled combat-ready warfighters who are both disciplined and tough. With recruiting challenges and the competition for talent, Ready Relevant Learning (RRL) plays a vital role and becomes increasingly important.

RRL is a holistic approach on how the Navy trains Sailors. Specifically, RRL changes (1) when we provide training, (2) how we deliver it, and (3) how we keep it as relevant as possible to the real-world needs of the Fleet. These changes require sustained focus across three lines of effort:

- Career-Long Learning Continuum (CLLC): Similar to the officer community career paths, every Navy career will have a detailed learning roadmap with training requirements tightly linked to real Fleet needs, and inclusion of technical, professional and leadership content.
- Modern delivery at point of need: Multiple delivery methods leveraged at various locations that increase training effectiveness, information architecture that increases Sailor access, and performance support available anytime from anywhere.
- Integrated content development: Faster delivery of the most relevant content to the Fleet, and increased operational agility in a rapidly changing world.

At its core, RRL is about creating more proficient and technically capable Sailors as they head to operational fleet units.

Provide Modern HR Service Delivery

This is the core of our initiatives over the next several years. We are developing Sailors and working to get them to the right places but we have to support them and their families too. MyNavy Career Center (MNCC) is working hard to provide a modern HR Service Delivery solution, with 24/7 contact support, to resolve personnel and compensation issues at increased speed, improved accuracy and reduced cost. We are building a product that delivers for the majority of our families so that we can focus on those fewer families who encounter unique challenges. There have been some unexpected challenges to accomplishing our goal due to a slower than anticipated transition out of legacy IT systems, premature manpower reductions across the personnel and pay network, lack of standardization across the Personnel Support

Detachment (PSD) network, and inconsistent Command Pay and Personnel Administrator (CPPA) training and performance.

To get after providing timely and accurate Sailor pay and entitlements, we established MNCC as a one-star Flag Officer command in September 2021. In this construct, NPC's Pay and Personnel Management Department (PERS-2), Human Resources Service Center (HRSC), and Navy Pay and Personnel Support Center (NPPSC) now report to one organization to better serve Sailors and their families and to achieve more efficient and effective HR service delivery. Since its formation, MNCC has realigned the legacy PSD model from 27 locations into six Transaction Service Centers (TSC), one Travel Processing Center, and 13 Regional Support Centers to standardize processes, improve efficiency, accuracy, and training, and reduce errors. The establishment of MNCC and the realignment of the old PSDs into the TSCs has shown success. Transaction timelines are improving and meeting the Department of Defense (DOD) timeliness standards. MNCC is completing all Travel Pay within 30 days of receiving the transaction and completing all DD-214s prior to the member's end of active obligated service (EAOS). MNCC is working toward lowering these processing times even further to better meet Sailors' needs. We delivered individual commands the increased visibility and transparency of monthly pay and entitlements for every Sailor with two near real-time, unit-level dashboards. MNCC coordinated with the Defense Finance Accounting Service to develop the enhanced Unit Commanders Financial Report, providing commands with a monthly snapshot of each Sailors' monthly pay and entitlements. The CPPA dashboard increases transparency of transactions and allows command leaders and CPPAs to view individual CPPA performance metrics at the unit level. Additionally, we have rolled out the MyPCS Travel Voucher, a fully automated and electronic travel voucher for Sailors available on personal and government mobile devices and personal computers.

MNCC has also partnered with United States Fleet Forces and United States Pacific Fleet on several "Get Real, Get Better" lines of effort including implementation of a CPPA qualification card and the use of augment teams of fleet CPPAs to assist with personnel and pay transaction processing in the TSCs. This partnership has the dual effect of eliminating backlogs and providing targeted proficiency training and access for CPPAs. We owe it our Sailors to get this right so everyone can focus on warfighting readiness.

Deliver and Sustain Modern HR IT Solutions

This concept touches every other pillar – Advancing Culture, BBA, RRL, and HR service delivery – as all require modern IT systems. Moving forward, our IT Transformation team is laser-focused on modernizing our processes, removing barriers, fixing glitches, and delivering world-class technology. We want to emulate other Fortune 500 companies in creating user-friendly tools for our consumers, and we are configuring best of breed commercial software offerings to provide improved capability to our constituents. We have developed a cloud-based submission and case management system (Enterprise Customer Relationship Management (eCRM)) to replace the antiquated Transaction Online Processing System (TOPS). This will allow the MNCC team and the Fleet to process and transparently monitor personnel and pay issues more efficiently (eCRM TOPS replacement).

Our strategic objective has not changed – Fix Sailor Pay, Self Service, make the HR experience less cumbersome, improve our time to resolve issues, and get training content to the Sailor no matter where they are at any time.

There are five IT lines of effort that support MyNavy HR digital transformation efforts which include:

- MyNavy Portal: User-common interface. Provides Sailors a single place where they can have self-service access to personnel and career resources through Common Access Card (CAC)-free Multi-factor authentication.
- Navy Personnel & Pay (NP2): Holistic Force Management system. An integrated personnel and pay solution that will unite Active and Reserve component personnel and pay systems, and will enable adaptable solutions (AC/RC), timely pay, increased auditability and enhanced user experience for Sailors, the HR workforce, and Navy leadership.
- Authoritative Data Environment (ADE): Data is the Integrator. We need data to make decisions and all our transformation systems need data. This foundational capability enables data integration across the MyNavy HR All Access Lines of Effort (LOEs). An important by product of the data integration is to share/expose data outside of the MyNavy HR functional domain, e.g. to the Jupiter/ADVANA, DoD, etc.
- Learning Stack (LS): RRL Engine/Transactional Systems. This is where all the processing and enhanced user experience happens to search for training, register for training and access modernized training at the point of need, etc.
- Enterprise Customer Relation Management (eCRM): Recruiting and Support. Case management tool that provides tiered service delivery response, offering 24/7 self-service options, call center availability, shared services, and HR Case tracking support to recruits, Sailors, and their families.

Flag Officer Reductions

In the past year, Navy reduced more than eight percent of its Flag Officer billets in support of the Space Force and as required by the FY2017 National Defense Authorization Act (NDAA). These cuts were disproportionate as they were applied in equal numbers to the Army and Air Force with the Navy starting at a much lower number from which to cut. These cuts come at a high cost to maintaining operational readiness, impeding Navy's efforts in an already challenging operational environment, and in direct conflict with the demands of strategic naval competition which require more rather than less senior uniformed leadership and expertise in the dominant physical domain of concern: the maritime domain.

To the detriment of the Navy enterprise and the Joint Force, the reduction of one- and two-star Navy staff jobs reduced development opportunities for junior warfighter flag officers and limited the enterprise expertise that can only be gained outside of warfighting billets, in areas such as financial management, strategic plans and policy, strategic warfare, and operations analysis. This expertise is realized primarily in junior flag officer staff jobs; removing these staff jobs, as billet cuts have required us to eliminate development opportunities used to groom one- and two-Stars for future positions as three and four-stars.

The reduced number of Flag Officer billets has resulted in shifting critical work to other Flag Officers and Senior Executives increasing demands on those Flag Officers and Senior Executives by double and triple hatting of positions. At present, nearly one third of the Navy's remaining

149 Flag Officer billets are double or triple hatted with some positions having more than a dozen direct reports. Rather than streamlining processes, the reductions have increased direct reports and multi-hatted positions impeding those processes.

End State: Achieving the Mission of Personnel Readiness

Our Sailors remain the Navy's most important weapon system. We must continue to evaluate and improve our capabilities to achieve our mission of attracting, developing, and managing the talent to ensure our advantage at sea while providing exceptional service to military and veteran families, caregivers, and survivors. The Secretary of the Navy and the Chief of Naval Operations have established enduring priorities that center on empowering our People and developing a seasoned team of naval warriors. Within MyNavy HR, we will achieve this through our talent management optimization, education and leadership development continuum, and cultivating a Culture of Excellence, where everyone is treated with dignity and respect. We will continue to modernize Sailor experience by transforming our legacy personnel and pay systems, bringing MyNavy HR into the 21st Century and providing exceptional service to our Sailors and their families.

MyNavy HR's vision is to create Mission-Focused Sailors through these pillars. Our goal is to have Sailor-informed, transparent, data-driven talent management through a billet-based advancement system that reduces gaps at sea and provides increased Sailor choice and flexibility. We intend to provide agile, focused training delivered when and where it is needed. MyNavy HR requires an inclusive culture that supports adaptive, resilient Sailors and families. We will deliver modern HR services that include 24/7 support for Sailor and families through a single portal; accurate, auditable and timely personnel and pay actions to Sailors and leaders. Finally, to accomplish all of this, we will have a modern, sustainable IT infrastructure that enables HR operations, process changes, and seamlessly integrates efforts and increases accuracy and efficiency across the MyNavy HR enterprise.

The bottom line is that the United States Navy has the best people. As we have always done in the past, our people will step up and rise to the occasion – whether in war or peace. The MyNavy HR team's purpose is to get the basics right for the Sailor and their families, so they can be the mission-focused Sailors that our Navy and Nation deserve. On behalf of the men and women of the United States Navy and their families, thank you for your sustained commitment and unwavering support.

Vice Admiral Rick Cheeseman
Deputy Chief of Naval Operations for Personnel, Manpower, and Training, N1,
Office of the Chief of Naval Operations and Chief of Naval Personnel

Vice Adm. Rick Cheeseman is a native of Carney's Point, New Jersey, and a 1989 graduate of The Pennsylvania State University, where he earned a Bachelor of Science degree and was commissioned through the Naval Reserve Officers Training Corps Program. Cheeseman earned a Master's degree in Joint Campaign Planning and Strategy from National Defense University's Joint Advanced Warfighting School in 2007.

A career Surface Warfare Officer, he served onboard guided missile cruisers, guided missile destroyers, guided missile frigates, fleet replenishment oilers, and various afloat staffs. His afloat commands include USS Bulkeley (DDG 84) and USS Monterey (CG 61). Ashore, he served overseas as the officer in charge of the Naval Forces Korea Detachment in Chinhae, Republic of Korea, and as the Maritime Operations Center director for Commander, U.S. Naval Forces Central Command/Commander, U.S. 5th Fleet in Bahrain. In addition, he has served in a variety of manning/manpower tours, to include an assignment as deputy for Manpower, Training and Strategy at OPNAV N96 and as director, Surface Warfare Assignments (PERS-41).

As a flag officer, he recently served as commander, Carrier Strike Group TEN. Other tours include assignment as commander, Carrier Strike Group TWO and as assistant commander, Navy Personnel Command for Career Management (PERS-4).

Cheeseman assumed duties as the Navy's 60th Chief of Naval Personnel June 3, 2022. Serving concurrently as the Deputy Chief of Naval Operations (manpower, personnel, training and education) (N1), he is responsible for the planning and programming of all manpower, personnel, training and education resources for the U.S. Navy. He leads more than 26,000 dedicated professionals engaged in the recruiting, talent management, training and development of over 400,000 Navy personnel. As the Chief Diversity, Equity and Inclusion (DE&I) Officer for the Navy, he leads the development of initiatives to integrate and implement strategic DE&I initiatives into Department of Navy's culture, policies, programs and core functions. His responsibilities include overseeing Navy Recruiting Command, Navy Personnel Command and Naval Education and Training Command.

His personal awards include the Legion of Merit (five awards), Bronze Star Medal, Meritorious Service Medal (four awards), Navy and Marine Corps Commendation Medal (six awards), Navy and Marine Corps Achievement Medal (two awards), and various unit and expeditionary awards.

Last Updated: 22 July 2022

DEPARTMENT OF THE AIR FORCE PRESENTATION
TO THE SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: MILITARY DEPARTMENT PERSONNEL POSTURE HEARING

STATEMENT OF:

LIEUTENANT GENERAL CAROLINE M. MILLER
DEPUTY CHIEF OF STAFF FOR MANPOWER,
PERSONNEL AND SERVICES

March 29, 2023

NOT FOR PUBLICATION UNTIL RELEASED BY
THE COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

INTRODUCTION

Chairman Banks, Ranking Member Kim, and distinguished Members of this Committee, thank you for the opportunity to appear before you today and for your continued support. I'm honored to share the Air Force's enduring efforts to strengthen our value proposition as an employer of choice.

Winning a 21st century fight requires adaptable, resilient, innovative Airmen who are prepared to operate and lead teams able to deliver results in dynamic operating environments. People are our competitive advantage, and the Air Force is focused on creating a future force with human-capital capabilities and competencies needed to win. The Air Force is improving talent management by advancing how we recruit, retain, sustain, and develop Airmen. We are removing barriers to service by modernizing accession policies for military and civilian Airmen. Additionally, operational planning teams are identifying the skills and competencies necessary for the future fight. The Air Force is transforming our Human Resources Information Technology infrastructure to enhance the customer experience and reform Human Resources capabilities across the enterprise.

The Air Force has several initiatives to improve Care Solutions for our Airmen, Guardians, and their families, caregivers, and survivors. We've strengthened our Exceptional Family Member Program with new web-based systems, streamlined processes, and increased staff. We are acutely focused on improving access to child care through staffing initiatives, additional Family Child Care providers, increased community-based fee assistance, and targeted construction investments. To support economic security, the Air Force partnered with states to increase spouse licensure compacts and expanded direct hiring authority for spouses. Air Force Command Teams are actively connecting servicemembers and families in need with necessary resources to fight economic insecurity. The Air Force continues to build a positive work environment by strengthening our prevention and response workforces, expanding survivor care and support, and updating training curricula and delivery methods. We remain dedicated to providing a positive and fulfilling work environment.

IMPROVE TALENT MANAGEMENT

We are actively modernizing Talent Management systems to fully support the National Defense Strategy and DOD guidance, foster inclusive leaders of competence and character, and grow the Airmen We Need while fostering a culture of support and inclusion to our service members and their families.

INNOVATION WORKFORCE

To prevail against a sophisticated peer competitor such as China, we need a network of Airmen with unique expertise to develop game-changing solutions to increase our competitive advantage. The Air Force has efforts underway to create developmental pathways for Airmen with diverse and strategic backgrounds, both military and civilian, within, and across, functional communities. We are exploring efficient ways to identify people with critical operational talent, including cyber, technology, and within STEM arenas to partner with innovators and experts to leverage technology and build multi-capable Airmen.

AIR FORCE TALENT MANAGEMENT INITIATIVES

Our Talent Management efforts center on a two-pronged approach: first, to aggressively define future competencies and skills needed for 2030 and beyond, and second, to modernize talent management

processes and systems.

We are in the middle of a multi-year transformation of our talent management architecture, replacing 111 outdated, legacy, and stand-alone IT systems with 6 modern platforms. These platforms take advantage of industry best practices by expanding self-service actions, enabling single sign-on access, increasing digital security, and granting unprecedented access to talent management data.

As a specific example, we recently launched our new performance evaluation system. The new system is proving its value by reducing administrative burden and time, increasing administrative accuracy, and improving the user experience. Strategically, it produces extraordinary data-driven insight into our Airmen's competencies, skills, performance levels, and cultural tendencies to make data-informed decisions and shape the future force we need.

Concurrently, we transformed how we evaluate our Airmen through the Airmen Leadership Qualities (ALQs). ALQs reflect the attributes and values expected of all Airmen, providing a more accurate, holistic performance assessment. Additionally, the ALQs set clear expectations about our Service values, measure performance and behaviors, and incentivize continued development through meaningful feedback. This transformation is crucial to select our best Airmen for promotion, career advancement, critical command, senior enlisted leader duties, and other assignments vital to maintaining our competitive edge as an Air Force.

The Air Force continues to refine our assessment tools to measure personal, cognitive, and leadership abilities, to include 180- and 360-degree feedback, consistently embedded throughout our professional military education, functional training, and leadership development courses. We consistently improve our assessment programs to ensure that Airmen selected to serve on Command Teams are best suited and prepared to lead in alignment with Air Force Core Values and Airmen Leadership Qualities and promote and safeguard the morale, physical well-being, and general welfare of Airmen under their command.

CIVILIAN TALENT MANAGEMENT

The DAF values the talent and skills of our civilian workforce and fully recognizes the integral role they play to the success of the USAF and USSF missions. The DAF Civilian Strategic Human Capital Plan provides three over-arching human capital objectives: 1) Deliver Talent; 2) Maximize Employee Performance; 3) Enhance and Transform Civilian Human Resources. Several human capital strategies and initiatives designed to increase effectiveness and foster a high-performing and engaged culture to leverage the diversity and talent within the civilian workforce support these objectives.

CIVILIAN SHORT-TERM EXPERIENTIAL PROGRAM

The DAF has numerous civilian education and development opportunities. Many of these require geographic mobility; however, our Racial Disparity Review indicated the expectation for geographic mobility could be a barrier to women and some minorities. In response, the DAF is piloting a new short-term civilian development opportunity called the Civilian Short-Term Experiential Program (CSTEP). The purpose of CSTEP is to allow selectees to 1) Develop cross-functional leadership competencies through a short-term experiential assignment that does not require long-term mobility; 2) Enhance the development of self, others, and organizations; 3) Gain a breadth of experience in a different role; and 4)

Gain access to senior leader mentorship. CSTEP's pilot period begins in academic year (AY) 2023-2024, alongside the rest of the existing opportunities associated with the DAF Civilian Development Education Portfolio, such as in-residence intermediate and senior developmental education, full-time bachelor's, and master's degree programs.

The DAF instituted the Premier College Intern Program (PCIP) in 2018 with several goals. First, recruit 500 post-secondary students for internships annually under Direct Hire Authority, Section 1106 of the 2017 National Defense Authorization Act. Second, focus on STEM career fields. Third, non-competitively place graduating PCIP interns into a permanent position or Palace Acquire/Copper Capstone (PAQ) entry-level position. Annually, approximately 450-500 PCIP students enter our formal intern training programs. Since 2018, the DAF hired 2,317 PCIPs and as of March 2023, the PCIP intern retention rate is 86%. This year, DAF had 560 college students commit to summer 2023 internships. Finally, the DAF recruits approximately 900 PAQ/COPs annually to maintain a steady state of 2,300 interns as of February 2023.

The Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program, part of the DOD science, technology, engineering, and mathematics portfolio, provides STEM students the tools to pursue higher education and begin, or continue, rewarding careers with the DAF. Since its inception in 2006, the DAF has sponsored 1,284 SMART scholars, with 1,138 scholars completing or pursuing bachelor, master, or doctoral STEM degrees. They were successfully placed as DAF STEM civilian professionals. This program allows the Department to fill critical STEM gaps in organizations such as the Air Force Sustainment Center, the Air Force Research Laboratory, the Air Force Life Cycle Management Center, the Air Force Nuclear Weapons Center, the Air Force Test Center, the National Air & Space Intelligence Center, and the Air Force Studies Analysis & Assessments Office. SMART scholars from the last two years were deliberately selected to increase the STEM workforce and developed in critical National Defense Emerging Technology areas to include artificial intelligence, autonomy, hypersonics, 5G, quantum, microelectronics, space technology, biotechnology, advanced computing, and integrated sensing and cyber. In 2022, the Department sponsored 97 SMART scholars.

The DAF identifies new initiatives and advocates for effective hiring and retention authorities to secure mission-critical civilian talent. In 2022, the DAF implemented a dual track "Civilians We Need" career model, identifying the need for functional experts and enterprise leaders. This model will help our civilian Airmen and Guardians plan their job experiences, education, training, and leadership opportunities to meet their professional goals. This dual-track civilian career model also promotes greater diversity and inclusiveness and enhances retention.

This model recognizes the value, contributions, and career development needs of civilians who aspire to serve as functional experts/leaders or as enterprise leaders. Preliminary results are encouraging, with an increased representation at the GS-13 (or equivalent) and above level in underrepresented groups (FY21: 23.8%, FY22: 24.2%) and of females (FY21: 26.6%, FY22: 27.2%) in the first year of implementation.

THE FORCE WE NEED

We are maintaining readiness today while building the Air Force for tomorrow's high-end fight. We appreciate your support, particularly with increases in pay and allowances. Your assistance is key to our

Service's success as we balance tight fiscal demands with the urgent need for force modernization as outlined in the DAF's seven Operational Imperatives.

END STRENGTH

Air Force end strength focuses on closing critical warfighting capability gaps that are necessary to deter and, if necessary, defeat aggression from our pacing challenge – the People's Republic of China. Failure to address gaps today dramatically increases the risk to future warfighters. We continue to seek opportunities to divest capabilities inconsistent with that pacing challenge and our end strength focuses on those capabilities that are most critical to executing the National Defense Strategy.

A smaller end strength in FY24 features a total reduction of 1,044 military manpower from FY23 to divest, terminate, or restructure programs with limited utility. Reductions include the legacy missions to Airborne Warning and Control System E-3, A-10, Joint Surveillance and Target Attack Radar System (JSTARS), C-130, F-15, F-16, and Tactical Air Control Parties. Moving away from legacy platforms redirects manpower to our newest aircraft & platforms, the B-21, E-11, and F15-EX, many of which need experienced maintainers and pilots to ensure that we preserve our competitive edge. Additional manpower increases to Battle Management Command and Control, and Collaborative Combat Aircraft Autonomy support the FY24 President's Budget. All these modifications place the USAF on a sustainable path toward modernization.

Our Total Force end strength goal of 502,700 ensures the critical balance of readiness, modernization, and the ability to resource future capabilities to support the most lethal, resilient, survivable, agile, and responsive Air Force in the world.

RECRUITING GOALS

The Air Force is projected to fall below FY23 active duty recruiting goals by ~4,100. The Air Force has accessed 11,197 recruits with an annual accession goal of 26,877. The ANG and AFR anticipate missing their 2023 mission requirements by ~4,600 and ~3,600, respectively. In FY22, Air Force Recruiting Service met the active-duty accession goal of 26,151 with just over 2,000 in carryover enlistments, a considerable deficit of the ~5,000 desired carryover in our qualified recruiting bank. Recruiting Service needs to meet the annual accession goal of ~27,000 and recruit ~8,100 additional members to recover from the current deficit.

The eligible recruitment pool is increasingly disconnected and unfamiliar with today's military, resulting in a much lower propensity to serve. Today, 50% of youth have never considered serving in the Armed Forces. Additionally, only 23% of 17 to 24-year-old men and women in the United States are eligible to serve in the military without a waiver, and only one in 11 have the propensity to serve.

The Air Force is keenly aware of our recruiting challenges. We are pulling all available levers: growing enlistment incentives, increasing public affairs and marketing campaigns, expanding diversity and inclusion efforts, and making quality of life and service enhancements. The Secretary of the Air Force directed the Vice Chief of Staff to lead a team to identify and remove barriers to service. Additionally, the team is chartered to develop accession per policies to increase the qualified pool of applicants without decreasing our high standards. The team has revised our tattoo policy to allow for

small hand and neck tattoos, modified our body fat accession policy, and promoted citizenship for lawful permanent residents at Basic Training. Additionally, we reinstated the Enlisted College Loan Repayment Program and are reevaluating driver's license requirements for specific career fields.

