

Advance Policy Questions for General James F. Amos, USMC
Nominee for Commandant of the Marine Corps

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Chairman of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders, among other things, in joint training and education and in the execution of military operations.

Do you see the need for modifications of any Goldwater-Nichols Act provisions?

Gen Amos: Not as the act specifically applies to the Military Departments; however, I could see benefits with modifications to improve broader interagency coordination in response to world events.

If so, what areas do you believe might be appropriate to address in these modifications?

Gen Amos: The complexities of warfare today, as evidenced in Iraq and Afghanistan, have demonstrated the need for greater coordination of all elements of National power in the pursuit of our goals. We need to continue to make progress in achieving greater coordination and effectiveness across Departments.

Duties

What is your understanding of the duties and functions of the Commandant of the Marine Corps?

Gen Amos: Title 10 makes the Commandant of the Marine Corps responsible for organizing, training, and equipping forces in support of combatant commanders. Fundamentally, these duties and responsibilities are to prepare the Marine Corps to fight and win on the battlefield. Also, it is the Commandant's duty to advise the President, the National Security Council, the Secretary of Defense, and the Secretary of the Navy on military matters. He executes his responsibilities as a member of the Joint Chiefs of Staff. The Commandant also has the responsibility to lead Marines, ensuring their readiness to execute missions across the full spectrum of warfare as the President may direct, and tending to their welfare and the welfare of their families.

What background and experience, including joint duty assignments, do you possess that you believe qualifies you to perform these duties?

Gen Amos: I have had the good fortune to serve in key service billets and joint assignments within the Department of Defense. I have commanded Marines at every level up to and including command of a Marine Expeditionary Force. I served as the Deputy Commandant for Combat Development and Integration, an assignment that gave me great insights into the joint requirements process. As a general officer I have also served in NATO as the Deputy Commander, Naval Striking Forces, Southern Europe and as Chief of Staff of the Joint Task Force that conducted the air campaign over Serbia. I am currently assigned as the Assistant Commandant of the Marine Corps, an assignment which has provided me a unique opportunity to understand the challenges facing the Service Chiefs today as they strive to meet their Title 10 responsibilities.

Do you believe that there are any steps that you need to take to enhance your ability to perform the duties of the Commandant of the Marine Corps?

Gen Amos: No. With the continued support of the Congress, the leadership of the Secretary of the Navy and Secretary of Defense, the continued superb performance of our Marines, and the steadfast support of my family, I believe I have the ability to perform the duties that will be expected of me if confirmed.

Major Challenges and Priorities

In your view, what are the major challenges that will confront the next Commandant of the Marine Corps?

Gen Amos: The major challenges facing the next Commandant of the Marine Corps center on continuing to provide the Marines fighting in Afghanistan the very best training, equipment, and support possible while ensuring the Marine Corps is ready for the uncertain threats of the future, all during what we anticipate to be a very challenging fiscal climate.

We are at war and that must be our highest priority. At the same time, we must balance our capabilities to do what the nation will likely ask of its Marines in the coming decades. Additionally, as the nation's premier Expeditionary Force in Readiness, the Marine Corps must always be ready to answer the call to do whatever the President may direct.

The impact of nine years of war has been significant, and the wear and tear on our equipment has taken a toll. The Marine Corps will require additional funding for several years after the end of operations in Afghanistan to reset our equipment.

The cost of war has been felt most keenly by our wounded Marines and Sailors and their families. If confirmed, I will build on the tremendous work of Gen Conway to care for our wounded and their families.

Fiscal realities place an additional strain in meeting our challenges and priorities. Difficult choices will have to be made. If confirmed, I will work with the CNO and Secretary of the Navy to ensure that the Navy-Marine Corps team continues to provide the nation a force capable of coming from the sea across the full range of military operations.

Assuming you are confirmed, what plans do you have for addressing these challenges?

Gen Amos: If confirmed, I will continue to work with the Secretary of the Navy to ensure that we have the fiscal resources to support the war in Afghanistan while maintaining the Corps' ability to respond across the full range of military operations, now and in the future. I will work with the deputy commandants of the Marine Corps to develop plans to ensure our readiness to meet future requirements. At the same time, I will work to ensure that we retain our capability, along with the Navy, to carry the fight from the sea ashore to any adversary that would threaten our national security.

If confirmed, what broad priorities would you establish in terms of issues which must be addressed by the Commandant of the Marine Corps?