We continue to strengthen diversity recruiting efforts with ongoing Total Force marketing improvements focused on underrepresented female, Hispanic, Asian/Pacific Islander, and American Indian/Native Alaskan populations. We are also focusing on academic institutions, affinity-based professional organizations, and untapped geographic regions. Our General Officers are heavily engaged in recruiting efforts, supporting community and event engagement through the 'GO Inspire' initiative, partnerships with industry and external organizations to reach diverse STEM-minded personnel.

The Air Force continues to attract, recruit, and engage eligible candidates from diverse backgrounds for military aviation through the Air Force ROTC "You Can Fly," AIM High Flight Academy, the Rise Above Aviation Mentorship platform, and Civil Air Patrol programs. We are also focusing efforts on K-12 youth programs with the intent to inspire youth in underrepresented groups to pursue STEM and aviation careers. Our national marketing strategy includes outreach through streaming services. We continue to expand "Inspire Operations," a program pairing high school students and strategic partners nationwide involved in youth aviation and STEM, with pathways to aviation through accession sources such as USAFA and Air Force ROTC, OTS, and Civilian Service.

Additionally, the Air Force leverages predictive tests to ensure that applicants are compatible to serve in certain Air Force Specialty Codes (AFSCs), with Cryptologic Language Analysts as the latest career field to implement a model. The assessments include the risk of disciplinary and counterproductive workplace behaviors that might harm well-being, morale, and mission effectiveness. We administer the Tailored Adaptive Personality Assessment System to all recruits, identifying and measuring an applicant's suitability and adjustment potential for life in the military. This assessment also provides data for ongoing research and development to improve utility.

The Air Force continues to see the benefits of the Air Force Work Interest Navigator (AF-WIN) Survey tool, designed to match enlisted recruits with Air Force career fields based on individual interests. AF-WIN is a web-based tool presenting a series of questions to recruits on functional communities, job contexts, and work activities. It uses an algorithm to create customized career fit reports on more than 135 enlisted Air Force careers, tailored to the recruit's interests. Recruiters use the survey results with their recruits to enhance job counseling and provide comprehensive information on specific career paths to improve job satisfaction and retention efforts.

The Air Force Personnel Center's Develop, Redistribute, Improve, Vault Expose (DRIVE) Program continues to leverage the skillsets of medically disqualified Active Duty, Guard, and Reserve Accession Program candidates (those attending BMT, Tech School, USAFA, College AFROTCs, etc.), to enter the Department of the Air Force's Civil Service. We've placed 28 candidates and another 12 are working through the civil service hiring process in diverse career fields such as civil engineering, public affairs, and cyber security.

According to the U.S. Census Bureau, there will be no single demographic majority by 2045. We must

draw from the best and brightest talent across our nation to recruit, develop and retain a force of diverse backgrounds, experience, and skillsets. Innovation thrives when Airmen and Guardians are valued and can fully contribute to their organizations. Valued individuals take more responsibility, contribute exponentially, and apply moral courage to lead when faced with complex national security challenges.

RETENTION

Recruiting remains a top priority for the Air Force, and equally critical is the importance of retaining our lethal and ready force. The Air Force experienced unprecedented high retention rates in 2022. However, that is now normalizing, and some areas are experiencing retention challenges.

The Air Force offers targeted monetary incentives to address retention challenges. We have programmed \$179M for the FY23 Selective Retention Bonus Program to target critical capabilities in the enlisted Air Force Specialty Codes with low manning percentages, low retention, and high training costs such as special warfare, aircraft maintenance, cyber and intelligence, surveillance, and reconnaissance.

We use the Aviation Bonus as a strategic talent management tool, tailored annually, and specifically designed to retain the proper number of experienced aviators to maintain the readiness and lethality of the force. The flexibility of the bonus allows the Air Force to annually consider career field health stressors, such as aggressive airline hiring movements, economic recovery, projected Field Grade Officer (FGO) shortages in FY25, aircraft onboarding and divestitures, major aircraft upgrades, Company Grade Officer and FGO manning imbalances, and absorption challenges brought on by increased pilot production. The FY23 program, with a budget of \$238M, will focus on manned pilots and our most experienced aviators, and offers both short-term (defined as 3 years minimum) and long-term (defined as 5 years or more) contract options and incentivizes long-term contracts with increased annual amounts and larger lump-sum payments in the longer-term contract categories.

Incentive programs are modified annually to shape the rated force while practicing thoughtful and deliberate fiscal responsibility. Data garnered from the Rated Pilot Demonstration will inform our ability to forecast needs and remain deliberate in our offerings.

FORCE MANAGEMENT

As anticipated, Air Force retention is declining from the historic highs experienced during the pandemic and is normalizing to pre-pandemic levels. We continue to focus on balancing retention while sustaining the force over time, in order to access and promote the talent we need year after year. We continue to remain responsive knowing we must preserve our ability to recruit new, and retain, existing talent as we focus on the Air Force of 2030 and beyond.

FAMILY CARE

While we recruit individual Airmen, we retain families. The DAF is focused on designing solutions for our military families, to include child and youth program capacity improvements, military spouse support, and family stability in line with the Department of Defense's priority of "Taking Care of People."

While the Air Force offers deliberate monetary incentives to alleviate retention challenges, these incentives are only one small piece of our overall retention portfolio. Many retention efforts are non-

monetary and focus on improving quality of life, quality of service, and mitigating operational tempo. Non-monetary incentives include programs such as declination of Professional Military Education without retribution; advancing inter-state compacts for reciprocal spouse re-licensure/certification requirements due to Permanent Change of Station (PCS); Pregnancy, Childbirth, and Caregiver Separation provisions and the Career Intermission Program, which allows members a one-time, temporary transition from active duty to the Individual Ready Reserve to meet personal or professional needs.

In January, we announced the expanded Military Parental Leave program, which eliminated Caregiver leave designations and authorized 12 weeks of parental leave for all service members after a child's birth, adoption, or long-term foster placement. This critical provision provides added flexibility for Airmen to remain on active duty and provides both parents the necessary time to find career and family balance before returning to duty. Additionally, to provide further support during the process, the DAF offers the option for members to use MyVector, a creative and innovative online mentoring system available for new parents, to find mentors who can provide support and guidance as they navigate service and family.

EXCEPTIONAL FAMILY MEMBER PROGRAM

The DAF continues to advance our Exceptional Family Member Program (EFMP), helping the 55,000 family members and 36,000 total force members enrolled. We are approximately 70% complete in our multi-year transformation efforts including centralization, process improvement, significant automation efforts, streamlined requirements, reduced timelines, and increased access to information and services for our families.

The centralization of EFMP co-located multi-disciplinary resources generated efficiencies, improved process transparency, and reduced family member appointment and paperwork requirements by 90 percent, improving the travel screening process by an average of 14 days. We've also modernized the intuitive online application process. Further, we've partnered with the Army and share the same Case Management System Platform, a key element to meet statutory standardization requirements across the Services.

We appreciate your assistance to increase our EFMP workforce. The DAF enhanced the program and added 54 new EFMP-Family Support positions to support our largest EFMP populations. Additionally, the EFMP workforce collaborates with the Defense Health Agency and help Air Force Surgeon General to ensure the availability of medical resources for our special needs families and provide adequate manning at Military Treatment Facilities. Further, installation legal assistance attorneys can represent our EFMP families at Individualized Education Program and similar meetings with school administrators.

The DAF continues to partner with the DOD Office of Special Needs to implement standardization efforts and respite care services efforts by the end of fiscal year 2024.

CHILD AND YOUTH PROGRAMS

Available, affordable, quality childcare programs support families, enable our servicemembers to focus on the mission, and are both a readiness and retention focus area. In 2022, the DAF provided childcare for over 48,100 children at installation child development programs. However, at some installations, the

local demand for this type of care exceeds program capacity. Our Family Child Care home network offers additional care solutions to this critical issue. In addition, community-based fee assistance supports families waiting for on-base care, or for those who do not reside near an installation. In FY22, the Military Child Care in Your Neighborhood (MCCYN) program served 6,299 children with \$22.9M in fee assistance.

The DAF addresses the availability and delivery of Child and Youth Programs (CYP) with targeted efforts to maximize available childcare options, expand childcare capacity, increase DAF childcare program awareness, and leverage customer feedback to determine needs as outlined in the DAF 2021 Child Care Strategic Plan. The plan was updated in 2023 to further address staffing challenges and improve communications and marketing strategies with our Airmen, Guardians, and families.

Pandemic challenges (such as local health conditions, staff availability, and social distancing guidelines) illustrated that we must develop innovative ways to expand capacity and improve access to childcare for Airmen and Guardians while continuing to advocate for resources to fund childcare facility requirements.

While the DAF is exploring every effort to reduce the unmet demand and provide childcare to those who need it, it is important to note that we define unmet demand as requests for on-base childcare, either an on-base Child Development Center or DAF certified Family Child Care home. As of March 2023, 4,971 children five years of age and under had an unmet on-base childcare need with more than half of these children located at ten of 74 installations. The average wait time was 134 days.

Many of the 4,971 have alternative childcare in use while waiting for on-base care, to include those matched through DAF subsidized care through the Military Child Care in Your Neighborhood (MCCYN) fee assistance program. Although the unmet demand of 4,971 does not imply all these children do not have childcare, these temporary or alternate care solutions may not be viable long-term options for parents and we will continue to pursue multiple strategies to support our Air and Space families.

Last year, the DAF implemented the online Child and Youth Programs Business Management System to improve program operations, facilitate communication between the program and parents, and create a seamless and paperless registration process for families. This new system allows the DAF access to real-time data needed to identify critical childcare space requirements, improve wait list monitoring, and establish improved enterprise decisions on child and youth program resourcing more effectively.

To increase childcare options and spaces, we developed targeted recruitment and retention incentives for Family Child Care providers at 68 installations. Although the pandemic challenged our ability to increase the number of Family Child Care homes, the DAF deployed targeted efforts to recruit and retain FCC providers through various incentives, resulting in 381 certified homes in FY22. These homes support hourly and full-time care, non-traditional childcare, and other specialized care for our Air and Space families. Additionally, we offered a robust Recruitment, Retention, and Special Employee Recognition Program for non-appropriated Child and Youth Program staff members at all installations, which will continue in 2023. The DAF also implemented a 100% childcare fee discount for the first child of Direct Care Staff and a 25% discount for additional children and the children of all other CYP staff.

Five of our top DAF child development center military construction projects – Sheppard Air Force Base, Texas; Joint Base San Antonio-Lackland, Texas; Joint Base San Antonio-Fort Sam Houston, Texas; Wright Patterson Air Force Base, Ohio; and Royal Air Force Lakenheath, United Kingdom were authorized and approved in FY22. In addition, child development centers at Joint Base San Antonio-Randolph, Texas, Scott Air Force Base, Illinois, and Wright Patterson Air Force Base, Ohio, were approved in FY23.

The DAF dedicates appropriations for child development center planning and design to military construction projects to address facility shortfalls. The Department issued planning and design funds for child development centers at Hanscom Air Force Base, Massachusetts; Luke Air Force Base, Arizona; Barksdale Air Force Base, Louisiana; and Mountain Home Air Force Base, Idaho.

Seven minor construction expansion projects to increase capacity through the addition of classrooms or alteration of existing space are currently in planning, with execution projected for Fiscal Years 2023 and 2024. The seven addition/alteration projects will enhance child development centers at Joint Base San Antonio-Lackland, Texas; Joint Base Charleston, South Carolina; Minot Air Force Base, North Dakota; Whiteman Air Force Base, Missouri; Laughlin Air Force Base, Texas; Vandenberg Space Force Base, California, and Peterson Space Force Base, Colorado.

SPOUSE EMPLOYMENT

Spouse employment is a critical element to family resilience, financial readiness, quality of life, retention, and mission success. PCS moves may negatively impact a military spouse's ability to achieve career goals and aspirations, often leading to reduced employment opportunities or underemployment. Military & Family Readiness Centers (M&FRC) serve as a connector to the extensive DAF and DOD resources available to assist with spouse employment. In 2022, M&FRCs partnered with the Air Force Aid Society to provide cost-free career training to 538 DAF spouses for a total of \$350K.

The DAF uses the results from the "Supporting our Military Families" initiative to assess each state's efforts to support military spouse licensure portability and connects military quality-of-life factors to the strategic basing process. This initiative takes a holistic look at individual state licensing efforts and provides the ability for our spouses to quickly resume their professional career; either through expedited licensing, a "universal acceptance approach," or interstate compacts. Results are continually positive as many states identify ways to remove barriers and offer easier portability for military spouses.

Additionally, thank you for your support in passing the Military Spouse Licensing Relief Act, as part of the Veterans Auto and Education Improvement Act of 2022, which the President signed on January 5 of this year. We are optimistic that this will provide spouses needed relief when transferring occupational licenses between states and encourage states to quickly take necessary steps to implement the spirit and intent of the law to improve career portability for military spouses. The DAF continues to reimburse up to \$1,000 for re-licensing/re-certification costs because of a Permanent Change of Station move for spouses of military members and we look forward to informing spouses and family members of the FY23 NDAA allowance to reimburse spouses for small business costs.

The DAF uses several approaches to recruit and appoint military spouses. The non-competitive military

spouse appointment authority allowed us to place 767 spouses in FY22. Additionally, the DOD Military Spouse Preference program provides federal employment hiring preference for spouses relocating due to a military member's PCS move. Spouses exercise their preference by applying for job vacancy announcements of their choosing and spouses who are considered best qualified may be appointed to a federal position over non-military spouse candidates. Employment may be permanent, temporary, or term limited. In 2022, the DAF employed 333 military spouses through this program. The DOD and DAF issued policy guidance in October 2022, implementing Section 625 of the FY2022 NDAA, Pilot Program on Direct Hire Authority for Spouses of Members of the Uniformed Services at Locations Outside the United States. This pilot is to assist military spouses with federal employment at OCONUS locations using a Direct Hire Authority (DHA) for appropriated fund positions. The pilot will run through the end of 2026. As of 28 February, 2023, One military spouse has been employed and we expect many more spouses will benefit through the pilot.

Lastly, we are supporting the recently launched Military Spouse Career Accelerator Pilot program, which provides active, National Guard, and reserve spouses with a 12-week paid fellowship program to expand employment opportunities and connect employers with this diverse, highly skilled, and educated workforce.

COMPENSATION AND ECONOMIC INSECURITY

We appreciate your support through the FY23 NDAA Basic Pay, Basic Allowance for Housing, and Subsistence increases. These pay raises provide much-needed relief to Airmen, Guardians, and their families, who are managing increased cost-of-living and inflation expense challenges.

Additionally, the DAF implemented the FY22 NDAA Basic Needs Allowance. This provides supplemental income for military members and dependents whose gross household income falls below 130% of federal poverty guidelines. The allowance ends when members' income rises above that cap.

Food insecurity has many contributing factors, including finding spouse employment, frequently changing geographic locations, growing families, unexpected expenses, and rising cost of living. No single solution can address all situations, which is why we provide multiple solutions to aid DAF service members and families. Through our command teams, First Sergeant network and Military & Family Readiness Centers (M&FRCs), we connect those who are affected with available resources, including financial readiness counseling and spouse employment support. Additionally, servicemembers are offered referrals to relief programs such as the USDA's Supplemental Nutrition Assistance Program (SNAP), the Federal Subsistence Supplemental Allowance program (for members overseas where SNAP benefits are unavailable), and the AF Aid Society (which has expanded the availability of food security-related grants and loans).

Taking care of our people is a top priority for the Department. We acknowledge that compensation is a key factor in recruiting an all-volunteer force as well as a method to retain top talent, and we look forward to deeper dialogue on this issue to ensure that we implement the tools necessary to care for the needs of our Airmen and their families.

MAINTAINING A CULTURE OF CARE

Our Airmen, Guardians, and families are our most significant competitive advantage. The DAF is focused on providing the absolute best care for our Air and Space Forces and their families, caregivers, and survivors while taking necessary steps to create an inclusive environment in which all can reach their full potential. The Air Force provides much of the member and family support for the overall Department, allowing the Space Force to remain operationally focused.

COMBATTING SEXUAL ASSAULT & SEXUAL HARASSMENT

The overall DAF strategy to address sexual assault and harassment focuses on prevention, response, and accountability. We must focus on the entire continuum of harm to maintain the ready, diverse, and lethal force necessary to defend our Nation. Despite strong efforts over several years, the DAF recognizes that we have more work to do to detect changes in climate, and to identify individual and environmental factors responsible for creating toxic conditions that degrade our culture of care. Effective change relies on a complex systems approach, implementing and integrating multiple actions at every organizational level to reinforce concrete values-based behavior and accountability practices for problematic behaviors that are inconsistent with our core values and ideals. We remain focused on, and persistent in, identifying and addressing the continuum of harm in the ranks using effective, research-informed prevention strategies to provide a comprehensive support and response system for Airmen and Guardians who are victims of sexual harassment or sexual assault.

Sexual assault reporting across the DAF has steadily increased since 2008. Increased reporting suggests that individuals are electing to seek help and connect to supportive care and services. In addition, increased Unrestricted Reporting enhances DAF's ability to engage in investigations and accountability processes. Between 2008 and 2021, our sexual assault reports increased from 624 to 1,701, with FY21 recording the highest number of reports in the 14-year history of the SAPR program. Several common themes for electing a Restricted Reporting option emerged over the past five fiscal years: the desire to avoid retelling a story; concern that reporting could have negative career impacts; or the thought of not being believed.

The DAF implemented the FY22 and FY23 NDAA requirements to establish an independent Office of Special Trial Counsel (OSTC) to oversee the investigation and prosecution of sexual assault and other victim-based offenses. We have established the organizational structure, and allocated personnel and resources, to meet full operational capacity by December 27, 2023, exactly two years from the enactment of the FY22 NDAA. Additionally, we are actively engaged increasing OSTC operating capacity to 82 personnel through FY27 to support an estimated 12% annual increase in caseload. We are on track to fulfill all first-year Congressional OSTC program stand-up reporting requirements. Additionally, the DAF is partnering with OSD to maximize the overlap of Independent Review Commission implementation and NDAA provisions to address sexual harassment by actively using the new Article 134, Uniformed Code of Military Justice, offense in investigations and prosecutions of sexual harassment and educating the force on its punitive nature.

Moreover, we are developing a dedicated sexual harassment investigation function to enable effective, independent investigations in accordance with the NDAA and IRC requirements. Additionally, we updated our military leave program to provide non-chargeable time off to victims of sexual assault to

assist with their recovery. Finally, we continue to train and educate commanders and update policies to enhance victim notification, consultation, and input during the military justice process.

The DAF is committed to strengthening the full-time response workforce structure. We've increased the number of our full-time victim advocates by 125% to strengthen the full-time response workforce structure to ensure critical support and experienced advocates to provide continuity of care; 197 Sexual Assault Prevention and Response (SAPR) Victim Advocate (VA) billets were added. To eliminate perception of commander bias or influence, the DAF is developing an independent reporting structure to align supervision and oversight to SAPR subject-matter experts and ensure that full-time personnel have the knowledge, expertise, and skills necessary to provide high-quality and competent responses. This also promotes best practices in trauma-informed victim advocacy, while maintaining direct access to, and operational support from, Commanders.

The DAF developed a Spectrum of Resilience to encourage help-seeking behavior before incidents/situations occur or worsen. The Spectrum of Resilience starts with the resilience skills we use to take care of ourselves—to strengthen the mental, physical, social, and spiritual domains that comprise Comprehensive Airmen Fitness. From there, the Spectrum expands to include supportive opportunities and resources available to us all—family and friends, peers and support groups, front-line leaders, and Chaplains, as well as clinical or medical health services when needed. The Spectrum of Resilience serves as a reminder that we don't have to go it alone and should engage support resources early to strengthen our ability to cope with stressors.

Although many DAF agencies provide resiliency services, offerings are often disconnected, which impedes help-seeker access to the continuum of care needed. In response to IRC recommendations and to streamline access to these critical services, DAF brought all 32 agencies together by formalizing a "No Wrong Door" concept and released a "Connect to Care" policy, guidance, and training to operationalize a person-centered approach to ensure that individuals seeking assistance are immediately referred to the appropriate service by way of a real time, face-to-face referral. "Connect to Care" training and implementation guidance was delivered to service providers and leaders at all levels (medical and non-medical) in 2022. "Connect to Care" is expected to be fully functional across the DAF in 2023.

Further, the DAF launched a pilot program to examine the results of the co-location of providers supporting Victims/Survivors of sexual assault, sexual harassment, domestic violence, stalking, and cyber harassment. The DAF collaboratively designed and launched the Integrated Response Co-location Pilot, centralizing SARC, SAPR VA supporting sexual harassment advocacy, Domestic Abuse Victim Advocate (DAVA), Victim's Counsel (VC), and Religious Support Teams (RST) support. The pilot is operational for six months at 6 installations while retaining traditionally separated providers at another 7 control site installations. The DAF selected sites using a range of criteria, including a mix of Air Force and Space Force installations, higher headquarters interest, location (overseas, remote, and within the United States), installation size, capacity to co-locate, the prevalence of sexual assault, and various support abilities. The co-location design targeted decreasing barriers, improving access to services, and positive outcomes for help-seeking individuals and support providers with enhanced collaboration and cross-training. Initial findings suggest increased use of services at pilot installations between August 2022 and the end of January 2023. Response advocates report a 22% increase in collaboration,

coordination, consistency, awareness, and access since the start of the pilot (measured through surveys and installation situational reports). In addition, the average monthly rate of initial sexual assault reports increased from 2.6 to 4.4 per 10,000. Data shows co-location is the most likely and compelling explanation for this difference. The pilot team uses stakeholder feedback and lessons learned to inform guidance and support necessary to enable the potential DAF-wide rollout of co-location.

Our prevention framework includes identifying risks and protective factors for our population, addressing negative attitudes and beliefs that can lead to an environment that tolerates unethical behavior, designing actions to mitigate key sexual assault risk factors while promoting protective factors, and designing ways to equip leaders at all levels to foster protective factors and reduce risk factors, growing bystander intervention skills, and promoting positive unit culture to eradicate sexual assault. In addition, we believe that effective training can reduce violence and harm while recognizing that inadequate training can be unhelpful and counterproductive and can lead to training fatigue.

As part of the DAF's ongoing prevention efforts and IRC recommendations, across the Future Years Defense Program, we are adding 324 dedicated prevention personnel who are focused on support and activities to prevent all forms of interpersonal and self-directed violence, address local risk factors, and enhance protective factors of our Airmen and Guardians. In addition, the DAF is moving towards proficiency-based targeted training designed to provide appropriate content while recognizing an individual's knowledge and skills to build on existing competencies. For example, the Sexual Communication and Consent training targets accessions and addresses attitudes and beliefs, and is followed by Wingman Intervention Training, which develops bystander interventions and leadership skills to promote a healthy culture and climate.

In support of our ongoing Prevention Workforce enhancement efforts, we recently held a 3-day virtual summit connecting more than 250 prevention personnel, DAF senior leaders, and subject-matter experts. The summit offered an opportunity for current and new workforce members to forge connections and receive information and resources specific to prevention roles. Participants left the summit with a reinforced understanding of the enhanced Prevention Workforce purpose, goals, changes, policies, and impacts.

Our Air Force Academy sexual assault reporting was consistent from academic year (AY) 2016-2017 to 2017-2018, with 23 reports each year involving actively enrolled cadets as either the victim or the subject. Sexual assault reports at the Academy continued to increase; 40 in AY 2018-2019; 41 in AY 2019-2020; 55 in AY 2020-2021; 57 AY 2021-2022. We have implemented several programs and policies to reduce barriers and encourage seeking support; the "Teal Ropes" Cadet liaison program and the "Safe to Report" policy. Additionally, like an expedited transfer policy for military members, the Military Service Academies (MSA), including ROTC, have also been executing an interim transfer policy as directed by the FY2020 NDAA. USAFA is also expanding and professionalizing prevention and response positions and sunsetting volunteer victim advocates in AY 2024-2025 as required by the IRC.

The AY 2021-2022 Sexual Harassment & Violence (MSA) report shows that the rates of prevalence of Unwanted Sexual Contact (USC) increased from 2018 to 2022; 15.34% to 22.3% for women and 1.8% to 4.3% for men. Although individual program metrics indicate positive outcomes, holistically our current

programs are not driving prevalence down. The Academy is doubling the Prevention and Response workforce from 12 to 24 employees. This increase will improve data-driven prevention, evaluation, and outcomes. An Academy Superintendent-directed review of current programs, leveraging input from cadets, subject-matter experts, alumni, permanent party, and leadership is on-going. This review will evaluate the prevention activities to ensure that we are providing a targeted approach aimed at reducing risk factors and increasing protective factors and we anticipate a plan of action in the near term.

SUICIDE PREVENTION

In 2021, the DOD Active Component suicide rate was 24.3 per 100K; the DAF Active Component suicide rate was 15.3 per 100K. Using a firearm continues to be the most common method of suicide. After controlling for differences in age and sex, the Active Component (22.8 per 100K) and National Guard (23.7 per 100K) suicide rates are comparable to U.S. population rates, while the Reserve rate (18.8) is lower. In years since 2011, suicide rates for the Active Component, Reserve, and Air National Guard were similar to the U.S. population after accounting for age and sex differences. The adjusted suicide rate for Active Component DAF personnel in 2021 was 13.9 per 100K, lower than the historical U.S. rate for a comparable demographic pool. The largest demographic subset of 2021 DAF suicides consisted of single enlisted men, under the age of 30, in the rank of E1-E4, who die by suicide using a firearm. Data through quarter three of 2022 show the DAF Active Component suicide death trends regressed to reflect the average of the previous 5 years and are now roughly consistent with pre-2019 levels as published by the Defense Suicide Prevention Office. We anticipate that the 2022 DOD Annual Suicide Report will be available in September 2023 and will provide a more thorough analysis of 2022 suicide trends.

Male Airmen and Guardians are 3.3 times more at risk of dying by suicide compared to female Airmen and Guardians. In addition, Airmen and Guardians 30 years or younger are at an increased risk of suicide than those over 30. After considering gender and age, suicide risk does not significantly differ by AFSC. The AFSCs with the highest number of suicide deaths generally are the largest AFSCs and are disproportionately filled with young men. Over 60% of the Airmen who died by suicide in the DAF had access to some form of lethal means in their household. However, data from 2021 reveal that less than 15% of these members safely stored their firearms in a manner consistent with the “Go SLO” (in Safes, with Locks, or Outside the home) recommendations provided by the DAF lethal means safety effort – Time-Based Prevention. The Time-Based Prevention initiative helps eliminate the hazard of firearms and other lethal means being readily accessible when an Airman or Guardian is distressed. However, continued work is required and Time-Based-Prevention remains a DAF suicide prevention priority.

To enhance our Time-Based Prevention efforts, we established a central contract in 2022 to expedite the purchase of gun locks, distributing over 202,000 locks, safe storage educational and training materials, and firearm retailer tool kits. Additionally, in March 2022, the DAF launched a comprehensive implementation and evaluation plan for lethal means safety. Continued implementation, expansion, and leadership support for the “Go SLO” campaign will build a culture in which safe storage is commonplace, accelerating our efforts to save lives by reducing immediate access to firearms for those in distress, as well as preventing firearm-related accidental injuries and deaths among our Air Force and Space Force families.

Due to the heightened risk for distress and suicide associated with being under investigation for alleged crimes under the Uniformed Code of Military Justice, the DAF retained the Limited Privilege Suicide Prevention Program and the Investigative Interview Warm Hand-Off policies. Last year alone, 18% of Airmen and Guardians who died by suicide were facing legal and administrative problems at the time of their death. With the transition to Defense Health Agency, both policies were at risk of being dissolved. The DAF is the only service to retain these policies and remains steadfast to ensure that Airmen and Guardians under investigation can speak confidentially with mental health providers and receive the necessary care to enable them to effectively handle the stress of the legal process, as well as to mitigate the possibility of perceiving their potential prosecution as a barrier to accessing the care they need.

The DAF commissioned a first-of-its-kind suicide analysis board (SAB) in 2022. In partnership with suicide researchers at the Uniformed Services University of the Health Sciences (USUHS), the DAF looks to enhance our practices by systematically analyzing factors, identifying aggregated findings and lessons, and delivering generalizable and actionable recommendations to reduce suicide. Researchers draw information from four sources, including personnel records, investigation reports, medical records, and Department of Defense Suicide Event Reports (DoDSER), collecting over 1,000 data points for each suicide decedent. USUHS researchers piloted the SAB process this past year on 117 suicide deaths from 2020. We anticipate their final report this spring and are prepared to implement its recommendations. Moving forward, we intend to examine all suicide deaths from 2018 – 2021 and each year after as we strive toward zero deaths by suicide.

To combat suicide trends, the DAF established prevention priorities for 2022 in alignment with the White House Strategy for reducing Military and Veteran Suicides. These priorities build on prevention strategies tied to the Centers for Disease Control and Prevention: Building Connections, Detecting Risk, Promoting Protective Environments, and Equipping our Airmen and Families to mitigate risk and build resilience.

In late February, the Suicide Prevention & Response Independent Review Committee (SPRIRC) released its report, which offered 127 recommendations focusing on stressors affecting quality of life and suicide prevention enhancements within the DOD. The DOD Suicide Prevention Implementation Working Group (SPIWG) is developing an implementation plan based on those recommendations for approval by the Secretary of Defense by mid- May 2023. The DAF stands ready to immediately begin implementation of numerous SPRIRC recommendations upon conclusion of the SPIWG.

CONCLUSION

We are the employer of choice because of our mission, our dedication to serve and protect the freedoms of the United States. We continue to have an unbeatable value proposition to offer opportunity, community, and purpose to willing Americans. We look forward to our continued partnership and appreciate your advocacy of the Department of the Air Force — those in uniform, our civilian professionals, and the families, caregivers, and survivors who support them.

Lieutenant General Caroline M. Miller

Lt. Gen. Caroline Miller is the Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Virginia. Lt. Gen. Miller serves as the senior Air Force officer responsible for comprehensive plans and policies covering all life cycles of military and civilian personnel management, which includes military and civilian end strength management, education and training, compensation, resource allocation, and the worldwide U.S. Air Force services program.

Lt. Gen. Miller commissioned from Officer Training School at Maxwell Air Force Base, Alabama, in 1994. She has held several command and staff positions at the base, major command, Air Staff and Joint levels. Her command tours include the 1st Mission Support Squadron, 1st Force Support Squadron, 379th Expeditionary Mission Support Group and 633rd Air Base Wing.

Prior to her current position, Lt. Gen. Miller served as the Commander of the 502nd Air Base Wing at Joint Base San Antonio, Texas.

EDUCATION

1990 Bachelor of Arts, Psychology, University of the Pacific, Stockton, Calif.
 1992 Master of Arts, Experimental Psychology, American University, Washington, D.C.
 1999 Squadron Officer School, Maxwell Air Force Base, Ala.
 2002 Master of Arts, Organizational Management, The George Washington University, Washington, D.C.
 2006 Air Command and Staff College, Maxwell AFB, Ala., by correspondence
 2007 Master of Arts, National Security and Strategic Studies, Naval Command and Staff College, Newport, R.I.
 2010 Master of Arts, Strategic Studies, Air War College, Maxwell AFB, Ala.

ASSIGNMENTS

June 1994–December 1995, Squadron Section Commander, 3rd Equipment Maintenance Squadron, Elmendorf Air Force Base, Alaska
 December 1995–May 1996, Chief, Personnel Readiness, 3rd Mission Support Squadron, Elmendorf AFB, Alaska
 May 1996–May 1997, Chief, Customer Support, 3rd Mission Support Squadron, Elmendorf AFB, Alaska
 June 1997–May 1999, Executive Support Officer, Headquarters Air Combat Command, Langley AFB, Va.
 May 1999–July 2000, Special Actions Officer, Headquarters Air Combat Command Commander's Action Group, Langley AFB, Va.
 July 2000–May 2002, Student, Air Force Intern Program, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 May 2002–June 2004, Flight Commander, Military Personnel Flight, Headquarters Air Force Office of Special Investigation, Andrews AFB, Md.
 June 2004–September 2005, Executive Officer, Air Force Senior Leader Management Office, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 September 2005–May 2006, Assistant Executive Officer, Office of the Vice Chief of Staff, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 May 2006–June 2007, Student, Naval Command and Staff College, Naval War College, Newport, R.I.
 June 2007–April 2008, Commander, 1st Mission Support Squadron, 1st Fighter Wing, Langley AFB, Va.
 April 2008–July 2009, Commander, 1st Force Support Squadron, 1st Fighter Wing, Langley AFB, Va.
 July 2009–April 2010, Director of Staff, 633rd Air Base Wing, Langley AFB, Va.
 April 2010–May 2011, Student, Air War College, Maxwell AFB, Ala.
 June 2011–June 2012, Executive Officer, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 June 2012–July 2014, Director, Manpower and Personnel, U.S. Strategic Command, Offutt AFB, Neb.
 July 2014–July 2015, Commander, 379th Expeditionary Mission Support Group, 379th Air Expeditionary Wing, Al Udeid Air Base, Qatar

July 2015–June 2017, Commander, 633rd Air Base Wing, Joint Base Langley-Eustis, Va.
 June 2017–June 2019, Chief, Senate Legislative Liaison, Office of the Secretary of the Air Force, the Pentagon, Arlington, Va.
 June 2019–June 2020, Director of Manpower, Organization and Resources, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
 June 2020–May 2022, Commander, 502nd Air Base Wing and Joint Base San Antonio, Texas
 May 2022–present, Deputy Chief of Staff, Manpower, Personnel and Services, Headquarters U.S. Air Force, The Pentagon, Arlington, Va.

SUMMARY OF JOINT ASSIGNMENTS

1. June 2012–July 2014, Director of Manpower and Personnel, U.S. Strategic Command, Offutt Air Force Base, Neb., as a colonel

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal
 Legion of Merit with two oak leaf clusters
 Meritorious Service Medal with four oak leaf clusters
 Air Force Commendation Medal with oak leaf cluster
 Joint Meritorious Unit Award
 Air Force Outstanding Unit Award with three oak leaf clusters
 Air Force Organizational Excellence Award with oak leaf cluster
 National Defense Service Medal
 Global War on Terrorism Service Medal

EFFECTIVE DATES OF PROMOTION

Second Lieutenant Jan. 21, 1994
 First Lieutenant Jan. 21, 1996
 Captain Jan. 21, 1998
 Major April 1, 2004
 Lieutenant Colonel June 1, 2008
 Colonel Oct. 1, 2013
 Brigadier General July 3, 2019
 Lieutenant General May 26, 2022

(Current as of June 2022)

NOT PUBLIC UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE

**STATEMENT
OF
LIEUTENANT GENERAL JAMES F. GLYNN
DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS
UNITED STATES MARINE CORPS
BEFORE THE
SUBCOMMITTEE ON PERSONNEL
OF THE
HOUSE ARMED SERVICES COMMITTEE
CONCERNING
PERSONNEL POSTURE
ON
29 MARCH 2023**

NOT PUBLIC UNTIL RELEASED BY THE
HOUSE ARMED SERVICES COMMITTEE

INTRODUCTION

Chairman Banks, Ranking Member Kim, and distinguished Members of the Subcommittee, it is my privilege to appear before you today to provide testimony on Marine Corps personnel.

RECRUITING

The significance of Marine Corps recruiting efforts is highlighted by the fact that all - officer, enlisted, regular, reserve, and prior service - fall under the Marine Corps Recruiting Command (MCRC), the Commanding General of which reports directly to the Commandant of the Marine Corps. The relationship with Manpower and Reserve Affairs (M&RA), however, is close and collaborative, evidenced by our presence in the same facility.

The officer and prior service recruiting missions for the Marine Corps continue to be successful; however, the Marine Corps is facing enlisted recruiting challenges that have been highlighted previously. As we approach the 50th anniversary of the All-Volunteer Force, we are reminded that it is more accurately an "All-Recruited Force." Service to our Nation and the military remains a desirable pathway to greater opportunities – both in and out of uniform – but it is apparent that this is no longer widely understood and appreciated by our Nation's youth. We must collectively ensure the health of our All-Volunteer Force and the strategic advantage it provides –talent, capability, and war-fighting excellence. The Commandant of the Marine Corps (CMC) remains committed to providing necessary resources and the highest-caliber Marine recruiters to achieve the accession mission while sustaining quality and standards. This is the bedrock of successful Marine Corps recruiting. We have increased funding for recruiting and surged our recruiting force. We continue to have recruiters assigned to every zip code in the Nation and are opening new recruiting stations nationwide.

The good news is that our officer recruiting remains strong. By every metric, including diversity, the quantity and quality of officer candidates is exceptional. Our non-prior service enlisted mission challenges remain. These are exacerbated by our historically low start pool of 29%, which is almost half of our traditional target of 53%. While we continue to make the shipping mission, the contracting power has yet to rebuild momentum and grow the start pool for FY24. The Marine Corps elected to reduce its planned active component end-strength in order to set conditions, maintain quality, and minimize most direct shipping requirements to enable the recruiting force to build the foundational programs, which were negatively impacted for two years due to COVID restrictions and an inability to access people in their communities.

What We Are Doing to Address the Challenge

Sustaining Quality. The quality of your enlisted Marines remains exceptionally high, and we will never sacrifice this quality. The Department of Defense (DOD) requires 90% of enlistees to have a high school diploma or equivalent (Education Tier 1) and 60% of enlistees to score in the Mental Groups I-III A (mental aptitude). Thus far this year, the Marine Corps achieved 98% for Education Tier 1 and over 65% for Mental Group I-III A. We continue to reach out to all our Nation's youth to find tomorrow's Marines, and vital to this success is assigning our best Marines to recruiting duty. Our recruiters closely reflect the face of the Nation, which is a testament to our intentional efforts to recruit a diverse force. Approximately 47% of our recruiters represent a minority demographic, well above our Nation's demographics. We connect with all communities by assigning Marines to cover every zip code in our Nation and we are constantly striving to reach all qualified youth and their influencers – from the most

rural small towns to the largest cities.

Continuum of Training. Training is MCRC's top priority. In the near term, we are modernizing MCRC's curriculum and updating its foundational training courses. These courses set and maintain essential recruiting skills and provide our Marines with the most current, relevant, and effective training to ensure that they are prepared for their assigned roles and responsibilities.

Expanding Markets. This approach continues to benefit recruiting efforts across the board. Over the past decade, racially/ethnically diverse enlisted accessions increased from 33% to 52%, and the same category of officer accessions more than doubled from 16% to 35%. Though impacted by COVID in FY20 and 21, enlisted female accessions remain steady at 9%, and female officer accessions have nearly doubled to 15%.

Adapting Advertising. The Marine Corps advertising program is essential to building awareness among high-quality, diverse populations that are increasingly disconnected from military service. A strong advertising program enables our recruiting command to modernize communication while attracting and engaging the highest-quality accession cohorts. Advertising funds repay many times over, as they produce lower first-term attrition, higher quality Marines, and increased readiness. In many cases, however, an increasingly fragmented media environment and media inflation rates approaching 20% have made maintaining program success exceptionally difficult. Robust and sustained advertising funding is essential, now more than ever.

Where We Need Assistance

National Dialogue on Service. Those who have served in uniform depart our ranks with professionalism, maturity, leadership, and skills that translate well into the civilian workforce. Our veterans serve ably in industries, commercial sectors, and government across our Nation, bringing enhanced leadership and an exceptional work ethos back to their communities. However, messaging about service to our country competes within a crowded and fragmented media environment – which often offers a different story. We must challenge the misconceptions about military service. For example, surveys show that perceived physical risks associated with military service lead youth to view military service as “plan B” rather than an aspiration. Fifty-seven percent of youth polled believe that service members will have some form of psychological or emotional problem upon exiting service, and almost half think that they will have a physical injury or difficulty readjusting to everyday life. We must converge at the highest levels to inform young men and women, and their parents and influencers, about the value of honorable service in uniform and not solely rely on service messaging.

Modernization of our Advertising Tools. We appreciate the new pilot program authority from Congress in the FY23 National Defense Authorization Act (NDAA) that allows us to update and improve how we advertise. We have plans to leverage this new authority and are coordinating with DOD to optimize our advertising and media presence.

Access to High Schools. We also thank Congress for its continued support for recruiter access to high schools, community colleges, and student directory lists. This access remains critical to recruiting high-quality applicants. Without it, our recruiters would lose the most

efficient and productive means of conveying military service opportunities to a diverse audience. Maintaining access to high schools and student directories remains a top priority for ensuring continued success of the 'all-recruited force.'

RETENTION

Marine Corps retention is at an inspiring point in its history. As a result of Force Design 2030 – and before the COVID pandemic hit – we shifted from a “recruit and replace” to an “invest and retain” model with immediate positive results. To be clear, although our recruiting conditions are challenging, once your Marines become Marines, they want to “stay Marine.” We exceeded our retention goals in FY22 and have already done so again in FY23, resulting in a more mature force with enhanced war-fighting capability. Despite these successes, the retention environment is competitive. We continue to have challenges retaining certain communities, like aviation, cyber, and some of our intelligence specialties. These are the same Marines we need to retain due to the significant high up-front investment and the unique capabilities they provide. To retain these highly skilled Marines, we need continued support from Congress – especially this Subcommittee - for the flexible incentives and special pays you have provided in the past. The current and future environment necessitates employment of non-traditional approaches, skillsets, and talent management systems to enable the Marine Corps to prevail and win against peer-competitors, while competing with industry and others to attract and inspire the highest quality of individuals to serve.

Incentives & Special Pays

We continue to use both monetary and non-monetary incentives to retain, match, and assign Marines to billets that are appropriate for their experience and skill, and necessary in support of the Marine Corps 'mission. Incentive pays remain vital to this effort. Selective

Reenlistment Bonuses allow us to shape the career force by targeting critical military occupational specialties and supporting lateral movement of Marines to these billets.

In FY22, we implemented programs as part of the retention campaign designed to encourage reenlistment at the unit level as well as to accelerate growth in specific Military Occupational Specialties (MOSs) that are emphasized in support of Force Design 2030. The Aviation Bonus, for example, assists in retaining aviation expertise, a critical skill that is more cost effective to retain than to produce in the number of skilled and experienced personnel required. Thank you for authorizing the incentives and special pays we use to target specific MOSs, skills, and assignments, including those aimed at retaining those Marines with high demand skills such as cyber.

For FY23, we continue to be proactive in the retention campaign by designing complementary monetary and non-monetary incentive packages – tailored to individual Marines with unique desires and aspirations. Three efforts are noteworthy in this regard. First, we expanded non-monetary incentives—like the duty station incentive—to not only take care of Marines and their families, but also to ensure that Marines are in the right place to best support the Service. Second, we built on the success of efforts like the Early Reenlistment Authority, which provides the opportunity for Marines to reenlist earlier than they traditionally would have. Third, we leveraged the Commandant's Retention Program as one of our latest non-monetary efforts to retain high-performing Marines. These Marines can reenlist through a streamlined process and receive “front-of-the-line” access for assignment preference.

Compensation

Military pay is a critical component of retention. Basic pay and accompanying benefits, such as housing and medical care, are competitive. However, inflation impacts the value of

military pay, as gas, food, and other costs have risen. We appreciate the 4.6% pay raise last year - and the 5.2% increase the Department submitted for this year - and Congress' passage of the Basic Needs Allowance (BNA). However, the sensitivity of Marine and families to economic fluctuations is evidence that pay and compensation is narrowly balanced. We continue to collaborate with the Department of the Navy and the Office of the Secretary of Defense on economic security issues to ensure the well-being of Marines and their families.

With respect to retirement, we remain agile with the Blended Retirement System (BRS) implementation. We have taken action to increase the BRS continuation pay multipliers to support our broader retention objectives. In January 2023, the Marine Corps doubled the continuation pay multiplier for active and reserve Marines. Continuation pay is offered to Marines at 12 years of service and the multiplier increase signals to them that their continued service is valued. We will continue to closely monitor continuation pay and adjust as needed.

Medical Care

In addition to compensation, the other area highlighted by Marines and families as a factor in their career decision is access to high-quality health care. It is a growing perception that access and quality of medical care is eroding, and it has emerged as a factor in decisions to continue to serve in uniform.

TALENT MANAGEMENT 2030

Talent Management 2030 (TM2030) describes a fundamental redesign of our personnel system to maximize the number of fully trained, qualified, experienced, and deployable Marines in the operational forces. The overarching goal is to increase Marine Corps combat capability and sustain our ability to remain the Nation's premier expeditionary force-in-readiness. TM2030

requires that we recruit and retain talent, modernize the assignment process consistent with our war-fighting philosophy, introduce new measures to increase career flexibility, and use modern digital tools, processes, and analytics, with transparency. Throughout this redesign, we remain committed to our time-tested standards and the fact that the title Marine is hard-earned. We honor our commitment as new Marines arrive in operational units expecting meaningful and challenging training and a culture of professionalism, pride, mutual trust, and respect.

Much like the overarching approach to Force Design 2030, TM2030 is a multi-year effort – a service-wide strategic design process that we are executing. Some of our promising talent management initiatives include:

- Commandant's Retention Program offers pre-approved reenlistments to top-performing Marines by streamlining the process and giving priority access to duty station and assignment options. Last year, it resulted in a 72% increase of first-term reenlistment submissions by high-performing Marines with the average reenlistment approval accomplished in 24 to 48 hours, a marked improvement in processing times over previous years.
- Staff Non-Commissioned Officer (SNCO) Promotion Board Realignment realigns promotion boards to better sequence the assignments and reenlistment processes to reduce SNCO billet gaps in the Fleet and condense the processing time of reenlistment packages. The realignment also provides greater predictability for SNCOs and their families while reducing change of stations moves affecting families during the school year.
- Special Duty Assignment (SDA) Volunteer Program expansion allows Marine volunteers to provide duty station preference for volunteer recruiters, drill instructors, and combat instructors. This program increased volunteers by 62%, reducing the number of involuntarily screened Marines by 38%.