Gen Amos: Our first priority will be to continue to ensure that our Marines deployed in harm's way have everything they need to fight and win. Caring for the welfare of our Marines and their families will also be a priority. For Marines, looking to their welfare means providing them the absolute best training, equipment, and support. Therefore, I will work to ensure that our training, from boot camp through senior level professional military education and every step in between, incorporates the lessons learned in combat to make our Marines more resilient, more ready, and more effective on the complex battlefield we see today and in the future.

I will build on the tremendous foundation that has been established in our family readiness and wounded warrior programs. The strains of war require robust, effective support for the needs of our families and our wounded Marines. These efforts will not be reduced when combat operations in Afghanistan are over. They will require sustained support to ensure that we honor the sacred trust the nation has with those who serve and those who pay the heaviest price.

We must ensure that we maintain the sustainable deployment to dwell ratio of about 1:2 for our force while fighting a war. A deployment to dwell ratio worse than 1:2 increases the stress on personnel and limits our ability to be ready for the broad range of threats and challenges the Nation will face. Our goal during peace is a 1:3 deployment to dwell ratio.

We must ensure that we provide our Marines the equipment and support they need. People, equipment and programs all cost money, and difficult decisions will have to be made. If confirmed, I will do my best to ensure that those decisions support a Marine Corps that remains the ready and capable force that the Nation has come to expect.

Role of the Marine Corps in the War on Terrorism

The main focus of the United States military has been on the war in Iraq and Afghanistan, and the Marine Corps has had a major role in Operation Iraqi Freedom and Operation Enduring Freedom.

What do you see as the Marine Corps' role in the continuing war on terrorism?

Gen Amos: The future security environment will be one of global uncertainty brought on by changing economic conditions and stressors on emerging and traditional democracies as well as a trend towards a rise in the numbers of troubled and failed states. I foresee enduring problems of continued aggression by Al Qaeda and other non-state actors who seek to destabilize weak states to create safe havens, the acquisition of weapons of mass destruction, as well as other nefarious, asymmetrical plots against our Nation.

In this environment, I envision a Marine Corps that must continue to engage forward to forge partnerships and prevent crises, respond rapidly and effectively to protect national interests, and project power in order to assure access to areas vital to our National interest. A balanced Navy-Marine Corps team—meaning one that is capable of promptly, effectively and efficiently conducting operations along the range of military operations to include counter-terrorism—is critical to the continued prosperity of our Nation and is essential to the survival of our friends, allies, and partners.

What role do you envision for the Marine Corps in homeland security and homeland defense?

Gen Amos: I envision the Marine Corps continuing to use our expeditionary capabilities to support Homeland Security and Homeland Defense. We are a willing partner, responding when called, to support the Department of Homeland Security and

other Federal Agencies in crisis. The Marine Corps is a unique force with many capabilities (i.e. disaster response, amphibious capabilities along our nation's shore lines, evacuation, providing security) to support civil and federal officials as seen in our rapid mobilization to assist our fellow Americans during Hurricane Katrina. The Corps remains focused on defending the homeland forward. We will act wherever and whenever needed for homeland defense, and will do so in accordance with our Title 10 authorities or others as directed by the Congress and/or the President.

If confirmed, do you plan any major changes to Marine Corps warfighting doctrine?

Gen Amos: Marine Corps doctrine has evolved over time to meet current demands. The Corps continues to operate in an outstanding manner whether in the combat theaters of Iraq and Afghanistan or during expeditionary missions from the sea. We will continue to examine the future security environment to determine where our doctrine may need adjustments for the future.

U.S. Forces in Afghanistan and Iraq Command and Control Relationships

Policies directing and guiding command and control relationships for U.S. unified commands and their assigned and attached forces are found in statute, regulation, and in joint doctrine. In March 2010, changes were made to command relationships in Afghanistan to address operational challenges attributed to insufficient command and control authority for U.S. Forces-Afghanistan over forces attached to or operating in its AOR.

What is your assessment of the current command relationship structure for U.S. forces attached to or operating in the U.S. Forces-Afghanistan and U.S. Forces-Iraq AORs?

Gen Amos: In as much as the current command relationship structure in Afghanistan meets the operational needs of the Commander, International Security Assistance Force (ISAF) and Commander, U.S. Forces Afghanistan (USFOR-A), then I support it. As it relates to Iraq, we have very few Marines left in that theater, and I support the current command structure there as well.