Other initiatives in development:

- Improving MOS assignment. We are developing a better, more predictive, data-driven matching tool that will optimally align applicant interest, Primary Military Occupational Specialty (PMOS) skill requirements, and the needs of the Marine Corps. Using this new Marine Corps Occupational Skills Matching (MCOSM) tool for enlisted Marines, we will better align interests and talents with the needs of the Service. Potential applications for MCOSM extend beyond accessions, and we plan

to utilize it to assist in PMOS classifications and career retention. The overarching goal of MCOSM is to align a Marine's interests and skills to leverage their talents to improve performance, increase their satisfaction, and positively influence their retention decision.

- Retention Prediction Network (RPN). We are developing the RPN, a program used to identify potential recruit's likelihood to enlist and continue to serve through their first enlistment and beyond. RPN was a multi-year collaborative effort with Johns Hopkins University's Applied Physics Lab that harnessed vast quantities of manpower data to provide data-informed talent management decisions. The objective is to better recruit individuals with attributes disposed to becoming Marines.
- Talent Marketplace. Our Talent Management Engagement Portal (TMEP) will modernize the current assignments system with a transparent, data-based environment that allows Marines, commands, and the duty assignments professionals to collaborate on the assignments process. At full integration, TMEP is envisioned to utilize advanced analytics supported by artificial intelligence and machine learning elements to enable a market-style assignment system. It will allow for more informed decisions throughout a Marine's career, providing data on factors including billet availability, assignment popularity, family considerations and potential career paths.
- Promotion Opt Out allows officers to opt out of promotion without penalty, and enables them to complete a broadening assignment, advanced education, another assignment of significant value to the Marine Corps, or a career progression requirement delayed by the assignment or education. We implemented this authority in CY22 and will continue to assess program efficacy and measure the impacts on the deliberate development of our leaders.
- Virtual Boards. Our Enlisted Career Retention Boards (ECRBs) ensure the Service retains the very best and most qualified Marines in competitive occupational specialties. These boards consist of voting members from the active-duty force virtually from around the globe. In FY22, we expanded the virtual boards, and further improved the board process with the release of Digital Boardroom 2.0, a cloud-based application that increases the fidelity and accuracy of the information presented to board members.
- Active and Reserve Permeability. We hear repeatedly from Marines and families the desire for career flexibility. We are currently exploring ways to increase permeability between the active and reserve components through a talent management operational planning team. Once we identify some potential improvements, we will work determine if legislative proposals could address this issue.

Our talent management success is dependent on modern technology systems. We have been working toward modernizing our IT portfolio and consolidating older, disparate systems

into a small subset of interoperable, multi-faceted applications that ride on a single IT system hosted in the cloud. Cloud migration allows IT efficiencies and effectively scaled applications, databases, and services across the enterprise to meet emergent requirements in a dynamic environment. As more systems, services, and databases are migrated to cloud-based applications, we will be able to engage in wide ranging optimization and be postured to capitalize on the promise of artificial intelligence and machine learning. These cloud-based, mobile-device accessible tools are the norm in the private sector and the same must be true in the Marine Corps soon. An area of interest and future support is acquisition authority for software development and update. Our vision of cloud-based, application-accessible platforms must move at the “speed of relevance.” Software development and acquisition need to be measured in weeks and months, rather than years. Our goal is to have modern technology with significantly increased capabilities to enable the management of Marines’ careers.

Diversity

To remain the most ready and most lethal force, we continue to capitalize on the knowledge, skills, abilities, performance, and potential of every Marine. Our strategic plan operationalizes Marine Corps efforts to enhance combat effectiveness within our formations by providing framework to align efforts. Since 2009, racially/ethnically diverse enlisted accessions have increased by 41%, and racially/ethnically diverse officer accessions have more than doubled. Over the same period, female officer accessions have also doubled. Women serving in combat arms units are also on the rise, increasing 11% from last year; women in combat arms MOS have increased 26% since last year, including the first female Reconnaissance Marine. Currently, nearly 20% of Brigadier Generals and Brigadier General-selects are females or minorities.

TAKING CARE OF MARINES AND THEIR FAMILIES

Our fighting effectiveness is not just built on unit training; it is also built on trust a maintained with a Marine's support structure at home, and in their communities. Our talented Marines rely on the institution to provide them and their families with stability. To that end, we recognize the importance of Marine and family stability and support as a major line-of-effort for successfully achieving our talent management goals.

Family Support

Permanent Change of Station (PCS) Flexibility. In the past year, CMC's guidance to improve stability for units and reduce the stress placed on our families has been implemented. PCS moves, while essential, are often disruptive to Marines and their families. Since 2016, we have worked to reduce PCS moves by using Permanent Change of Assignment (PCA) orders more often. PCA are local moves where a Marine changes unit, but remains in the same geographic location, thus reducing disruption to operations, personnel, and families. Through TM2030, we seek to further increase PCS flexibility, balancing it with both the needs of the individual Marine's career, their family, and the Service.

Parental Leave. As authorized by the FY22 National Defense Authorization Act, Marines who become parents from a birth event, adoption, placement for adoption, or placement for long-term foster care are authorized 12 weeks of parental leave. The goal of this flexibility is to support new parents and, ultimately, enhance retention.

Childcare. High-quality childcare is one of the many important child and youth programs we offer. It is a readiness priority for the Marine Corps. We currently have waitlists totaling approximately 1,400 children, primarily at Camp Pendleton, Hawaii, Quantico, and Camp

Lejeune/New River. The waitlists are caused by a variety of factors, such as a shortage of qualified workers, a lengthy hiring process and facilities under renovation. An exacerbating factor is that 40 percent of Marine families on a waitlist whom we contact to offer a childcare spot, decline it, and choose instead to remain on the waitlist, primarily due to COVID concerns and enhanced telework. This inhibits our ability to reduce the waitlist.

We are addressing childcare waitlist issues through emphasis on hiring efforts and a non-competitive childcare employee transfer program. We added over \$100 million to the Child and Youth Program portfolio beginning Fiscal Year 2023 through 2027 to hire more employees at increased wages to help retain a professional workforce. We have also increased salaries of direct care employees, who were also offered priority placement and a childcare fee discount. We will build two new child development centers beginning in 2024, one at Camp Pendleton and the other at Quantico. We also offer childcare fee assistance for eligible Marines who are assigned to an installation that has a significant waitlist. In FY22, nearly 1,400 children were enrolled in the fee assistance program at a total cost of over \$6.1 million. We appreciate the funding and support Congress – and this Subcommittee - has provided in recent years to improve childcare delivery.

Spouse Employment. Spouse employment is a concern for many Marine Corps families and can be a significant factor in their financial security and readiness. Our Family Member Employment Assistance Program is available at each Marine Corps installation and provides employment related referral services, career and skill assessments, career coaching, job search guidance, portable career opportunities, and education center referrals/guidance. Marine spouses are also supported by DoD's Spouse Employment and Career Opportunities Office. We also

have a transfer process in place that makes it easier for military spouses working in a CDC to transfer to an open position in the CDC at their next duty station. We are also able to reimburse Marine spouses up to \$1,000 for state licensure and certification costs arising from relocation to another state. Here, again, we appreciate Congress' support and respectfully request it continue.

Sexual Assault/Sexual Harassment

The Marine Corps is fully engaged in implementing the recommendations of the Independent Review Commission on Sexual Assault in the Military (IRC) as approved by the Secretary of Defense (SECDEF). We will remain steadfast in holding perpetrators accountable for their harmful behaviors and crimes. Commanders and senior enlisted leaders are increasingly aware of, and focused on, the climate of their unit. The Marine Corps is moving with diligence to implement prevention actions including improvements to training, programs, policies, and the development of the new and existing workforce as outlined in the IRC's recommendations, as approved by the SECDEF. We are enhancing the "No Wrong Door" policy across Sexual Assault Prevention and Response (SAPR), Sexual Harassment, and Family Advocacy Program by formalizing policies, protocols, and updated personnel training, to include the USMC 40-hour Initial SAPR Victim Advocate Training. SAPR services have also been expanded to cover Marines who have experienced sexual harassment.

An early challenge with implementation of the approved IRC recommendations is hiring qualified professionals for these high-demand positions. The Marine Corps implementation plan includes more than 350 new civilian hires in FY23, and a total of over 800 positions hired by FY27 across multiple prevention and response programs. This workforce expansion builds on the Prevention Plan of Action 2.0, which began in FY22. Hiring this number of personnel has illustrated the need for additional staffing for Human Resources Offices and methods to expedite

the federal hiring process. The remote location of several Marine Corps installations adds to the challenge in hiring these professionals. While executing hiring actions, the Marine Corps is updating all training associated with sexual assault and prevention, as well as releasing a Service-specific prevention training for uniformed and civilian leaders to enhance implementation of prevention efforts and influence healthy behaviors across all ranks.

Suicide Prevention

The loss of a one Marine to suicide hurts deeply. The Marine Corps initiated review of the recent IRC recommendations, as we continue efforts to reduce suicides by focusing on integrated and comprehensive efforts across our four prevention lines of effort:

Prevention & Skill-building. Unit Marine Awareness and Prevention Integrated Training (UMAPIT) and Operational Stress Control and Readiness training focus on primary prevention and early intervention basics. The Prevention in Action training for leaders and stakeholders provides a comprehensive approach to prevention. Through stress identification and mitigation, positive psychology informed approaches to relationships and parenting, and peer-to-peer mentorship, we seek enhanced coping and resiliency skills.

Application of Data & Research. An internal review board continues to identify key themes and provide actionable information. The data indicates that age, relationship distress, substance misuse, and access to lethal means are the most frequently observed factors among Marines. Based on these findings, the Marine Corps has worked to amplify Marines' knowledge and skills that sustain healthy relationships and promote connectedness. It is also essential to help Marines struggling with substance misuse as early as possible to get them the help needed to end their misuse before it potentially becomes a factor in other harmful behaviors.

Communication. The Marine Corps continues to develop tools and refine communication approaches to get more resources in the hands of leaders of all levels. In alignment with national strategies (NDAA, DSPO and the White House National Strategy to Reduce Military and Veteran Suicide), messaging promotes and reinforces help-seeking and self-improvement, while reducing stigma. The focus is on exposing Marines and families to accessing available services to help navigate the stressors of life, support command and leadership, and encourage positive resolution of conflict – both internal and external. An integrated prevention approach is our vision, and newly released policy and resources and new Suicide Prevention Program Coordinators streamline communication and outreach.

Collaboration. The Marine Corps synchronizes with Navy mental-health services regularly to improve access to care and seamless transitions between services. Concurrently, collaborations with SAPR include Prevention Plan of Action 2.0, which integrates prevention of harmful behaviors.

As we continue toward reducing suicides, it is important to acknowledge that too often a Marine with access to help declined to pursue it. Part of our efforts is, and must continue to be, to get every Marine to use the care and services offered – and we need to make sure that mental health care is easily accessible. In this vein, the current military health system transformation has not met current needs, which has resulted in degraded services that impact prevention. Compounding issues like nation-wide shortages of all types of healthcare personnel and providers have created a significant problem for accessing healthcare, especially in more remote locations like Okinawa or Twentynine Palms, which impacts operational readiness. We recognize this as a problem that needs resolution quickly.

CONCLUSION

Our highest priority and primary objective remain recruiting, developing, and retaining elite warriors in the highest state of combat readiness to support and defend our great Nation. Every recruiting, retention, and talent management initiative that we undertake must demonstrably and logically contribute to this objective and enable the capabilities and capacities of Force Design to be realized as quickly as possible.

The challenges to accomplishing our recruiting, retention, and talent management goals are known. We must continue to recruit the best of our Nation's youth to serve, and we must do so in an environment that has shown shrinking propensity and eligibility to serve, exacerbated by industrial age limitations to recruiter outreach and rising costs of advertising. These challenges are why we need to have a sustained presence in every sector of our diverse Nation. Our measure of success is a Marine Corps with improved performance and lethality in combat, which enables us to fulfill our Congressional mandate to be 'most ready when the Nation is least ready, 'today and on the battlefields of the future.

Semper Fidelis.

Lieutenant General James F. Glynn
Deputy Commandant for Manpower and Reserve Affairs

Lieutenant General James F. Glynn currently serves as the Deputy Commandant for Manpower and Reserve Affairs.

A native of Albany, New York, Lieutenant General Glynn graduated from the U.S. Naval Academy in 1989 with a Bachelor of Science in Mechanical Engineering.

Lieutenant General Glynn served as rifle platoon commander during Operations Desert Shield/Desert Storm and 81mm mortar platoon commander with 3rd Battalion, 3rd Marine Regiment; as company commander and operations officer with 1st Battalion, 4th Marine Regiment; as Commanding Officer, Marine Corps Recruiting Station, San Antonio, Texas; as Battalion Landing Team Commanding Officer, 2nd Battalion, 4th Marine Regiment, with both 15th Marine Expeditionary Unit (Special Operations Capable) during Operation Iraqi Freedom and 31st Marine Expeditionary Unit (Special Operations Capable); and as Commanding Officer, Marine Special Operations School.

His staff assignments include duties at Marine Barracks 8th and I, Washington, D.C.; Future Operations Planner (G35), I Marine Expeditionary Force (Forward), Fallujah, Iraq; Director, Theater Engagement and Plans (J5) and Operations Director (J3) for Theater Special Operations Command - Africa in Stuttgart, Germany; and Military Assistant to the Assistant Commandant of the Marine Corps.

As a General Officer, he served as Director, Office of U.S. Marine Corps Communication; Deputy Commanding General, Special Operations Joint Task Force, Operation Inherent Resolve (Forward), Baghdad, Iraq; Commanding General, Marine Corps Recruit Depot, Parris Island, South Carolina and the Eastern Recruiting Region; and Commander, Marine Forces Special Operations Command (MARFORSOC).

Lieutenant General Glynn is a graduate of the Marine Corps Amphibious Warfare School, Marine Corps Command and Staff College, U.S. Army War College, and Harvard Business School's Advanced Management Program.

DEPARTMENT OF THE AIR FORCE PRESENTATION
TO THE SUBCOMMITTEE ON MILITARY PERSONNEL
COMMITTEE ON ARMED SERVICES
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: MILITARY PERSONNEL POSTURE HEARING FOR FY24

STATEMENT OF:

MS KATHARINE KELLEY
DEPUTY CHIEF OF SPACE OPERATIONS FOR HUMAN
CAPITAL
UNITED STATES SPACE FORCE

March 29, 2023

NOT FOR PUBLICATION UNTIL
RELEASED BY THE COMMITTEE ON
ARMED SERVICES
UNITED STATES HOUSE OF
REPRESENTATIVES

INTRODUCTION

Chairman Banks, Ranking Member Kim, distinguished members of this subcommittee, thank you for the opportunity to appear before you and represent your United States Space Force. I am excited to share with you the progress our Guardians have made, in just our third year, building and managing a force capable of defending our Nation's vital interests in space. Winning in space requires equipping our Guardians with the tools, talents, and experiences necessary for space superiority, and the protection of the joint force, our allies, and our partners.

THE FORCE WE NEED

The United States Space Force (USSF) operates in a unique and dynamic personnel environment. We must be able to successfully build and develop a highly-skilled, inclusive, ready, resilient, and combat-credible force.

We have engaged in a modern approach to talent management incorporating education, training, and individualized development in addition to supporting a healthy work-life balance, holistic health and family programs. We continue to build on the principles outlined in the Guardian Ideal, amplifying the Guardian spirit by expanding on the Space Force values of character, connection, commitment, and courage.

The needs of the Nation require that we be operationally capable of deterring conflict and defending our Nation's interests immediately and boldly. To this end, we continue developing the training, systems, and experiences necessary to be the digital force required in any potential fight. At the same time, we are enhancing our end strength through new accessions to include inter-service transfers, lateral entry opportunities, investment in K-12 Science, Technology, Engineering, Mathematics (STEM), and higher education to generate our pipeline of talent, along with maximizing civilian personnel authorities. Our Guardians, both military and civilian, are our greatest strength.

END STRENGTH

The Space Force has requested 9,400 military end strength from Congress for fiscal year 2024. This is an increase of 800 from fiscal year 2023 enacted levels. We estimate that this is achievable given our understanding of today's recruiting and retention landscape for Space professionals. We are continuing to make interservice transfer opportunities available to members of the Air Force, Army, Navy, and Marines to meet the end strength challenge today and into fiscal year 2024. The Space Force will continue to manage military personnel inventory in support of new and evolving mission requirements to deter and defeat our adversaries in a contested space environment. We will seek to grow our end strength responsibly in the outyears through the Nation's investment in space defense architectures, programs, and mission areas for detection, tracking, and defense against others' gains in space.

RECRUITING AND RETENTION

The competitive market for STEM talent creates significant competition for those unique and essential capabilities necessary for the Space Force. Despite the environment, the Space Force, with

the help of the Air Force Recruiting Service, has met recruiting goals to acquire exceptional talent for STEM and cyber-related disciplines for this complex mission set. While we have been successful to date, the recruiting landscape is dynamic; there is a high demand for talent in these technical communities, across the Department of Defense, the United States (U.S.) Government, and industry. This year, the Department of Defense's Joint Advertising Market Research Studies program recorded an historic low of 10% propensity to serve. This low propensity for military service, along with the general lack of awareness concerning the Space Force "brand," require uniquely innovative outreach and incentive methods to attract and retain highly-qualified talent in a challenging marketplace. To address this, we are investing twelve million dollars in fiscal year 2023 to increase brand awareness and tap into key talent pipelines, and we plan to invest even more next year.

Our recruitment initiatives are focused on expanding the pool of potential STEM applicants through partnerships with colleges and universities. The Space Force University Partnership Program (UPP) offers the opportunity for a strategic partnership with the nation's top universities possessing high academic standards, nationally-ranked STEM degree programs, world-renowned space-related research and established Reserve Officer Training Corps (ROTC) detachments. In 2022 at our 14 UPP universities, 22 ROTC graduates commissioned into the USSF, and we expect that number to increase annually. Additionally, the UPP schools' interests align with USSF's long-term science and technology priorities. The UPP's goal is to develop a diverse, highly capable STEM workforce and advance strategic focus areas of the USSF and to pursue critical science and technology topics that are important to our service. The UPP provides a broad range of scholarship, internship and mentorship opportunities for university students and ROTC cadets with the goal of recruiting and developing diverse officer, enlisted, and civilian Guardians with a particular focus on STEM.

In addition to the UPP effort, we are engaged in robust "STEM to Space" and "Guardian Enhanced Active Recruiting" or "G.E.A.R." outreach programs, which place Guardians in communities to message and advocate the USSF mission. "STEM to Space" was designed to facilitate virtual connections between Guardians and K-12 classrooms to share the importance of STEM careers related to space. Volunteers represent and present the Space Force in online forums, high school and college visits, and participate in marketing and other events that aid in raising awareness. Since its inception, volunteers have participated in more than 1,000 engagements across all 50 states, Washington D.C., Puerto Rico, Guam, South Korea, Japan, Belgium, Germany, the United Kingdom, and Italy. "G.E.A.R." is a Guardian-specific volunteer program geared towards matching actively serving Guardians with opportunities to showcase their expertise and share personal experiences. The "G.E.A.R." program exists to supplement recruiting and brand awareness efforts. To date, 96 Guardians, 58 in 2023 alone, have participated in the G.E.A.R program. Guardians also actively participate in numerous diversity and engagement forums, such as the recent Women's Air and Space Power Symposium and Black Engineers of the Year which highlight the role of previously underrepresented populations. Furthermore, to engage our increasingly technologically minded recruiting population, on the third anniversary of the Space Force, an entirely revamped spaceforce.com public outreach website came online, offering visitors a better insight into our roles, missions, and functions.

While we focus on STEM talent, we cannot afford to overlook individuals with those attributes consistent with Guardian values. To ensure we right-size our applicant pool and select future Guardians from the most diverse talent possible, we have instituted a national selection process that casts a wider talent net. Additionally, we have implemented expanded interview techniques

including diverse selection panels and behavioral assessments, to expand the tools used for a holistic approach to selecting future Guardians. These newly implemented Guardian selection efforts facilitate our ability to select the best-fit Guardians from the broadest reach.

The Space Force is also working with the Department of Defense and the Department of the Air Force to conduct a comprehensive review of accessions policy. This work will review all career field entry requirements and assessments to identify opportunities to expand the pool of potential applicants. We are especially focused on increasing the number of applicants from underrepresented groups.

While we do not yet have reliable retention data unique to the Space Force, for planning purposes we project a typical attrition rate and remain prepared to adjust our initial accessions, prior-service accessions, and workforce shaping tools as we see fluctuations in those retention patterns.

TAKING CARE OF GUARDIANS

Managing Talent

The Space Force continues to shape the Guardian experience and foster an organizational culture that empowers exercising mission command to secure American interests in space and contributing our unique space domain expertise in joint operations. The Space Force is laying the foundation to achieve the aspirational tenets of the Guardian Ideal, the Space Force's human capital plan in a multi-pronged approach. First, through building a competency-based requirement system and inventorying all competencies and levels of mastery for each Guardian, the Space Force can make informed and connected development and assignment decisions, leading to greater Guardian involvement in their careers and greater mission accomplishment. Additionally, while we continue to develop a new performance appraisal system to focus on contribution to the team and mission, including multi-sourced input where appropriate, we are implementing a Guardian-centric bridging strategy for evaluations tying our values to mission accomplishment.

We expect leaders at every level to take bold, purpose-driven, and data-informed actions, while making full use of their team's diverse abilities to overcome challenges to accomplish our mission as set forth in the National Defense Strategy and in line with Congressional intent.

Training and Development

The Space Force will shift from managing people within prescribed career fields only, to managing positions based on the competencies and experiences needed to succeed. We have implemented our beta test for aligning competencies and levels of mastery to requirements. As part of managing talent, we conducted our first development team event for Master Sergeants bringing all Senior Non-Commissioned Officers in line with this concept. Eligible Guardians were able to self-nominate for critical positions and state their career desires. Commanders provided recommendations for each eligible Guardian as well. During the event, key enlisted leaders assessed each Guardian's demonstrated performance, the Guardian's potential, the best interest for the Guardian, their family, and the service to match Guardians to key leadership and developmental positions. The inclusion of the Guardian's voice enables transparent high-quality architecture across the enterprise to meet both personal strengths and service needs.

The USSF is establishing intermediate-level education and senior-level education programs in collaboration with a private university, culminating in a Master of International Public Policy degree starting in Summer 2023. The programs are being designed to meet service and joint professional military education requirements and will be offered to USSF and officers and civilians of other services as well as international and interagency partners. This approach will allow the Space Force to tailor its education for leaders for unique space related issues and establish a mechanism whereby Guardians can earn a degree from a recognized private university. The collaboration will enable greater capacity to offer STEM electives, opportunities for laboratory research, and increased access to a wider range of commercial space sector engagements along with the traditional elements of joint professional military education.