In your view, do the Commanders of U.S. Forces-Afghanistan and U.S. Forces-Iraq have appropriate and sufficient command and control authority over all U.S. forces operating in Afghanistan and Iraq to ensure unity of command and unity of effort?

Gen Amos: As it relates to Marine forces, they have sufficient authority in my view. If the situation on the ground at either location impresses the respective Commanders of

US Forces in Iraq or Afghanistan to call for a re-evaluation of the current command and control authority, I would support such a review.

If confirmed, what changes, if any, would you recommend with respect to command and control relationships for U.S. forces operating in Afghanistan or Iraq?

Gen Amos: For Marine forces, I would not recommend any changes at this time. The Marine Air Ground Task Force (MAGTF), with its balanced mix of dedicated and organic air, ground, and combat service support elements, provides a unique combat capability that is greater than the sum of its parts.

In your view, what are the critical criteria that should be used to determine whether forces allocated to U.S. Forces-Afghanistan or U.S. Forces-Iraq, or any other combatant command, are provided under “operational control” versus “tactical control”?

Gen Amos: Successful accomplishment of the mission and the ability of the joint force commander to exercise effective command and control of his subordinate elements should be the critical criteria in establishing command relationships.

Marine Corps Forces Special Operations Command

Marine Corps Forces, Special Operations Command (MARSOC), is a subordinate component command to the U. S. Special Operations Command (USSOCOM) established in 2005.

What is your assessment of the progress made in standing up and growing MARSOC, and what do you consider to be the principal issues that you would have to address to improve its operations?

Gen Amos: Since its inception in mid 2006, the Marine Corps has resourced MARSOC to its current level of over 2,400 Marines and Sailors. There have also been significant investments made in military construction of MARSOC training facilities, barracks and headquarters. The principal, near-term issue to be addressed will be to consider an increase in the size of MARSOC’s enablers (e.g. logisticians, intelligence and other support personnel). This issue will be examined as part of the Marine Corps’ force structure review that begins in September.

Some have suggested that MARSOC personnel should be “SOF for life,” rather than rotating through the command for a three to five year rotation as they are currently doing. They argue that this would help USSOCOM create and retain personnel with the

special cultural and language skills that are critical for success in irregular warfare and foreign internal defense missions.

Do you believe that Marine special operators should be “SOF for life,” just as Army special operations forces are?

Gen Amos: Marine Special Operators represent a significant investment in training time and money, and MARSOC has demonstrated the value of this investment on the battlefield for the past 4 years. The current assignment policy for Marine Special Operators is an assignment to a five year tour. However, the Marine Corps is evaluating multiple options to ensure an efficient return on investment to both USSOCOM and the Marine Corps. The personnel options being evaluated include multiple assignments, extended assignments beyond 5 years, and a Primary Military Occupation Specialty (MOS) for Marine Special Operators. The Marine Corps wants to ensure Marine Special Operators meet the operational needs of USSOCOM while retaining their "Marine" ethos. I am absolutely committed to creating the highest quality Marine Special Operators possible and providing this nation, through USSOCOM, the unique, combat-proven operational capabilities of MARSOC.

Effects of Deployments on Readiness

What is your assessment of the current state of readiness of the Marine Corps?

Gen Amos: The Marine Corps is sourcing its best trained and most ready forces to meet global combatant commander requirements. Consequently, deployed units report the highest levels of readiness for their assigned mission. Deployed unit readiness has come at the expense of non-deployed units, which have sourced unstructured equipment and personnel requirements to meet the needs of our deployed forces. Currently, 63% of non-deployed units report degraded or non-deployable levels of readiness. The largest contributing factor to decreased readiness in non-deployed units is a shortage of equipment supply. This lack of equipment impacts the ability of non-deployed forces to respond to other potential contingencies and to train for all potential missions.

In your judgment, are combat operations in Afghanistan adversely affecting the readiness or retention of Marines on active duty and in the reserve component?

Gen Amos: No, combat operations in Afghanistan are not adversely affecting readiness and retention of active duty and reserve Marines. We are meeting our retention goals across the Marine Corps, and some of our highest retention rates come from units that have deployed. Marine Corps units, both active and reserve, are deploying for all our global mission demands (e.g. theater security cooperation initiatives, Marine expeditionary unit operations, combat operations etc.) at the highest states of readiness.