Holistic Health Approach

The Space Force is preparing an innovative, science-based approach to health, emphasizing total fitness, preventive medicine, and education. We are retooling how we measure healthy living and providing Guardians and leaders with the resources, education, and skills they need to uphold the highest standards expected of military professionals. The goal is to move the USSF away from episodic fitness testing, while seeking to optimize overall health, maintain a higher level of individual and unit readiness, and increase positive behaviors through research-based skill-building, year-round cardiorespiratory fitness, muscular fitness assessments, injury reduction practices, and consistent purposeful physical activity.

Promotion and Evaluation

We are thoughtfully instituting policy and process changes to bring us into closer alignment to the future state described in the Guardian Ideal. For example, we have eliminated promotion testing, traditional stratifications, and forced distribution for non-commissioned officer promotions. Perhaps more notably, the Space Force has included personal preference into officer and enlisted development-team working to align Guardians to the right job at the right time in their career and with the right skills to be successful. We have accomplished this using MyVector, a web-based mentoring network, as a data collection tool through which Guardians can provide their personal preferences, as well as personal considerations, into the system to ensure that the talent management board members are cognizant and make assignment decisions that include the Guardian's voice. This places newly promoted guardians into appropriate positions commensurate with their new grade and in many cases into jobs they actually sought.

Connect to Care

Connect to Care aims to increase access to care, improve collaboration, and leverage the power of helping agencies to best serve service members, their families, and civilians seeking care and support. As part of our overall efforts, the Air Force launched the integrated Response Center Co-location Pilot at seven installations worldwide. Vandenberg Space Force Base was one of these installations, centralizing the Sexual Assault Prevention and Response and Family Advocacy helping agencies into a single facility and enabling a one-stop shop for all help related to domestic, dating, and sexual violence prevention and response. Repeated positive messages reinforce where to go for support if needed, addressing one of the primary issues identified that create barriers to seeking help. Pilot results include an increase in the reporting of activity, significantly increased foot traffic, greater awareness of programs and services, and ease for those seeking help. Additional

benefits and outcomes at Vandenberg include leveraging financial resources and connections to promote programs such as Domestic Violence Awareness and Prevention Month and Teen Dating Violence Awareness Prevention Month. It has also led to increased awareness of on-base programs to the community for those who may present with a military connection.

In parallel, the Space Force continues to implement recommendations from the Secretary of Defense's Independent Review Commission on Sexual Assault in the Military. These recommendations increase awareness of issues and ensure that leaders and service members are held accountable for problematic behaviors but also set the precedent and expectation to engage in positive behaviors that benefit the unit as a whole. Leaders at all levels receive education on prevention strategies and delivering informed prevention messages that prepares our Guardians to improve the overall culture. This focus on core values and engaged leadership will enable Guardians to be successful as they are evaluated and held accountable for prevention activities.

PAY AND COMPENSATION

The Space Force is dedicated to ensuring that all Guardians are appropriately compensated for their service. Military compensation must be designed to recruit and retain talent. The Quadrennial Review of Military Compensation will be a critical forum to explore and develop innovative pay structures that make sense for today's military and the Space Force.

Total compensation -- including basic pay, the basic allowance for housing, the basic allowance for subsistence, health care benefits, retirement benefits, the tax advantage of entitlements, special and incentive pay and bonuses -- has greatly helped the Space Force manage existing talent. This network of pay, allowances, and other benefits is designed to compare favorably with private industry and civilian employment; however, given the highly technical workforce that makes up our Guardians, we must ensure salaries of those with commensurate civilian skills.

There remains an extremely high demand for talent in information and cyber warfare communities across the Department of Defense, the U.S. Government, and the commercial and private sectors. To support Guardian retention, the Space Force is offering selective reenlistment bonuses (SRBs), one of the tools the Department uses to retain highly skilled and trained personnel. Use of SRBs in critical Space Force specialties assists in the ability to counter retention challenges at a relatively low cost when compared to the cost of replacing Guardians lost to other organizations, industry, or the private sector.

As an additional benefit, the Space Force is planning to use special duty assignment pay (SDAP) to compensate Guardians serving in positions with extremely difficult duties that may involve specific degrees of responsibility or military skills. The Space Force is finalizing updates to SDAP in fourteen special duties critical to the success of the service.

Recent surveys have found food insecurity concerns at the most junior ranks. Congress acted to address these concerns with the basic needs allowance in the fiscal year 2021 National Defense Authorization Act and eased the threshold for members to qualify for this allowance in the fiscal year 2023 National Defense Authorization Act. The Space Force looks forward to implementing this pay for Guardians in need and is working with the Department of Defense and the other services to ensure the well-being of Guardians. Ultimately, we would like to see military pay evaluated through the Quadrennial Review of Military Compensation process with a goal to ensure Guardians

are appropriately compensated.

UNITED STATES AIR FORCE SUPPORT

The Space Force was established to be a mission-focused, agile force. As such, we continue to receive support from the Department of the Air Force in a wide range of activities and programs to include family care, well-being, and diversity, equity, inclusion, and accessibility. Additionally, the six Space Force bases have approximately 8,000 Airmen providing base operating support to include finance, contracting, education and training, child and youth services, dining, fitness, logistics, communications, medical services, emergency services, and base security. We are a one team-one fight organization and are grateful for the continued efforts of all members of our team.

Quality of Life

Force readiness requires the recruitment and retention of superior personnel who are continuously able to perform their responsibilities. By empowering Guardians to maintain focus on the mission while enabling Guardians and their families, caregivers, and survivors to thrive, we believe our force is stronger. The Space Force is prioritizing childcare and spouse employment in its efforts to improve and sustain quality of life for all.

The Space Force is working directly with the Air Force to maximize available, affordable, and quality childcare options that allow Guardians to remain mission-focused, while also allowing spouses to pursue career opportunities. This integration also facilitates consistency of childcare support across the Department of the Air Force to ensure Guardians are taken care of at locations in which they may serve. We are doing this in partnership with the Air Force by improving access to childcare, increasing staffing incentives, adding family childcare providers, developing education and marketing materials, increasing community-based fee assistance, and targeted construction investments. Additionally, the Space Force is focused on continuing to characterize the unique aspects of Guardians' childcare needs by collecting baseline data on which to develop future childcare support strategies.

The Space Force recognizes that spouse employment is a significant factor in the family decision to continue military service. Yet spouse employment opportunities are often interrupted while supporting their military member and the lack of portability often leaves spouses unemployed or underemployed, creating financial uncertainty. Conversely, our core career fields in acquisition, cyber, engineering, intelligence, and space operations are all highly competitive, in-demand occupations, most with civilian direct hire authority being provided to facilitate streamlined hiring actions. We are appreciative of the enacted military spousal noncompetitive eligibility that was extended for five years in the FY23 NDAA. In 2022, we began work on the Guardian Family Career Program, meeting our initial goal of placement of five proactively-recruited spouses. The program offers spouses the opportunity to support fellow Guardians while advancing spousal careers with pre-identified remote or portable positions from one Space Force installation to the next. Opportunities are available at all levels and meet the spouse where they are in terms of experience and professional interest.

Additionally, our first cohort of 51 spouses are working through the Grow with Google program led by Mrs. Mollie Raymond, spouse of our former Chief of Space Operations, Gen Jay Raymond. This

is a career certificate program available to military spouses and non-degree individuals who have previously faced barriers to higher paying tech positions. The professional certificates are offered in in-demand fields of Data Analytics, Information Technology Support, Project Management, Digital Marketing & e-Commerce and User Experience (UX) design. The initial cohort is targeted for completion in the mid-summer timeframe.

Diversity, Equity, Inclusion, and Accessibility

With the Guardian Ideal as the foundation, the Space Force is designing and implementing new personnel policies and processes to ensure diversity in our service and address the unique talent management needs of the Space Force. The Space Force Personnel Management Act proposal, outlined in the following section, would offer greater participation opportunities and, further, generating and engaging diverse talent by attracting candidates who want better ways to balance their personal life demands without having to sacrifice or put their careers on hold.

Through education and training, the Space Force has used resources such as the Leading Inclusive Virtual Experience, "L.I.V.E." virtual reality program to teach personnel to improve inclusion. Guardians have not only participated in training but hosted 35% of the sessions offered so far. With the financial support of Congress, we are developing a holistic diversity, equity, inclusion, and accessibility program and training curriculum for our intelligence career field. The program is focused on goals and actions that will help establish an inclusive environment based on a culture in which every member of the team is treated with dignity and respect, while being afforded the opportunity to achieve their maximum potential.

SPACE FORCE PERSONNEL MANAGEMENT ACT PROPOSAL

The ability to attract, recruit, and retain high caliber talent in the Space Force is essential to the success of our service. At a time when the propensity to serve is declining, exploring a shift in the paradigm of military service is vital to meet ever-changing and evolving mission requirements. The Space Force Personnel Management Act proposal (formerly known as the Space Component), proposes an alternative to established Department of Defense personnel systems by offering a simplified model of service. By eliminating the complexities of the traditional regular/reserve construct, offering full and part-time opportunities within one service makes it easier to serve.

This talent management model is tailored to meet the unique missions of the Space Force and enable recruiting while in a competitive talent market environment with private-sector space industry partners. The legislation aims to attract candidates with desirable skillsets, experiences, and diverse backgrounds to narrow gender gaps. With this new authority, the Space Force seeks the ability to retain certain critical Guardian skillsets by offering targeted part-time opportunities. We are competing for talent with the high-paying space industry; however, we need to build stronger connective tissue with industry and academia. The new Space Force design extends the continuum of service, enabling us to recruit and retain the exquisite, highly-technical force we need, in an efficient, effective, and fiscally sound manner, while decreasing overall bureaucracy. The Space Force is seeking to implement this ground-breaking approach to military human capital management and improve warfighting readiness with a consistent, coherent means to employ the force.

We realize that new statutory authorities are necessary to achieve these goals and we appreciate

your continued support.

CONCLUSION

Your Guardians, both military and civilian members, are preserving U.S. freedom of action in an increasingly contested space domain. This requires a military force specifically trained and equipped for the purpose. U.S. projection for space supremacy demands space capabilities our Guardians provide to this nation. Developing our force, both military and civilian, is a national imperative and a once in a lifetime opportunity. Guardian talent and expertise is our most important operational advantage. Additionally, amplifying the Guardian Spirit starts with taking care of our personnel and shaping their experiences. Doing so unleashes the creativity, innovation, determination, and patriotism of our force. We thank you for your continued support for our Space Force, its uniformed and civilian Guardians, and their families, caregivers, and survivors.

Katharine Kelley

Ms. Katharine Kelley, a member of the Senior Executive Service, is the Deputy Chief of Space Operations for Human Capital, U.S. Space Force. She provides executive leadership and managerial direction for the Space Force in all functional areas of personnel management to include force structure analysis; personnel programs; civilian personnel; readiness; senior officer matters; quality force issues; equal opportunity; and family support for military and civilian personnel located at 175 locations worldwide in support of the service's space launch, space surveillance, missile warning, and satellite command and control operations.

Ms. Kelley earned a commission through the Army Reserve Officer Training Corps program at Villanova University as a Logistics Officer for the 1st Infantry Division. She transitioned to a civilian role within the Department of the Army working the most comprehensive base realignment and closure process in the department's history, as well as managing logistics, enterprise infrastructure, and space management. In 2016 Ms. Kelley assumed responsibilities as Superintendent at Arlington National Cemetery where she was responsible for rebuilding trust and confidence in the Army's operation of the cemetery and setting the strategic direction for recapitalization, expansion and technology innovations. Prior to her current position, Ms. Kelley served as the Chief Human Capital Officer for Army Futures Command. There, she stood up the command's headquarters in Austin, TX and served as the senior advisor on all aspects of human resources including the establishment of the Army's first software focused training for soldiers and civilians.

EDUCATION

1999 Bachelor of Arts in Political Science, Villanova University, Villanova PA
 2003 Masters of Arts in International Relations, University of Oklahoma, Heidelberg GE
 2012 Masters of Arts in National Security and Strategic Studies, U.S. Naval War College, Newport RI

ASSIGNMENTS

1999-2003, Logistics Officer, European Command, J4 & 1st Infantry Division - Stuttgart GE
 2004-2007, Business Process Associate, Booz Allen Hamilton - Washington DC
 2007-2008, Strategic Planner, Army Materiel Command - Ft Belvoir VA
 2008-2011, Chief, Base Realignment and Closure, Army Materiel Command - Ft. Belvoir VA
 2012-2013, Chief, Standards and Evaluation, Arlington National Cemetery - Arlington, VA
 2013-2014, Director, Enterprise Management, Information Technology Agency - Pentagon
 2014-2016, Chief of Staff, Headquarters Services, Administrative Assistant to the Secretary of the Army - Pentagon,
 2016-2019, Superintendent, Arlington National Cemetery - Arlington, VA
 2019-2022, Chief Human Capital Officer, Army Futures Command - Austin TX
 2022-Present, Deputy Chief of Space Operations for Human Capital, U.S. Space Force - Pentagon

AWARDS AND HONORS:

Naval War College's James D. Forrestal Award for Excellence in Force Planning
 Distinguished Civilian Service Medal (2nd award)
 Meritorious Civilian Service Award (2nd award)
 Superior Civilian Service Award (3rd award)
 Meritorious Service Medal
 Army Commendation Medal
 Army Achievement Medal
 Joint Service Medal

(Current as of September 2022)

DOCUMENTS SUBMITTED FOR THE RECORD

MARCH 29, 2023

IMMEDIATE RELEASE

No.
703-697-5131/5132 (media)
703-571-3343 (public inquiry)

**DEPARTMENT OF DEFENSE ANNOUNCES RECRUITING AND RETENTION
NUMBERS FOR FISCAL YEAR 2022 THRU MARCH 2022**

The Department of Defense (DoD) today announced recruiting and retention statistics for the Active and Reserve Components thru the sixth month of the fiscal year (FY) March 31, 2022.

- **Recruiting Market.**
Overall, it is clear the broader recruiting market continues to deteriorate and recruiting shortfalls can no longer be solely attributed to COVID-19. While the residual effects of the pandemic, including limited access to high school students may be a factor, the difficult recruiting environment is now a much broader issue, including a generally disconnected and disinterested youth market.
- **Active Component.**
 - **Recruiting.** The data below represents the Services' cumulative goals and accessions/gains through the sixth month of FY2022.
 - Army Accessions: Goal 21,984; Attained 15,847; (72.08 percent/-6,137).
 - Navy Accessions: Goal 15,693; Attained 15,252; (97.19 percent/-441).
 - Marine Corps Accession: Goal 11,719; Attained 11,735 (100.14 percent/+16).
 - Air Force Accessions: Goal 12,795; Attained 12,799; (100.03 percent/+4).
 - Space Force Accessions: Goal 270; Attained 270; (100.00 percent/+0).
 - **Quality.** With the exception of the Army, all Active Components met or exceeded the DoD quality benchmarks.
 - **Retention.** All Services exhibited strong retention during the sixth month of FY2022. Army, Air Force, and Marine Corps exceed their retention targets. Navy came in slightly below its targets.
- **Reserve Component.**
 - **Recruiting.** The Service data below represents the Reserve Components' cumulative goals and accessions/gains thru the sixth month of FY2022.
 - Army NG Gains: Goal 20,818; Attained 13,694 (65.78 percent/-7,124).
 - Army Reserve Gains: Goal 7,254 Attained 4,740 (65.34 percent/-2,514).
 - Navy Reserve Gains: Goal 3,533; Attained 2,501 (70.79 percent/-1,032).
 - Marine Corps Reserve Gains: Goal 3,343; Attained 3,761 (112.50 percent/+418).
 - Air NG Gains: Goal 3,772; Attained 2,667 (70.71 percent/-1,105).
 - Air Force Reserve Gains: Goal 3,359; Attained 2,594 (77.23 percent/-765).
 - **Quality.** The Reserve Components met or exceeded the DoD quality benchmarks.

Detailed information on specific recruiting data can be obtained by contacting the individual military recruiting commands at 502-626-0164 for Army, 210-565-4678 for Air Force, 703-784-9454 for Marine Corps, and 901-874-9048 for Navy. The Reserve Components can be reached at the following numbers: National Guard Bureau 703-607-2586, Army Reserve 910-570-8330, Air Force Reserve 703-697-1761, Navy Reserve 757-322-5652, and Marine Corps Reserve 504-678-6535.

INTERNET AVAILABILITY: This document is available online at <http://www.defense.gov>

EXHIBIT A

ADMINISTRATIVE REMARKS
 NAVPERS 1070/613


SHIP OR STATION: NR RLSD SE	
SUBJECT: INTENT TO RETURN TO DRILL STATUS & UNVACCINATED MEMBER AND UNSATISFACTORY PARTICIPATION	PERMANENT: No AUTHORITY: ALNAVRESFOR 600/23
03/15/2023 I have been counseled and understand that I may immediately return to a drill status. I understand any drills that I missed between 01 October 2021 and 31 March 2023, as a direct result of refusing the COVID-19 vaccine, will not be considered for administrative separation action or transfer to the Individual Ready Reserve (IRR). Any unexcused absence or authorized absences before 1 October 2021, or after 31 March 2023, will be adjudicated in accordance with RESPERSMAN 1570-010 and the BUPERSINST 1001.39F. I understand if I fail to resume participation, or subsequently fail to meet participation requirements after 31 March 2023, then I may be awarded ADMIN Us or UAs, and may be subject to adverse administrative actions. If I fail to satisfactorily participate, such actions include, but are not limited to, adverse administrative separation from the Navy Reserve or transfer to the IRR. I have been counseled on the potential impact of missing drills between 1 October 2021 and 31 March 2023 in obtaining a qualifying year for retirement. I understand I must obtain 50 points per anniversary year in order to obtain a qualifying year for retirement. I understand I may not have met this requirement.	

 [REDACTED]
 COMMANDING OFFICER

03/15/2023

 Witnessed:
 [REDACTED]
 [REDACTED]

NAME (LAST, FIRST MIDDLE)	SOCIAL SECURITY NUMBER	BRANCH AND CLASS
[REDACTED]	[REDACTED]	USNR

NAVPERS 1070/613

Official NSIPS/ESR form printed this date: 03/22/2023

Page 1 of 1

The data contained herein is protected by the Privacy Act of 1974. All measures required to protect this information should be taken.

**WITNESS RESPONSES TO QUESTIONS ASKED DURING
THE HEARING**

MARCH 29, 2023

RESPONSE TO QUESTION SUBMITTED BY MR. MILLS

Admiral CHEESEMAN. Congressman, thanks, thanks for that question. I am not familiar with that specific Page 13. I'll talk to you in general. In response to Congressional direction in the FY-23 NDAA to rescind the COVID-19 vaccine mandate, and in accordance with implementing guidance from the Secretary of Defense and Secretary of the Navy, the Navy issued Fleet-wide guidance in NAVADMIN 065/23 ending the requirement to be vaccinated against COVID-19. As directed, the Navy centrally reviewed the records of all currently-serving Navy Service Members who requested religious accommodation from COVID-19 vaccination to identify and remove adverse information related to vaccine refusal. Therefore, there is no authority for adverse actions right now, because of the vaccine mandate and the rescission of that said vaccine mandate. In fact, we've taken painstaking efforts to go through the records of these Sailors and make sure that we've removed negative connotations from their records and as a measure going forward, for selection boards and promotion boards, we have guidance here that no negative indication because of COVID should be considered. Other current and former Navy service Members may petition the Board for Corrections of Naval Records regarding COVID-19 vaccination related matters. [See page 21.]

QUESTIONS SUBMITTED BY MEMBERS POST HEARING

MARCH 29, 2023

QUESTIONS SUBMITTED BY MR. KIM

Mr. KIM. Recruiting challenges are not unique to the military, and we continue to see a labor shortage across the nation. In areas like cyber, we are likely competing for the same talent within the Department of Defense and the private sector. Have the services partnered with industry leaders on best practices to recruit personnel?

General STITT. While no official partnerships exist, attracting qualified talent and remaining competitive in the labor market is essential to our Army's future success. The Army recognizes that we must find ways to differentiate military service to compete and expand our ranks, and to achieve this objective, the Army is looking into a number of programs and initiatives designed to attract talent that align with our civilian counterparts. These initiatives include modernizing Recruiting Command's mission to ensure our recruiting force remains flexible and agile in the face of a challenging environment and even offering non-monetary incentives such as station of choice for recruits. The Army has met with corporations like Wal-Mart to discuss recruiting and talent management.

Mr. KIM. Recruiting challenges are not unique to the military, and we continue to see a labor shortage across the nation. In areas like cyber, we are likely competing for the same talent within the Department of Defense and the private sector. Have the services partnered with industry leaders on best practices to recruit personnel?

Admiral CHEESEMAN. Yes, the Navy utilizes industry partners and best practices to assist in the business of recruiting and uses the services of a full-service marketing and advertising (M&A) agency, Valentine, McCormick, Ligibel, Young, and Rubicam (VMLY&R), to provide M&A expertise. VMLY&R is an industry leading marketing firm behind award-winning campaigns for blue-chip companies such as Coca-Cola, Colgate-Palmolive, Dell, Ford, etc. With this M&A contractor, the Navy gains media purchasing power of their media buyer, Group M, a top-five global media network, responsible for one in every three ads purchased worldwide.

Additionally, the Navy utilizes the research and insights of major data platforms, such as Google, Snapchat, and Reddit, to implement innovative campaigns geared towards our target demographic. Additionally, the Navy provides industry-leading tools and recruiting platforms, such as LinkedIn, Handshake, and others to provide recruiters with tools to search for applicants with specific skills/education, as required by some of the more technical ratings available in the Navy.

Mr. KIM. Recruiting challenges are not unique to the military, and we continue to see a labor shortage across the nation. In areas like cyber, we are likely competing for the same talent within the Department of Defense and the private sector. Have the services partnered with industry leaders on best practices to recruit personnel?

General MILLER. While not specifically in conjunction with industry, the Department has multiple initiatives underway to attract and retain cyber talent. Ongoing initiatives including establishing a "Stripes for Cyber Certifications" that will provide entry rank incentives to cyber qualified recruits. Cyber recruits with current industry certifications will be compensated with rank advancement upon entry. Additionally, the Air Force is leveraging special authorities to reach and recruit expertise in the civilian sector, implementing the Cyber Direct Commissioning Program and Constructive Service Credit (CSC). The program awards individuals with cyber industry experience (amongst other criteria) with rank and commensurate pay, up to the grade of Colonel. The Air Force is looking to leverage the 2023 NDAA to offer Cyber Assignment Incentive Pay (CAIP) of up to \$1,500 per month to attract and retain skilled and certified cyber professionals. Finally, the Air Force is testing a Technical Track for cyber officers as an alternative to the standard career field force development models with the intent to maximize return on investment for high-demand, low-density Cyber Mission Force Airmen.

Mr. KIM. Recruiting challenges are not unique to the military, and we continue to see a labor shortage across the nation. In areas like cyber, we are likely competing for the same talent within the Department of Defense and the private sector.

Have the services partnered with industry leaders on best practices to recruit personnel?

General GLYNN. The Marine Corps acknowledges the significant headwinds the Services and private sector are facing in recruiting talented individuals. Residuals from COVID, generational and labor market challenges, historic lows in qualification rates, propensity, and a fragmented advertising environment have made it increasingly difficult to rebuild recruiting momentum. As society continues to form the post-pandemic normal, Marine Corps Recruiting Command has a renewed focus on systematic, relevant, dynamic, and anticipatory training. We have contracts with industry leaders to develop performance-based, criterion-referenced instruction for recruiters and recruiter managers and have invested in advertising research and development to keep pace with competitors in the market.

Mr. KIM. Recruiting challenges are not unique to the military, and we continue to see a labor shortage across the nation. In areas like cyber, we are likely competing for the same talent within the Department of Defense and the private sector. Have the services partnered with industry leaders on best practices to recruit personnel?

Ms. KELLEY. The competitive market for STEM talent the Space Force requires creates a significant challenge to recruit across the Department. While the Space Force has been successful to date with meeting recruiting goals, we know the recruiting landscape is dynamic—there is a high demand for talent who possess the unique and essential skills the Space Force needs. Thus, we remain mindful it is likely we will experience recruiting challenges in the future, and we must outcompete the civilian market for talent by demonstrating how attractive careers as a Guardian are for all people. Accordingly, we are investing in a robust Space Force brand awareness campaign designed to reach the American public, raise awareness of the Space Force, and expand the pool of high-quality applicants. Space Force recruitment initiatives are focused on expanding the pool of potential STEM applicants through several outreach initiatives and programs such as the University Partnership Program, STEM to Space, and Guardian Enhanced Active Recruiting or “G.E.A.R.” outreach programs. We’ve also established the Grow with Google program—a career certificate program available to military spouses and non-degree individuals who have previously faced barriers to higher paying tech positions. The professional certificates are offered in in-demand fields of Data Analytics, Information Technology Support, Project Management, Digital Marketing & e-Commerce, and User Experience (UX) design. Furthermore, we have completely revamped the spaceforce.com public outreach website, offering visitors an enhanced, interactive insight into our roles, missions, and functions.

QUESTIONS SUBMITTED BY MR. GAETZ

Mr. GAETZ. General Miller, what corrective steps has the Air Force taken to hold the person(s) accountable for the unlawful release of GOP members service records to a leftist political strategy group?

Has anyone been fired, if not why?

What specific processes have been put in place by the Air Force to prevent this unlawful release of document from happening again?

Documents related to the question:

1) A third former House GOP candidate alerted to unapproved military records request—POLITICO

2) f (1090×1408) (politico.com)

3) Air Force IDs 2 new GOP candidates whose military records were improperly released—POLITICO

4) GOP lawmakers seek investigation of ‘unauthorized’ disclosure of their Air Force records—POLITICO

5) https://www.washingtonpost.com/world/national-security/the-nsas-top-talent-is-leaving-because-of-low-pay-and-battered-morale/2018/01/02/ff19f0c6-ec04-11e7-9f92-10a2203f6c8d_story.html?utm_term=.66951f36b998

6) 6—Press Release March 2022 FY22.pdf (defense.gov)

7) Politicization contributing to Americans’ low trust in the military (militarytimes.com)

General MILLER. The DAF is taking this matter seriously. Our personnel, including our veterans, expect their records to be safeguarded and the DAF must uphold this responsibility. The Air Force Personnel Center (AFPC) command-directed investigation and internal audit identified eight individuals employed by the DAF who were involved in the improper records release. The command-directed investigation found no evidence of intentional misconduct by any DAF employee. Five individuals

have received a written Letter of Counseling. One separated from active duty before the release was discovered. Administrative action is still pending for two individuals who voluntarily transitioned to a different section.

Measures have been implemented to prevent this from happening again, to include: 1) second-level review on all third-party requests received by the Air Force Personnel Center (AFPC) are elevated to the Chief of Operation Support & Records Management Divisions; 2) conduct of a thorough legal sufficiency reviews by the AFPC Legal Office for all non-governmental third-party requests before records are released; 3) Remedial awareness and specialized training to all staff members involved in the release process; 4) Monthly audits to ensure no records were improperly released. Furthermore, a personnel action was initiated to hire a second quality control official to ensure records are properly redacted before release. At the direction of DepSecDef, all MilDeps are currently working with Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency to provide a Personnel Records Protection Assessment. The DAF will assess the strength of processes and procedures to prevent future unauthorized disclosures of personnel records, and identify any additional enhancements needed.

QUESTIONS SUBMITTED BY MR. DAVIS

Mr. DAVIS. There are 8 times more veterans per capita in my district than nationwide. Active-duty military personnel are also overrepresented in eastern North Carolina. At the same time, college-level education is comparatively low.

Given that military careers remain a vital path for youth in eastern North Carolina, have you and your team considering a recruiting strategy that relies on the high rates of retention to persuade candidates that personnel tend to stay put once they commit?

General STITT. The Army does continue to retain its Soldiers at a very high rate. After decades of higher operational tempo, the Army recognizes that stabilizing Soldiers longer at home station helps to stabilize our Army Families which improves Soldier morale, retention, and overall force readiness. As a goal, the Army strives to ensure first-term Soldiers serve at their first duty station for the bulk of their first enlistment term and we work to make life more predictable for Soldiers. Staying at the first duty station longer helps to stabilize families and encourage spouse employment. We will continue to communicate to potential recruits the quality of life a future Soldier can expect, including highlighting the many Soldiers that choose to remain in the Army. This goes a long way in influencing a candidate's decision to serve.

Mr. DAVIS. Lieutenant General Miller: In your written testimony, you referenced the Air Force's Total Force marketing improvements and the ROTC "You Can Fly" campaign. Specifically, you highlighted underrepresented female, Hispanic, Asian/Pacific Islander, and American Indian/Native Alaskan populations as target groups for these initiatives. One group you left off is the cohort of prospective ROTC cadets at HBCUs. As I raised in last week's hearing with Assistant Secretary Wagner, there is only ONE Air Force ROTC program at an HBCU deemed viable in the entire country out of 15 active programs and 174 ROTC programs total nationwide.

How can the Air Force truly attract the best candidates, including at Elizabeth City State University in my district, which is trying to activate a program of its own, if ROTCs at these institutions, which have received overwhelming bipartisan support I might add, are not included as a primary area of focus for recruiting?

General MILLER. The AFROTC You Can Fly (AYCF) program was created in 2019 to help increase diversity among rated forces through early exposure, education, and flight experience, in accordance with the Air Force diversity definition outlined in Air Force Instruction (AFI) 36-7001, Diversity and Inclusion. The AYCF Execution Plan specifically outlines the program's two-fold intent: (1) Create a robust and innovative Rated Officer applicant pool with diverse backgrounds that can solve tomorrow's global challenges by providing combat air lethality with agility and resolve, and (2) Increase awareness of rated careers with a compelling outreach designed to inform, influence, and inspire AFROTC cadets from underrepresented communities.

AYCF is a national-level ground and flight training program executed at FAA approved Fixed Base Operators (FBOs) across the nation and participation is encouraged across all AFROTC cadet cohorts attending any of our 145 host or 1,000 cross-town universities, including cadets at AFROTC HBCU detachments and cross-town universities. AYCF opportunities are awarded proportionally to AFROTC regions and detachments based on enrolled cadet populations and detachment commanders

are empowered to nominate all cadets who meet program eligibility criteria (e.g., US citizenship, flight physical) and selected flight school requirements.

The Air Force offers commissioning opportunities to cadets via 145 host detachments and 1044 crosstown school partnership agreements. Among these, 7 host detachments are at HBCU colleges/universities and 48 crosstown partnerships are with HBCU colleges/universities. Detachment non-viability does not impede cadets from participating in AFROTC program activities or opportunities.

While AF line officer recruiting falls primarily under the purview of the Air Force Recruiting Service, each AFROTC detachment's cadre consists of an additional duty recruiting officer who conducts recruiting activities on campus and in the local area, with the participation of cadets from the detachment's cadet corps and in concert with other local AF Total Force recruiting agencies/entities.

Mr. DAVIS. Lieutenant General Miller: I want to bring you your attention some of the challenges faced by personnel at Seymour Johnson Air Force Base, which is a major economic driver in eastern North Carolina. Specifically, I am concerned about the current state of the Child Development Center, which is in disrepair. Military families are forced to use off-base facilities because of limited space and deteriorating electrical systems on-site.

Can you give me a sense as to why the Seymour Johnson Child Development Center is not on the current unfunded priorities list? How can we ensure that personnel living off-base with their families have the same access to childcare as those who live on-base?

General MILLER. The conditions of Child Developments Centers remain a top priority for the DAF to ensure our Airmen and Guardians have the support they require. While our CDCs overall are in adequate condition, we are planning a focused FSRM investment across the DAF of \$42M for CDCs in FY24.

Specific to your concerns at Seymour Johnson AFB, the installation recently completed a local repair project to improve the electrical systems. There is also a Facility Sustainment Repair and Modernization project in progress to repair other immediate concerns. Additionally, there are plans to build a new CDC and that will accommodate increased capacity. It is currently in design and will be considered for future budget requests.

On-base child care is available to both on base and off-base residents. Additionally, Military Child Care in Your Neighborhood (MCCYN) supports military families not living near an installation or unable to access military childcare programs through fee assistance for community-based childcare. Currently there are 12 children enrolled in MCCYN approved civilian childcare programs near Seymour Johnson AFB. MCCYN-Plus is a Department of the Defense initiative to increase childcare options for military parents by expanding eligibility for providers to participate in military fee assistance programs. MCCYN-PLUS launched in North Carolina in March 2023.

QUESTIONS SUBMITTED BY MR. MILLS

Mr. MILLS. For each branch, what was the total amount of lost or withheld pay and benefits for service members on active duty, in the National Guard or in the Reserves for non-compliance with the COVID-19 mandate?

General STITT. For the Active Component, total cost of backpay and recouped bonuses, through September 2023, for the 1,903 Soldiers separated for COVID-19 vaccine refusal is estimated to be \$184M.

For the Army National Guard, approximately 187,339 Unit Training Assemblies (UTAs) were not conducted as a result of the 10,469 Soldiers who were reported as refusing the COVID-19 vaccination at any point between 1 July 22 and 9 January 23. This represents singular occurrences in which these Service Members were not entitled to pay and/or points in a duty status under Title 32 U.S.C. Estimated cost per Unit Training Assembly (UTA) for each Soldier is \$176—this equates to ~\$32.97M total for the 187,339 UTAs missed during the specified period.

For the Army Reserves, the estimate for total cost of withheld pay for service members in the Reserves to be approximately \$9.1M. 1,962 USAR Soldiers received a code "Z" for no pay/no points for the period. The Multiple Unit Training Assembly (MUTA) is the unit of measure for pay and there are 4 MUTAs for a drill weekend. The average cost of a MUTA in the USAR is \$193 for each Soldier.

Mr. MILLS. Secretary Austin's second Covid-19 Memorandum (dated Nov. 30, 2021) cut Federal funding for the National Guard for anyone who was unvaccinated. After that memorandum, how many people were lost from the Guard or Reserve in and following December 2021 as a result of this memorandum?

General STITT. The “No Pay/No Points” policy became effective in the Reserve Components on 1 July 22 and rescinded on 9 January 23. The Secretary of the Army did not direct separation actions for the RC, therefore, the Army Reserve and the Army National Guard did not have any Servicemembers involuntarily separated as a result of the mandate.

Mr. MILLS. Have all of those who had a RE-3, RE-4 re-enlistment code or anything less than an Honorable discharge corrected? If not, why not?

General STITT. To-date, there have not been any changes to servicemember records related to discharges for the COVID-19 mandate. The Army Review Boards Agency has received 96 applications requesting discharge related corrections from Soldiers who were separated as a result of prior COVID policies. Processing will proceed upon a final determination of further COVID-related policies.

Any Soldier who has been separated from service within the last 15 years, except for those separated by general court-martial, may request a correction of their DD Form 214 (Certificate of Release or Discharge from Active Duty) Character of Service or Reentry Code entries by application to the Army Discharge Review Board. If additional corrections are requested, the Soldier may apply to the Army Board for Correction of Military Records.

Mr. MILLS. Did your service attempt to quantify the costs of the mandate (e.g., lost, discharged, or non-deployable service members) and compare it to the expected benefits from the mandate? If so, what were the results? If not, why not?

General STITT. We are not aware of any attempt to quantify the cost of the mandate and compare to expected benefits. There was no requirement from the Department of Defense to undergo any such study.

Mr. MILLS. Were any such studies or analyses performed on the policy of systematically denying religious accommodation requests, and in particular, whether such a policy would be perceived as hostility towards religion and what effect such perceived hostility to religion would have on the moral and readiness of those remaining in service and/or on recruiting new service members? If so, what were the results? If not, why not?

General STITT. There was no requirement from the Department of Defense to undergo any such studies. The Army did not systematically deny religious accommodation requests. The Army recognizes the fundamental right of Soldiers to observe the tenets of their religion or to observe no religion at all, as provided in federal law as well as the Department of Defense (DOD) and Army policy. Every COVID-19 vaccine exemption request was reviewed in a detailed and deliberate manner. The process included interviews with the Soldier’s chaplain, recommendations from the chain of command, as well as a public health and a legal review. Exemption approval considered the Soldier’s specific religious beliefs, chaplain and chain of command recommendations, the working environment of the individual Soldier and the public health risk. Soldiers were also afforded the opportunity to appeal any exemption denials to the Army Assistant Secretary for Manpower and Reserve Affairs.

Mr. MILLS. For each service, can you provide the demographic data (to include, at a minimum, race, sex, and religion) for active-duty service members who were discharged and for National Guard and Reserve service members who suffered the aforementioned adverse actions, as well as a comparison with the total number of service members in these demographic groups (i.e. in order to identify any disproportionate or disparate impacts from the mandate)?

General STITT. Soldiers separated due to COVID-19 refusal were more likely to be White, male, and/or Christian when compared to the Active Component as a whole. The below spreadsheet has the breakdown for gender, Race/Ethnicity, and Religion, as requested.

Active Component:

Race/Ethnicity	COVID Vaccine Refusal Separations	Percentage	Active Component Inventory	Active Component Percentage
White, not Hispanic	1,307	68.7%	245,281	53.5%
Black, not Hispanic	340	17.9%	93,356	20.4%
Hispanic	197	10.4%	80,732	17.6%
Asian or Pacific Islander	39	2.0%	31,535	6.9%
Am. Indian or Alaskan Native	12	0.6%	4,017	0.9%
Unkown/Other	8	0.4%	3,797	0.8%

Sex	COVID Vaccine Refusal Separations	Percentage	Active Component Inventory	Active Component Percentage
Male	1,741	91.5%	387,240	84.4%
Female	162	8.5%	71,478	15.6%

Religion	COVID Separations	Percent age	Active Component Inventory	Active Component Percentage
A DRUID FELLOWSHIP	1	0.05%	26	0.01%
ADVENT CHRISTIAN CHURCH			153	0.03%
ADVENTIST CHURCHES			75	0.02%
AFRICAN METHODIST EPISCOPAL CHURCH			265	0.06%
AFRICAN METHODIST EPISCOPAL ZION CHURCH			28	0.01%
AGNOSTIC	6	0.32%	2,064	0.45%

[Table continues on next page.]

AMERICAN BAPTIST ASSOCIATION			54	0.01%
AMERICAN BAPTIST CHURCHES			700	0.15%
AMERICAN BAPTIST CHURCHES IN THE USA			69	0.02%
AMERICAN BAPTIST CONFERENCE			1	0.00%
AMERICAN BAPTIST CONVENTION			20	0.00%
AMERICAN COUNCIL OF CHRISTIAN CHURCHES			10	0.00%
AMERICAN LUTHERAN CHURCH, THE			39	0.01%
ANGLICAN CATHOLIC CHURCH			37	0.01%
ANGLICAN CHURCH IN AMERICA			53	0.01%
ANGLICAN ORTHODOX CHURCH, THE			80	0.02%
ANTIOCHIAN ORTHODOX CHRISTIAN			14	0.00%
ASBURY BIBLE CHURCHES			1	0.00%
ASSEMBLIES OF GOD			236	0.05%
ASSOCIATE REFORMED PRESBYTERIAN CHURCH			10	0.00%
ASSOCIATED GOSPEL CHURCHES, THE			24	0.01%
ATHEIST	24	1.26%	4,200	0.92%
BAHA I FAITH			19	0.00%
BAPTIST BIBLE FELLOWSHIP	2	0.11%	1,018	0.22%
BAPTIST CHURCHES, OTHER	130	6.83%	26,467	5.77%
BAPTIST GENERAL CONFERENCE	10	0.53%	1,705	0.37%
BAPTIST GENERAL CONVENTION OF TEXAS			63	0.01%
BAPTIST MISSIONARY ASSOCIATION OF AMERICA	1	0.05%	550	0.12%
BIBLE CHURCHES CHAPLAINCY			19	0.00%
BIBLE PRESBYTERIAN CHURCH			29	0.01%
BIBLE PROTESTANT CHURCH			63	0.01%
BLANK/NO ENTRY	501	26.33 %	116,377	25.37%
BRETHREN CHURCH			46	0.01%
BRETHREN IN CHRIST FELLOWSHIP			8	0.00%
BUDDHISM			404	0.09%
CATHOLIC CHURCHES	35	1.84%	13,302	2.90%
CENTRAL BIBLE CHURCH	1	0.05%	68	0.01%
CHAPLAINCY FULL GOSPEL CHURCHES (CFG)			29	0.01%
CHRISTIAN - NO DENOMINATIONAL PREFERENCE	876	46.03 %	146,753	31.99%
CHRISTIAN AND MISSIONARY ALLIANCE	2	0.11%	185	0.04%

CHRISTIAN CHURCH (DISCIPLES OF CHRIST)	7	0.37%	3,581	0.78%
CHRISTIAN CHURCHES AND CHURCHES OF CHRIST	9	0.47%	2,327	0.51%
CHRISTIAN CRUSADE			93	0.02%
CHRISTIAN METHODIST EPISCOPAL CHURCH			475	0.10%
CHRISTIAN REFORMED CHURCH	1	0.05%	198	0.04%
CHRISTIAN SCIENCE (FIRST CHURCH OF CHRIST, SCIENTIST)			397	0.09%
CHURCH OF CHRIST			492	0.11%
CHURCH OF GOD	12	0.63%	1,466	0.32%
CHURCH OF GOD (ANDERSON, IN)			16	0.00%
CHURCH OF GOD (CLEVELAND, TN)			43	0.01%
CHURCH OF GOD IN CHRIST	4	0.21%	616	0.13%
CHURCH OF GOD IN NORTH AMERICA			12	0.00%
CHURCH OF GOD IN PROPHECY			13	0.00%
CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS (LDS) (MORMON)	16	0.84%	4,785	1.04%
CHURCH OF THE NAZARENE	3	0.16%	326	0.07%
CHURCH OF THE SPIRAL TREE			3	0.00%
CHURCH OF THE UNITED BRETHREN IN CHRIST			4	0.00%
CHURCHES OF CHRIST	1	0.05%	261	0.06%
CHURCHES OF CHRIST IN CHRISTIAN UNION			51	0.01%
CHURCHES OF GOD, GENERAL CONFERENCE			13	0.00%
CHURCHES OF THE NEW JERUSALEM			1	0.00%
CONGREGATIONAL METHODIST CHURCH			14	0.00%
CONSERVATIVE BAPTIST ASSOCIATION OF AMERICA			33	0.01%
CONSERVATIVE CONGREGATIONAL CHRISTIAN CONFERENCE			12	0.00%
CONSERVATIVE JUDAISM			21	0.00%
COOPERATIVE BAPTIST FELLOWSHIP, INC			23	0.01%
CUMBERLAND PRESBYTERIAN CHURCH			8	0.00%
DEISM			52	0.01%
EASTERN ORTHODOX CHURCHES	5	0.26%	466	0.10%
EASTERN RELIGIONS			13	0.00%
ECKANKAR			1	0.00%
EPISCOPAL CHURCH	1	0.05%	286	0.06%
EPISCOPAL CHURCHES-OTHERS			30	0.01%
EUROPEAN FREE CHURCHES			2	0.00%

EVANGELICAL CHURCH ALLIANCE, THE			120	0.03%
EVANGELICAL CHURCH OF NORTH AMERICA			37	0.01%
EVANGELICAL CHURCHES			98	0.02%
EVANGELICAL CONGREGATIONAL CHURCH			38	0.01%
EVANGELICAL COVENANT CHURCH IN AMERICA			67	0.01%
EVANGELICAL FREE CHURCH OF AMERICA	1	0.05%	153	0.03%
EVANGELICAL FRIENDS ALLIANCE			3	0.00%
EVANGELICAL LUTHERAN CHURCHES, ASSOCIATION OF			105	0.02%
EVANGELICAL METHODIST CHURCH			10	0.00%
EVANGELICAL METHODIST CHURCH OF AMERICA			5	0.00%
FELLOWSHIP OF GRACE BRETHREN CHURCHES			8	0.00%
FREE LUTHERAN CONGREGATIONS, THE ASSOCIATION OF			4	0.00%
FREE METHODIST CHURCH OF NORTH AMERICA			51	0.01%
FREE WILL BAPTISTS			105	0.02%
FREE WILL BAPTISTS, NC STATE CONVENTION OF			1	0.00%
FRIENDS (QUAKER)			21	0.00%
FULL GOSPEL PENTECOSTAL ASSOCIATION, THE	1	0.05%	40	0.01%
FUNDAMENTALIST CHURCHES			1	0.00%
GENERAL ASSOCIATION OF GENERAL BAPTISTS			69	0.02%
GENERAL ASSOCIATION OF REGULAR BAPTIST CHURCHES			50	0.01%
GRACE GOSPEL FELLOWSHIP			4	0.00%
GREEK ORTHODOX CHURCH			114	0.02%
HINDU			175	0.04%
HOLINESS CHURCHES			11	0.00%
HUMANIST			79	0.02%
IGLESIA NI CRISTO			19	0.00%
INDEPENDENT BAPTIST BIBLE MISSION			9	0.00%
INDEPENDENT BAPTIST CHURCHES			104	0.02%
INDEPENDENT CHURCHES AFFILIATED			9	0.00%
INDEPENDENT FUNDAMENTAL BIBLE CHURCHES			11	0.00%
INDEPENDENT FUNDAMENTAL CHURCHES OF AMERICA			1	0.00%

INDEPENDENT LUTHERAN CHURCHES			8	0.00%
INTERNATIONAL CHURCH OF THE FOURSQUARE GOSPEL			24	0.01%
ISLAM	22	1.16%	4,030	0.88%
JEHOVAHS WITNESS			19	0.00%
JEWISH/JUDAISM	5	0.26%	1,844	0.40%
KANSAS YEARLY MEETING OF FRIENDS			2	0.00%
KOREAN EVANGELICAL CHURCH OF AMERICA			9	0.00%
LUTHERAN CHURCH - MISSOURI SYNOD	4	0.21%	511	0.11%
LUTHERAN CHURCH IN AMERICA	5	0.26%	794	0.17%
LUTHERAN CHURCHES	1	0.05%	485	0.11%
LUTHERAN COUNCIL IN THE USA			8	0.00%
MAGICK AND SPIRITUALIST	1	0.05%	30	0.01%
METHODIST CHURCHES	4	0.21%	5,099	1.11%
METHODIST PROTESTANT CHURCH			402	0.09%
MILITANT FUNDAMENTAL BIBLE CHURCHES			2	0.00%
MISSIONARY CHURCH ASSOCIATION			5	0.00%
MISSIONARY CHURCH, THE			10	0.00%
MORAVIAN CHURCH			18	0.00%
NATIONAL ASSOCIATION OF CONGREGATIONAL CHRISTIAN CHURCHES			12	0.00%
NATIONAL ASSOCIATION OF EVANGELICALS			19	0.00%
NATIONAL ASSOCIATION OF FREE WILL BAPTISTS			4	0.00%
NATIONAL BAPTIST CONVENTION OF AMERICA			27	0.01%
NATIONAL BAPTIST CONVENTION, USA, INC.			37	0.01%
NATIVE AMERICAN	1	0.05%	187	0.04%
NEW AGE CHURCHES			28	0.01%
NO PREFERENCE RECORDED	3	0.16%	4,618	1.01%
NO RELIGIOUS PREFERENCE	1	0.05%	3,626	0.79%
NORTH AMERICAN BAPTIST CONFERENCE			43	0.01%
OHIO YEARLY MEETING OF FRIENDS			30	0.01%
OPEN BIBLE STANDARD CHURCHES, INC.			17	0.00%
ORTHODOX CHURCHES	4	0.21%	245	0.05%
ORTHODOX JUDAISM			40	0.01%
ORTHODOX PRESBYTERIAN CHURCH, THE			62	0.01%
OTHER RELIGIONS	34	1.79%	12,383	2.70%
PENTECOSTAL CHURCHES	13	0.68%	2,980	0.65%

PENTECOSTAL CHURCHES OF GOD OF AMERICA, INC	1	0.05%	132	0.03%
PENTECOSTAL HOLINESS CHURCH			175	0.04%
PLYMOUTH BRETHREN			6	0.00%
PRESBYTERIAN CHURCH IN AMERICA	1	0.05%	178	0.04%
PRESBYTERIAN CHURCH IN THE UNITED STATES			257	0.06%
PRESBYTERIAN CHURCHES	1	0.05%	2,345	0.51%
PRESBYTERIAN COUNCIL FOR CHAPLAINS AND MILITARY PERSONNEL			10	0.00%
PRIMITIVE METHODIST CHURCH, THE			6	0.00%
PRIMITIVE METHODIST CHURCH, USA			3	0.00%
PROGRESSIVE NATIONAL BAPTIST CONVENTION, INC			10	0.00%
PROTESTANT - NO DENOMINATIONAL PREFERENCE	7	0.37%	6,840	1.49%
PROTESTANT - OTHER CHURCHES	2	0.11%	1,267	0.28%
PROTESTANT EPISCOPAL CHURCH	2	0.11%	1,584	0.35%
REFORMED CHURCH IN AMERICA			21	0.00%
REFORMED CHURCH IN THE UNITED STATES			12	0.00%
REFORMED CHURCHES			71	0.02%
REFORMED EPISCOPAL CHURCH			36	0.01%
REFORMED JUDAISM			24	0.01%
REFORMED PRESBYTERIAN CHURCH, EVANGELICAL SYNOD			15	0.00%
REORGANIZED CHURCH OF JESUS CHRIST OF LATTER DAY SAINTS			70	0.02%
RESTORATION CHURCHES			10	0.00%
ROMAN CATHOLIC CHURCH	128	6.73%	67,200	14.65%
ROSICRUCIANISM			5	0.00%
SACRED WELL CONGREGATION			4	0.00%
SALVATION ARMY, THE			28	0.01%
SCHWENKFELDER CHURCHES, THE GENERAL CONFERENCE OF			1	0.00%
SEVENTH DAY BAPTIST GENERAL CONFERENCE			13	0.00%
SEVENTH-DAY ADVENTISTS			238	0.05%
SIKH	3	0.16%	153	0.03%
SOUTHERN BAPTIST CONVENTION	2	0.11%	1,963	0.43%
SOUTHERN METHODIST CHURCH			16	0.00%
SOUTHWIDE BAPTIST FELLOWSHIP			24	0.01%
THE SWEDENBORGIAN CHURCH, GENERAL CONFERENCE OF			2	0.00%

THE TROTH			6	0.00%
THE WESLEYAN CHURCH			41	0.01%
UKRANIAN EVANGELICAL BAPTIST CONFERENCE			1	0.00%
UNCLASSIFIED RELIGIONS			58	0.01%
UNION MESSIANIC JEWISH CONGREGATIONS			32	0.01%
UNITARIAN UNIVERSALIST ASSOCIATION			95	0.02%
UNITED CHRISTIAN CHURCH			41	0.01%
UNITED CHURCH OF CHRIST			159	0.03%
UNITED METHODIST CHURCH, THE	2	0.11%	654	0.14%
UNITED PENTECOSTAL CHURCH, INTERNATIONAL			36	0.01%
UNITED PRESBYTERIAN CHURCH IN THE USA			71	0.02%
UNITED PRESBYTERIAN CHURCH, EVANGELICAL SYNOD			8	0.00%
UNKNOWN	6	0.32%	4,024	0.88%
WICCA			185	0.04%
WORLD BAPTIST FELLOWSHIP			10	0.00%

The Secretary of the Army did not direct separation actions for the RC, therefore, the Army Reserve and the Army National Guard did not have any Servicemembers involuntarily separated as a result of the mandate.

Mr. MILLS. For each branch, how many members of the National Guard or Reserves were:

- transferred/dropped to the Inactive Ready Reserve (IRR) or some other inactive status;
- placed in a “No Points, No Pay” status;
- had active-duty orders (including professional schools) curtailed, cancelled, or cut short; and/or
- were prohibited from attending drills over the COVID-19 mandate?

General STITT.

Army National Guard:

- **Transferred/dropped to the Inactive Ready Reserve (IRR) or some other inactive status:** The Army did not reach the implementation phase of transferring to IRR for refusal of the COVID-19 Mandate; therefore there were none in this category associated with vaccine refusal.
- **Placed in a “No Points, No Pay” status:** 10,469 total ARNG Service Members experienced “No Pay/No Points” at any point during this period.
- **Had active-duty orders (including professional schools) curtailed, cancelled, or cut short; and/or were prohibited from attending drills over the COVID-19 mandate:** 46 personnel during this period were within the Training Pipeline when they separated. No further data is available regarding rescission of Active-Duty orders. 10,469 Soldiers were prohibited from attending drills as a result of refusing the Covid-19 vaccination mandate in accordance with SecDef guidance.

Army Reserves:

- **Transferred/dropped to the Inactive Ready Reserve (IRR) or some other inactive status:** The Army did not reach the implementation phase of transferring to IRR for refusal of the COVID-19 Mandate; therefore there were no Soldiers in this category associated with vaccine refusal.
- **Placed in a “No Points, No Pay” status:** 1,962 total USAR Soldiers experienced “No Pay/No Points” at any point during this period.
- **Had active-duty orders (including professional schools) curtailed, cancelled, or cut short; and/or were prohibited from attending drills over the COVID-19 mandate:** 1,962 USAR Soldiers were prohibited from attending drills for the period of the vaccine mandate. There is no evidence to conclude that any Soldier had their professional school curtailed or cancelled due to the mandate.

Mr. MILLS. Do you have any estimates as to how much it will cost to train new recruits to replace those positions lost due to the DOD's enforcement of the COVID-19 vaccine mandate?

General STITT. The training cost to replace those Soldiers lost due to the DOD's enforcement of the COVID-19 vaccine mandate is approximately \$145M (\$89K per Soldier). These costs include those from USAREC, USMEPCOM, and TRADOC. That said, the Army is accepting applications from those that left the Army due only to the vaccine mandate. Over 80% of those that left would require no training and therefore no additional cost reducing the estimate.

Mr. MILLS. The service is the custodian of the service members' military records, so why are service members being directed to apply to the BCMR/BCNR process to have their records corrected?

That process takes years. The Board only makes recommendations that are ultimately controlled by the Secretaries of the service concerned. Why don't the Secretaries just order the appropriate correction for the affected personnel?

General STITT. The Army issued the lawful order to its Soldiers to become fully vaccinated against COVID-19, in compliance with the DOD vaccination requirement, while it was in effect. Soldiers who refused the lawful order were subject to adverse personnel actions including involuntary separation. If a Soldier or former Soldier believes there were mitigating circumstances that should be considered as it relates to their misconduct, it is their individual responsibility to initiate the review request. Both the Army Discharge Review Board (ADRB) and/or the Army Board for Correction of Military Records (ABCMR) will consider each case on its own merits, the recent changes in law and policy, the applicable OSD policy for clemency and the respective Board standards: propriety and equity.

Mr. MILLS. For each branch, what was the total amount of lost or withheld pay and benefits for service members on active duty, in the National Guard or in the Reserves for non-compliance with the COVID-19 mandate?

Admiral CHEESEMAN. The Navy recouped \$2.35M in unearned bonus money. In addition, Sailors separated would have earned a total of \$75.35M in total basic pay (not including special pay or allowances), if they remained in the Navy until September 9, 2023.

Mr. MILLS. Secretary Austin's second Covid-19 Memorandum (dated Nov. 30, 2021) cut Federal funding for the National Guard for anyone who was unvaccinated. After that memorandum, how many people were lost from the Guard or Reserve in and following December 2021 as a result of this memorandum?

Admiral CHEESEMAN. The Navy does not have a National Guard component. The Secretary of Defense's memorandum of November 30, 2021 does not apply to the Navy Reserve. Therefore, we assess that no Navy Reserve Sailors were lost as a result of this memorandum.

Mr. MILLS. Have all of those who had a RE-3, RE-4 re-enlistment code or anything less than an Honorable discharge corrected? If not, why not?

Admiral CHEESEMAN. No.

Of the 1,878 Sailors separated by the Navy, 1,856 received honorable characterizations. Twenty-two received no characterization. These twenty-two were entry level separations who exited the service prior to the signing of the 2022 National Defense Authorization Act (NDAA-22) which required all service members solely separated for COVID-19 vaccine refusal to receive a minimum of a general discharge (under honorable conditions).

Any of the 1,878 Sailors separated solely on the basis of COVID-19 vaccine refusal can petition to Board for Correction of Naval Records (BCNR) to review their records and adjust their re-entry code and/or characterization of service. In accordance with 10 USC 1552, the service's method to amend a DD-214 is to petition the Board of Correction for Naval Records (BCNR).

Mr. MILLS. Did your service attempt to quantify the costs of the mandate (e.g., lost, discharged, or non-deployable service members) and compare it to the expected benefits from the mandate? If so, what were the results? If not, why not?

Admiral CHEESEMAN. No. On August 24, 2021, the Secretary of Defense directed all Services to immediately begin full vaccination of all members of the Armed Forces, and the Navy moved quickly to implement the Secretary's orders, as directed.

Mr. MILLS. Were any such studies or analyses performed on the policy of systematically denying religious accommodation requests, and in particular, whether such a policy would be perceived as hostility towards religion and what effect such perceived hostility to religion would have on the moral and readiness of those remaining in service and/or on recruiting new service members? If so, what were the results? If not, why not?

Admiral CHEESEMAN. The Navy did not systematically deny religious accommodation requests.

All Sailors who requested accommodation received a thorough, individualized review of their case, to include consideration of the Navy's compelling government interest in a medically and operationally ready force, as well as other, less restrictive means to meet the government's interest.

In general, the Navy accepted Sailors' asserted religious beliefs as sincere. However, in most cases, less restrictive means were deemed insufficient to achieve the Navy's compelling government interest in protecting and maintaining an operationally ready force.

Religious liberty is a foundational principle of enduring importance in America, enshrined in our Constitution and other sources of Federal law. Service members have the right to observe the tenets of their religion or to observe no religion at all, as provided in Federal law and Departmental policy. Like all Services, the Navy continues to apply the uniform standards set forth in DOD guidance regarding religious liberty in the military Services.

Mr. MILLS. For each service, can you provide the demographic data (to include, at a minimum, race, sex, and religion) for active-duty service members who were discharged and for National Guard and Reserve service members who suffered the aforementioned adverse actions, as well as a comparison with the total number of service members in these demographic groups (i.e. in order to identify any disproportionate or disparate impacts from the mandate)?

Admiral CHEESEMAN. "Total Force" demographics represent the U.S. Navy Force as of December 2022. "All Separated Sailors" demographics represents 1,878 total Sailors separated due to COVID vaccine refusal.

RACE	ALL NAVY PERSONNEL	NAVY COVID SEPARATIONS
WHITE	63%	70%
BLACK	18%	16%
MULTIPLE	6%	6%
ASIAN	6%	1%
DECLINED TO RESPOND	4%	5%
AM INDIAN/ALASKA NATIVE	2%	1%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	1%	1%
UNKNOWN	0%	0%
GRAND TOTAL	100%	100%

SEX	ALL NAVY PERSONNEL	NAVY COVID SEPARATIONS
MALE	79%	79%
FEMALE	21%	21%
GRAND TOTAL	100%	100%

RELIGION	ADJUSTED* ALL NAVY PERSONNEL	NAVY COVID SEPARATIONS	ACTUAL ALL NAVY PERSONNEL
CHRISTIAN	65.8%	67.1%	49.4%
UNKNOWN	None*	0.8%	24.9%
NONE	29.6%	29.5%	22.2%
SUBTOTAL	95.5%	97.4%	96.6%
JUDAISM	1.2%	0.3%	0.9%
OTHER	0.9%	0.4%	0.7%
BUDDHIST	0.8%	0.4%	0.6%
PAGAN	0.8%	1.1%	0.6%
MUSLIM	0.5%	0.5%	0.4%
HINDU	0.3%	0.0%	0.2%
SUBTOTAL	4.5%	2.6%	3.4%
GRAND TOTAL	100.0%	100.0%	100.0%

Note: The Navy tracks 179 religious categories to capture the religious diversity of the Total Force. Several categories were consolidated for this response.

*Distributes "unknown" (24.9%) category proportionally across all asserted religions.

Mr. MILLS. For each branch, how many members of the National Guard or Reserves were:

- transferred/dropped to the Inactive Ready Reserve (IRR) or some other inactive status;
- placed in a "No Points, No Pay" status;
- had active-duty orders (including professional schools) curtailed, cancelled, or cut short; and/or
- were prohibited from attending drills over the COVID-19 mandate?

Admiral CHEESEMAN. The Navy Reserve had 5,262 unvaccinated Sailors and no Sailors were put in an IRR status or a "No Points, No Pay" status. All Selected Reservists experienced some level of impact having their active-duty orders (including professional schools) curtailed, cancelled, or cut short due to limitations on travel, destination protocols, transitions to virtual when possible, and stipulations on unvaccinated Sailors. For example, for an extended period of time, mission critical official travel required approval from the Under Secretary of the Navy via the Assistant Secretary of the Navy Manpower and Reserve Affairs (ASN M&RA). The Navy Reserve enterprise submitted zero (0) requests for mission critical travel and did not prohibit Sailors from attending drills during the COVID-19 mandate.

Mr. MILLS. Do you have any estimates as to how much it will cost to train new recruits to replace those positions lost due to the DOD's enforcement of the COVID-19 vaccine mandate?

Admiral CHEESEMAN. The Navy separated 1,878 Sailors due to enforcement of the DOD's COVID-19 vaccine mandate.

The Navy estimates the cost required to train replacements for 1,878 Sailors as the amount of pay and entitlements allotted to those new recruits during the time they are in training.

Recruits spend an average of 285 days in training at Recruit Training Command and in initial training prior to reporting to their first operational assignment. Estimating the average pay and benefits of a junior Sailor at \$62,435/year, the estimated cost of training replacements for the 1,878 Sailors that separated is \$91M.

Mr. MILLS. The service is the custodian of the service members' military records, so why are service members being directed to apply to the BCMR/BCNR process to have their records corrected?

That process takes years. The Board only makes recommendations that are ultimately controlled by the Secretaries of the service concerned. Why don't the Secretaries just order the appropriate correction for the affected personnel?

Admiral CHEESEMAN. I cannot speak for the Secretary of the Navy. To provide some context, some Sailors separated for vaccine refusal also committed other collateral misconduct warranting an RE-4. Altering their RE-4 without deliberate adjudication would potentially allow Sailors who separated for other infractions to return.

The Navy audited the records of all currently-serving Sailors who requested Religious Accommodation from the COVID-19 vaccine mandate and removed any COVID-related adverse information present.

The Board of Correction for Naval Records (BCNR) is the Department of the Navy's authority to adjudicate corrections to individual records for discharged Sailors. BCNR typically takes roughly three months to adjudicate a request.

Mr. MILLS. For each branch, what was the total amount of lost or withheld pay and benefits for service members on active duty, in the National Guard or in the Reserves for non-compliance with the COVID-19 mandate?

General MILLER. Active-Duty Air Force: No Airmen/Guardians experienced withheld or lost pay for the amount of service completed before separation, due to non-compliance with the COVID-19 mandate. We estimate a basic cost of \$803M (\$559M for voluntary separations, \$244M for involuntary separations), or approximately \$80M/month, to pay 1,399 separated Active-Duty Airmen and Guardians for the time between separation and return (anticipate 30 Sep 2024). This amount does not include Basic Allowance for Subsistence, Basic Allowance for Housing or special and incentive pays service members may receive.

The Air Force Reserve (AFR) estimates that members who refused the COVID-19 vaccination and were placed in a no pay/no points status, as well as those that were subsequently involuntarily reassigned to the Individual Ready Reserve (IRR), did not earn \$4.8M in pay and benefits.

Mr. MILLS. Secretary Austin's second Covid-19 Memorandum (dated Nov. 30, 2021) cut Federal funding for the National Guard for anyone who was unvaccinated. After that memorandum, how many people were lost from the Guard or Reserve in and following December 2021 as a result of this memorandum?

General MILLER. The AFR did not separate members who refused the COVID-19 vaccination; instead, 547 members were placed in a no pay/no points status and were involuntarily reassigned the IRR, a non-participating status of the Reserve. As such, these members could return to a participating status, if they came into compliance with medical standards. 60 Service members were involuntarily separated from the Air National Guard, while another 616 Service members voluntarily separated.

Mr. MILLS. Have all of those who had a RE-3, RE-4 re-enlistment code or anything less than an Honorable discharge corrected? If not, why not?

General MILLER. Former servicemembers who were separated (discharged or separated in lieu of receiving the COVID-19 vaccination), may use the existing Discharge Review Board (DRB) process to petition for an upgrade to their discharge characterization. Each record must be individually assessed. Barring aggravating factors, such as misconduct or other unfavorable information, applicants who have appealed to the DRB have had their discharges upgraded to an Honorable discharge. No member received a 4-series RE code upon discharge.

Mr. MILLS. Did your service attempt to quantify the costs of the mandate (e.g., lost, discharged, or non-deployable service members) and compare it to the expected benefits from the mandate? If so, what were the results? If not, why not?

General MILLER. No. The Secretary of Defense mandated immunization for Service members on August 24, 2021, to ensure the protection of and military readiness of the force. Of the over 500,000 total force Airmen and Guardians, approximately 98% (RegAF and Space Force 99%; Guard 94.3%; Reserve 95.9%) complied with the Secretary of Defense order which enabled the continued combat readiness of the force, as well as providing life-saving support to the American people and surge support to local healthcare systems and agencies at all levels of the government.

Mr. MILLS. Were any such studies or analyses performed on the policy of systematically denying religious accommodation requests, and in particular, whether such a policy would be perceived as hostility towards religion and what effect such perceived hostility to religion would have on the moral and readiness of those remaining in service and/or on recruiting new service members? If so, what were the results? If not, why not?

General MILLER. Religious liberty is foundational to our Nation and Service members have the right to observe their religion or no religion at all, in line with the Religious Freedom Restoration Act. All requests for religious accommodation, be it from the COVID-19 vaccination or for any other reason, are handled within Departmental standards, to include DAFI 52-201, Religious Freedom in the Department of the Air Force, 48-110, Immunizations and Chemoprophylaxis for the Prevention of Infectious Diseases.

The requirement to vaccinate to ensure medical preparedness and military readiness is not a new requirement for the military or our members. The Department must weigh an individual's right to follow their belief and our ability to accommodate that belief against the impact to the mission to ensure we are prepared to support and defend that very same right for the American people as a whole.

Mr. MILLS. For each service, can you provide the demographic data (to include, at a minimum, race, sex, and religion) for active-duty service members who were discharged and for National Guard and Reserve service members who suffered the

aforementioned adverse actions, as well as a comparison with the total number of service members in these demographic groups (i.e. in order to identify any disproportionate or disparate impacts from the mandate)?

General MILLER. (Reserve Response): see attached demographic spreadsheet (Tab 1).

RACE	COUNT OF INVOL	PERCENT OF INVOL	COUNT OF AFR	PERCENT OF AFR
WHITE	422	77%	45635	68%
BLACK/AFRICAN AMERICAN	83	15%	11607	17%
ASIAN	10		3376	5%
DECLINE TO RESPOND	12		2544	3%
NATIVE HAWAIIAN/OTHER PACIFIC IS	2		850	1%
BLACK/AFR AM WHITE	6		666	
ASIAN WHITE	3		603	
AMERICAN INDIAN/ALASKA NATIVE	3		485	
AMERICAN INDIAN/ALASKA NATIVE WHITE	2		282	
ASIAN NATIVE HI/PACIFIC ISL	1		235	
ASIAN BLACK/AFRICAN AMERICAN			138	
NAT HI/PACIFIC ISL WHITE	1		134	
AM INDIAN/AK NAT BLACK/AFR AM			87	
AM INDIAN/AK NAT BLACK/AFR AM			72	
BLACK/AFR AM NAT HI/PACIFIC ISL			54	
ASIAN NAT HI/PACIFIC ISL WHITE			51	
ASIAN BLACK/AFR AM WHITE			28	
BLACK/AFR AM NAT HI/PACIFIC ISL			17	
AM INDIAN/AK NAT ASIAN WHITE			14	
AM INDIAN/AK NAT ASIAN BLACK/A			10	
ASIAN BLACK/AFR AM NAT HI/PACI			10	
AM INDIAN/AK NAT ASIAN			8	
AM INDIAN/AK NAT NAT HI/PACIFIC			8	
AM INDIAN/AK NAT ASIAN BLACK/AFR AM	1		7	
AM INDIAN/AK NAT ASIAN BLACK/AFR AM, WHITE	1		6	
AM INDIAN/AK NAT ASIAN NAT HI/			6	
AM INDIAN/AK NAT NAT HI/PACIFIC			5	
IDENTIFICATION PENDING			5	
AM INDIAN/AK NAT ASIAN NAT HI/			4	
AM INDIAN/AK NAT BLACK/AFR AM			2	
All other values			4	
TOTAL	547		66953	

GENDER	COUNT OF INVOL	PERCENT OF INVOL	COUNT OF AFR	PERCENT OF AFR
FEMALE	148	27%	48178	28%
MALE	399	73%	18775	72%
TOTAL	547		66953	

ETHNICITY	COUNT OF INVOL	PERCENT OF INVOL	COUNT OF AFR	PERCENT OF AFR
FILIPINO	2			
INDIAN	1			
LATIN AMERICAN	3			
MEXICAN AMERICAN	6			
NONE	496	91%		53%
OTHER	20			
OTHER PACIFIC ISLANDER	1			
PUERTO RICAN	2			
SPANISH DESCENT	3			
UNKNOWN	10			
TOTAL	547		66953	

RELIGION	COUNT OF INVOL	PERCENT OF INVOL	COUNT OF AFR	PERCENT OF AFR
ADVENT CHRISTIAN CHURCH	3			
AGNOSTIC	6		2027	3%
AMERICAN BAPTIST CHURCHES	1			
ARMENIAN APOSTOLIC	1			
ASSEMBLIES OF GOD	4			
ATHEIST	7		1301	1%
BAPTIST BIBLE FELLOWSHIP	3			
BAPTIST CHURCHES	30		4008	5%
BAPTIST GENERAL CONFERENCE	2			
BIBLE PROTESTANT CHURCH	1			
BUDDHISM	3			
CATHOLIC CHURCHES, OTHER	8		2101	3%
CHRISTIAN AND MISSIONARY ALLIANCE	1			
CHRISTIAN CHURCH (DISCIPLES OF CHRIST)	12			
CHRISTIAN CHURCH AND CHURCHES OF CHRIST	6			
CHRISTIAN CRUSADE	1			
CHRISTIAN METHODIST EPISCOPAL CHURCH	2			
CHRISTIAN REFORMED CHURCH	1			
CHRISTIAN SCIENCE (1ST CHURCH CHRIST SCIENTIST)	1			
CHRISTIAN, NO DENOMINATIONAL PREFERENCE	203	37%	17676	26%
CHURCH OF CHRIST	10			
CHURCH OF GOD	2			
CHURCH OF GOD IN CHRIST	1			
CHURCH OF JESUS CHRIST-LATTER DAY SAINT	17			
CHURCH OF THE NAZARENE	1			
COMMUNITY OF CHRIST	1			
DRUID	2			
EASTERN ORTHODOX CHURCHES	1			
EPISCOPAL CHURCH	1			
EVANGELICAL CHURCHES OTHER	1			
EVANGELICAL CONGREGATIONAL CHURCH	1			
EVANGELICAL FREE CHURCH OF AMERICA	1			
EVANGELICAL LUTHERAN CHURCH IN AMERICA	1			
HEATHEN	2			
HINDU	1			
HUMANIST	1			
INDEPENDENT ASSEMBLIES OF GOD	1			
INDEPENDENT BAPTIST CHURCHES	3			
ISLAM	5			
ISRAELITE	3			
JUDAISM	3			
LUTHERAN CHURCH IN AMERICA	6			
LUTHERAN CHURCH, MISSOURI SYNOD	2			
LUTHERAN CHURCHES, OTHER	1			
MESSIANIC	1			
METHODIST PROTESTANT CHURCH	5			
NO PREFERENCE	54		6921	
NO RELIGION	9		2370	3%
NONE PROVIDED	4			
ORTHODOX CHURCHES, OTHER	2			
OTHER RELIGIONS	5			
PAGAN	1			
PENTECOSTAL CHURCH OF GOD	1			
PENTECOSTAL CHURCHES, OTHER	2			
PRESBYTERIAN CHURCH (USA)	1			
PRESBYTERIAN CHURCH IN AMERICA	1			
PROTESTANT, NO DENOMINATIONAL PREFERENCE	9			
PROTESTANT, OTHER CHURCHES	2			
ROMAN CATHOLIC CHURCH	65	11%	11882	18%
SEVENTH DAY ADVENTISTS	3			
SOUTHERN BAPTIST CONVENTION	7			
UNITED METHODIST CHURCH	2			
UNKNOWN	8			
TOTAL	547		66953	

(Guard Response): The Air National Guard involuntary separated 60 Service members. We require additional time to work with Air Reserve Personnel Center to acquire the requested demographics.

Mr. MILLS. For each branch, how many members of the National Guard or Reserves were:

- transferred/dropped to the Inactive Ready Reserve (IRR) or some other inactive status;
- placed in a “No Points, No Pay” status;
- had active-duty orders (including professional schools) curtailed, cancelled, or cut short; and/or
- were prohibited from attending drills over the COVID-19 mandate?

General MILLER. The AFR involuntarily reassigned 547 members to the IRR. Because members can be put in no pay-no points status for a variety of reasons, we are unable to delineate which may have been placed in no pay-no points status strictly for COVID-19 vaccination refusal, as this was not tracked. While curtailed orders would have applied to Active Guard and Reserve (AGR) members, this number, if any, would have been small, however, these were not required to be tracked at the time.

The ANG did not transfer its members to the Inactive Ready Reserve nor into any other inactive status.

- Approximately 862 Airmen were officially prevented from drilling IAW the SecAF’s December 7, 2021, memo, Supplemental Coronavirus Disease 2019 Vaccination Policy, Attachment 2, due to COVID-19 vaccination refusal, at least once during the January 1, 2022—January 9, 2023, Air Force prohibition period, and placed in a no pay/no points status.
- Four ANG members were returned home early (orders curtailed) from a formal school due to the members’ refusal to receive the COVID-19 vaccination. The ANG needs additional time to review all AGR orders for this time period.

Mr. MILLS. Do you have any estimates as to how much it will cost to train new recruits to replace those positions lost due to the DOD’s enforcement of the COVID-19 vaccine mandate?

General MILLER. Throughout the year, the DOD is engaged in training new recruits to meet the needs and requirements of the Services. Those Service members who chose not to follow the lawful order to be vaccinated against the COVID-19 virus were of varying ranks and time in service. Like all military separations, discharges, and retirements, of prior service members, there is no ability to replace them one-for-one, at their respective ranks and experience.

However, for enlisted members, basic military training costs are \$23,661 per student and the average technical training course costs \$47,220. For officers, accession costs vary and depend on commissioning source (OTS, USAFA, and ROTC). OTS costs per student is \$36,153.40. ROTC depends on individual’s scholarship program. The costs for follow-on training also vary depending on career field, but the average cost is \$68,500.

Mr. MILLS. The service is the custodian of the service members’ military records, so why are service members being directed to apply to the BCMR/BCNR process to have their records corrected?

That process takes years. The Board only makes recommendations that are ultimately controlled by the Secretaries of the service concerned. Why don’t the Secretaries just order the appropriate correction for the affected personnel?

General MILLER. Former servicemembers may petition the Air Force Board for Correction of Military Records (AFBCMR) if they believe that there is an error or injustice in their situation. The Department has an established process to address these cases. On average, for currently serving Active Duty and Reserve forces, it takes approximately 90-days for these members to have their records corrected via the AFBCMR process, while for all others, (i.e., former Service members), the average time is 150-days.

Mr. MILLS. For each branch, what was the total amount of lost or withheld pay and benefits for service members on active duty, in the National Guard or in the Reserves for non-compliance with the COVID-19 mandate?

General GLYNN. The Marine Corps did not withhold pay or benefits from Marines for non-compliance with the COVID-19 mandate.

Mr. MILLS. Secretary Austin’s second Covid-19 Memorandum (dated Nov. 30, 2021) cut Federal funding for the National Guard for anyone who was unvaccinated. After that memorandum, how many people were lost from the Guard or Reserve in and following December 2021 as a result of this memorandum?

General GLYNN. The total number of Reserve Covid related discharges was 1,578.

Mr. MILLS. Have all of those who had a RE-3, RE-4 re-enlistment code or anything less than an Honorable discharge corrected? If not, why not?

General GLYNN. As with a range of issues, discharged personnel may petition the Board for Correction of Naval Records for issues regarding records to include requests to upgrade the characterization of their discharge. The Marine Corps has the authority to waive RE-3 and RE-4 codes for personnel desiring to re-enter the Serv-

ice if the disqualifying condition no longer applies; therefore, corrections would not be required.

On 24 February 2023, the Secretary of the Navy directed the Marine Corps to review the records of currently serving Marines and remove all adverse information from their service record related to COVID-19 vaccine mandate. In compliance with this directive, the Marine Corps established a cell responsible for reviewing and removing material solely related to COVID-19 vaccination refusal for Marines currently in the service.

Mr. MILLS. Did your service attempt to quantify the costs of the mandate (e.g., lost, discharged, or non-deployable service members) and compare it to the expected benefits from the mandate? If so, what were the results? If not, why not?

General GLYNN. The August 24, 2021, and November 30, 2021, memorandums requiring COVID-19 vaccination made it mandatory for all servicemembers until they were rescinded. As such, the Marine Corps did not study the costs of the mandate versus expected benefits.

Mr. MILLS. Were any such studies or analyses performed on the policy of systematically denying religious accommodation requests, and in particular, whether such a policy would be perceived as hostility towards religion and what effect such perceived hostility to religion would have on the moral and readiness of those remaining in service and/or on recruiting new service members? If so, what were the results? If not, why not?

General GLYNN.

1. The Marine Corps did not systematically deny religious accommodation requests and considered each request on its own merits. Our religious exemption process is standard and deliberate, following US Statute and DOD policy.

The Deputy Commandant, Manpower & Reserve Affairs is the Central Disposition Authority for the Commandant of the Marine Corps and the appellate is the Assistant Commandant of the Marine Corps.

DC M&RA is assisted by a Chaplain; the Director, Health Services; and a Legal Advisor.

DC M&RA reviews all material and carefully consider an individual's request on an individualized basis. We do not question the sincerity of any Marine's belief, and we do not send out form letters. Every Marine's exemption request is entitled to be considered in a consistent manner.

2. The Marine Corps has not studied perceived hostility toward religion or any potential effects thereof.

Mr. MILLS. For each service, can you provide the demographic data (to include, at a minimum, race, sex, and religion) for active-duty service members who were discharged and for National Guard and Reserve service members who suffered the aforementioned adverse actions, as well as a comparison with the total number of service members in these demographic groups (i.e. in order to identify any disproportionate or disparate impacts from the mandate)?

General GLYNN. Please see attached documented response beginning on page 6 to page 9. [See tables that follow, beginning on next page.]

	Discharged		Active component Marine Corps	
Male	3,602	96%	159,663	91%
Female	146	4%	16,512	9%
WHITE (INCLUDES HISPANIC)	3,307	88%	141,250	80%
BLACK OR AFRICAN AMERICAN	289	8%	20,642	12%
ASIAN	62	2%	6,836	4%
AMERICAN INDIAN OR ALASKA NATIVE	39	1%	2,658	2%
NATIVE HAWAIIAN OR OTHER PACIFIC ISLAND	27	1%	2,164	1%
DECLINED TO RESPOND	24	1%	2,625	1%
NO PREFERENCE	1,485	40%	63,091	36%
CHRISTIAN - NO DENOMINATIONAL PREFERENCE	1,073	29%	42,959	24%
ROMAN CATHOLIC CHURCH	190	5%	18,658	11%
CATHOLIC CHURCHES, OTHER	165	4%	12,258	7%
NONE PROVIDED	146	4%	9,677	5%
CHRISTIAN CHURCHES & CHURCHES OF CHRIST	104	3%	2,166	1.23%

[Table continues on next page.]

BAPTIST CHURCHES	95	3%	4,804	3%
CHRISTIAN CHURCH (DISCIPLES OF CHRIST)	91	2%	1,262	0.72%
CHURCH OF JESUS CHRIST LATTER DAY SAINTS	30	0.80%	1,435	0.81%
LUTHERAN CHURCHES	27	0.72%	1,400	0.79%
PENTECOSTAL CHURCHES	20	0.53%	546	0.31%
SOUTHERN BAPTIST CONVENTION	19	0.51%	955	0.54%
METHODIST CHURCHES	17	0.45%	909	0.52%
PROTESTANT EPISCOPAL CHURCH	17	0.45%	637	0.36%
CHURCH OF CHRIST	16	0.43%	568	0.32%
PAGAN	16	0.43%	850	0.48%
NO RELIGION	14	0.37%	1,386	0.79%
AGNOSTIC	10	0.27%	1,315	0.75%
JUDAISM	10	0.27%	515	0.29%
ORTHODOX CHURCHES-EASTERN	10	0.27%	203	0.12%
OTHER RELIGIONS	10	0.27%		
SEVENTH DAY ADVENTIST	10	0.27%	404	0.23%
ADVENT CHRISTIAN CHURCH	9	0.24%	116	0.07%
BUDDHISM	9	0.24%	959	1%
CHURCH OF GOD	9	0.24%	178	0.10%
ATHEIST	8	0.21%	1,391	0.79%
CHRISTIAN SCIENCE-FIRST CHURCH OF CHRIST	8	0.21%	56	0.03%
BAPTIST BIBLE FELLOWSHIP	7	0.19%	204	0.12%
ECKANKAR	7	0.19%	74	0.04%
ISLAM	7	0.19%	902	0.51%
CHRISTIAN REFORMED CHURCH	6	0.16%	119	0.07%
HEATHEN	5	0.13%	288	0.16%
PENTECOSTAL CHURCH OF GOD	5	0.13%	162	0.09%
BIBLE PROTESTANT CHURCH	4	0.11%	73	0.04%
CHRISTIAN AND MISSIONARY ALLIANCE	4	0.11%	71	0.04%

LUTHERAN COUNCIL IN AMERICA	4	0.11%	128	0.07%
NATIVE AMERICAN	4	0.11%	188	0.11%
ASSEMBLIES OF GOD	3	0.08%	164	0.09%
INDEPENDENT BAPTIST CHURCHES	3	0.08%	98	0.06%
MESSIANIC	3	0.08%	39	0.02%
PRESBYTERIAN CHURCHES	3	0.08%	357	0.20%
UNCLASSIFIED RELIGION	3	0.08%	58	0.03%
AFRICAN METHODIST EPISCOPAL CHURCH	2	0.05%	22	0.01%
AMERICAN BAPTIST CHURCHES	2	0.05%	1	0.00%
AMERICAN LUTHERAN CHURCH	2	0.05%	18	0.01%
ASATRU	2	0.05%		
BAPTIST GENERAL CONFERENCE	2	0.05%	84	0.05%
CHRISTIAN CRUSADE	2	0.05%	86	0.05%
HINDU	2	0.05%	119	0.07%
JEHOVAH'S WITNESSES	2	0.05%	90	0.05%
METHODIST PROTESTANT CHURCH	2	0.05%		
ORTHODOX CHURCHES-OTHER	2	0.05%	37	0.02%
ORTHODOX CHURCH-GREEK	2	0.05%	77	0.04%
ORTHODOX PRESBYTERIAN CHURCH	2	0.05%	21	0.01%
ORTHODOX-ANTIOCHIAN CHRISTIAN	2	0.05%	25	0.01%
REFORMED PRESBYTERIAN CHURCH, EVANGELICAL	2	0.05%	9	0.01%
TROTH	2	0.05%	10	0.01%
WESLEYAN CHURCH	2	0.05%	21	0.01%
WICCA	2	0.05%	128	0.07%
ADVENTIST CHURCHES	1	0.03%	38	0.02%
AMERICAN BAPTIST CHURCHES IN THE USA	1	0.03%	27	0.02%
AMERICAN COUNCIL CHRISTIAN CHURCH	1	0.03%	44	0.02%
BAPTIST GENERAL CONVENTION OF TEXAS	1	0.03%	17	0.01%

BAPTIST MISSIONARY ASSN OF AMERICA	1	0.03%	28	0.02%
BIBLE CHURCHES CHAPLAINCY	1	0.03%		
BIBLE PRESBYTERIAN CHURCH	1	0.03%	11	0.01%
CHURCH OF GOD (ANDERSON, IN)	1	0.03%	9	0.01%
CHURCH OF GOD (CLEVELAND, TN)	1	0.03%	17	0.01%
CHURCH OF THE NAZARENE	1	0.03%	57	0.03%
CHURCHES OF CHRIST IN CHRISTIAN UNION	1	0.03%	4	0.00%
CUMBERLAND PRESBYTERIAN CHURCH	1	0.03%	3	0.00%
EASTERN RELIGIONS	1	0.03%	10	0.01%
EVANGELICAL LUTHERAN CHURCH IN AMERICA	1	0.03%	35	0.02%
FREE METHODIST CHURCH OF NORTH AMERICA	1	0.03%	11	0.01%
FREE WILL BAPTIST CHURCHES	1	0.03%	27	0.02%
INDEPENDENT BAPTIST BIBLE MISSION	1	0.03%	18	0.01%
JUDAISM-REFORMED	1	0.03%	61	0.03%
KANSAS YEARLY MEETING OF FRIENDS	1	0.03%	12	0.01%
LUTHERAN CHURCH-MISSOURI	1	0.03%	228	0.13%
METHODIST EPISCOPAL CHURCH	1	0.03%		
MILITANT FUNDAMENTAL BIBLE CHURCH	1	0.03%	1	0.00%
MORAVIAN CHURCH	1	0.03%	6	0.00%
NATL ASSN OF CONGREGATIONAL CHRISTIAN	1	0.03%	7	0.00%
PENTECOSTAL HOLINESS CHURCH	1	0.03%	59	0.03%
PRESBYTERIAN CHURCH IN AMERICA	1	0.03%	101	0.06%
REFORMED AND PRESBYTERIAN CHURCHES	1	0.03%	7	0.00%
UNITED METHODIST CHURCH	1	0.03%	168	0.10%

Mr. MILLS. For each branch, how many members of the National Guard or Reserves were:

- transferred/dropped to the Inactive Ready Reserve (IRR) or some other inactive status;
- placed in a “No Points, No Pay” status;
- had active-duty orders (including professional schools) curtailed, cancelled, or cut short; and/or
- were prohibited from attending drills over the COVID–19 mandate?

General GLYNN.

1. The Marine Corps is unable to determine if Reserve Marines voluntarily dropped to the IRR for COVID–19 mandate related issues or for other personal reasons. Only formal administrative separation actions were recorded.

2. Zero. The Marine Corps did not produce or publish a policy authorizing the placement of Marines into a “No Points, No Pay” status for COVID–19 mandate related reasons.

3. Eighty Reserve Marines were on active-duty orders before being discharged for COVID–19 mandate related reasons.

4. No HQMC policy prohibited unvaccinated Marines from drilling. Marine Administrative Messages (MARADMIN) 264/20, 417/20, and 277/21 authorized telecommuting for inactive duty training (tele-drill) and annual training (AT) to minimize COVID exposure of unvaccinated reservists while still allowing them to earn points and pay. Tele-drill authority was rescinded on 27 May 2022 with the issuance of MARADMIN 275/22 which restricted official travel but not unofficial travel (drill) for unvaccinated personnel in accordance with SECNAV memorandum dated 29 April 2022. Telecommute authority for AT was rescinded 3 April 2023.

Mr. MILLS. Do you have any estimates as to how much it will cost to train new recruits to replace those positions lost due to the DOD's enforcement of the COVID-19 vaccine mandate?

General GLYNN. The cost to train Marines differs by grade, time in service, military occupational specialty, and a host of other factors.

Currently, the Marine Corps trains over 33,000 recruits (enlisted), more than 2,400 officer candidates, and 1,800 entry-level Marine officers annually with an Operations and Maintenance budget of \$34M. This amount includes direct materials and overhead expenses including transportation, armory parts and targetry, Marine Corps Martial Arts Program gear, personal field gear (e.g., packs, web belts, canteens), athletic training equipment, religious service support, laundry contract services, fabric repair, printing and reproduction costs, uniform alterations, personal protective equipment, cleaning supplies, outdoor hygiene stations and appliance leases.

Mr. MILLS. The service is the custodian of the service members' military records, so why are service members being directed to apply to the BCMR/BCNR process to have their records corrected?

That process takes years. The Board only makes recommendations that are ultimately controlled by the Secretaries of the service concerned. Why don't the Secretaries just order the appropriate correction for the affected personnel?

General GLYNN. On 24 February 2023, the Secretary of the Navy directed the Marine Corps to review the records of currently serving Marines and remove all adverse information from their service record related to COVID-19 vaccine mandate. In compliance with this directive, the Marine Corps established a cell responsible for reviewing and removing material solely related to COVID-19 vaccination refusal for Marines currently in the service. The BCNR remains the designated authority for all requests to modify/correct military records for discharged personnel.

Mr. MILLS. For each branch, what was the total amount of lost or withheld pay and benefits for service members on active duty, in the National Guard or in the Reserves for non-compliance with the COVID-19 mandate?

Ms. KELLEY. The Space Force did not experience any loss of personnel due to non-compliance with the COVID-19 mandate. No Guardian experienced withheld pay or benefits.

Mr. MILLS. Did your service attempt to quantify the costs of the mandate (e.g., lost, discharged, or non-deployable service members) and compare it to the expected benefits from the mandate? If so, what were the results? If not, why not?

Ms. KELLEY. The Space Force did not experience any loss of personnel due to non-compliance with the COVID-19 mandate; however, Guardians who had not been vaccinated chose to leave the service through standard attrition mechanisms such as retirements, completion of initial service commitment, etc. These types of losses are expected and accounted for, therefore there were no direct cost factors due to the COVID-19 mandate.

Mr. MILLS. Were any such studies or analyses performed on the policy of systematically denying religious accommodation requests, and in particular, whether such a policy would be perceived as hostility towards religion and what effect such perceived hostility to religion would have on the moral and readiness of those remaining in service and/or on recruiting new service members? If so, what were the results? If not, why not?

Ms. KELLEY. No member of the Department of the Air Force was separated due to their religious beliefs. The DOD and the DAF respect and fully support the rights of our members to follow their conscience with respect to their exercise of religion but must balance that against the impact to mission and readiness.

Vaccination in the military has been a long-standing requirement necessary for the protection and readiness of the force. The Department must weigh an individual's right to follow their belief and our ability to accommodate that against the impact to the mission to ensure we are prepared to support and defend that very same right for the American people as a whole. In his January 10, 2023 vaccine mandate rescission memo, the Secretary of Defense expressly stated that religious liberty is a foundational principle of enduring importance in America ... that Service members have the right to observe the tenets of their religion or to observe no religion

at all ... and that Components shall continue to apply the uniform standards set forth in DOD Instruction 1300.17, "Religious Liberty in the Military Services."