As long as we maintain a deployment to dwell ratio of about 1:2, I do not foresee adverse impacts on retention.

If confirmed, what will be your priorities for maintaining readiness in the near term, while modernizing the Corps to ensure readiness in the out years?

Gen Amos: If confirmed, my priority for readiness will be to ensure there are adequate funds to reset Marine Corps equipment for the years after we leave Afghanistan. Overseas Contingency Operations (OCO) in Iraq, Afghanistan and elsewhere have placed an unprecedented demand on ground weapons systems, aviation assets and support equipment. Assets have experienced accelerated “wear and tear” due to the harsh operating environments and have far exceeded peacetime usage rates. Many items have been destroyed or damaged beyond economical repair. Based on current analysis, the Marine Corps has estimated reset cost at \$8 billion, consisting of \$3 billion requested in the FY11 OCO budget and an additional long term reset liability of \$5 billion upon termination of the conflict. This estimate will continue to rise with continued combat operations. Additionally, our equipment sets have been modified based on the lessons we learned in OIF and OEF about what we need to be ready for future operations. The cost to make changes that have been proposed for our equipment sets is estimated to be \$5 billion.

Recruiting and Retention

What do you consider to be the key to the Marine Corps' success in recruiting the highest caliber American youth for service and retaining the best personnel for leadership responsibilities?

Gen Amos: The key to the Marine Corps' recruiting success is its continued focus on finding highly-qualified young men and women who are seeking the challenge of serving their Nation. Continued access to high schools and colleges not only assures that we have access to a quality market that reflects the face of the Nation, but also a market that has the mental abilities to serve in our technically challenging fields such as linguistics, aircraft and electronic maintenance and intelligence.

Another key component of our recruiting success is the Marine Corps' image of smart, tough, elite warriors. The time-proven intangible benefits of service, pride of belonging, leadership, challenge and discipline are what we offer. The Nation's young people continue to answer the call of duty, responding to these intangibles, even during this time of war. Maintaining sufficient funding for recruiting advertising, enlistment bonuses, and select reenlistment bonuses will be instrumental to the continued success of recruiting and retaining the best personnel.

What steps do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall readiness, recruiting and retention, and morale of the Marine Corps?

Gen Amos: As it relates to operational requirements and tempo, one of the key factors to ensure that readiness, recruiting, retention and morale are not affected is to maintain our goal of a 1:2 or better dwell time throughout the force. We also need to weigh competing operational demands and requirements (e.g. exercise support, expeditionary missions, theater security cooperation, combat operations, etc) throughout the total Marine force, active and reserve, to ensure there is proper balance. Lastly, we are committed to maintaining sufficient funding for enlistment and reenlistment bonuses, advertising, and sufficient numbers of recruiting personnel.

What is your assessment of current recruiting standards, particularly DOD-wide criteria for tier one recruits, and their propensity to accurately predict minimal attrition and future success in military service?

Gen Amos: The Marine Corps has not, and will not, reduce its quality standards or enlistment criteria. The Marine Corps recruiting of quality youth has translated into higher performance, reduced attrition, increased retention, and improved readiness for the operating forces. These quality standards and metrics are continuously assessed to ensure that we are meeting our manpower skill level needs. We believe that DOD-wide standards of 90% Tier I (high school graduates) and 60% Mental Group I-III A are appropriate. We know through studies that a high school graduate is more likely to complete recruit training. The DOD education tier divisions are appropriately grouped and adequately serve as attrition predictors. Applicants who score in the I-III A categories on the Armed Services Vocational Aptitude Battery have the intellect and mental agility needed to work with today's technology. So far this year, 99.7% of our enlisted accessions have been high school graduates and 72% have scored in the I-III A range, both far exceeding DOD standards.

Quality of Life

What do you consider to be the most essential elements supporting the quality of military life for Marines and their families, and, if confirmed, what would be your goals in this regard?

Gen Amos: I consider the essential elements impacting quality of life for our Marines, Sailors and their families to be dwell time, housing, schools, medical care, community services, and pay/benefits. If confirmed, my goal as it relates to quality of life will be

to ensure that Marines, Sailors, and their families have availability and access to quality facilities and family support programs, as well as resources and benefits that afford a respectable, decent and healthy standard of living. Maintaining our deployment to dwell ratio at 1:2 or better is a key part of maintaining a good quality of life for all Marines and our assigned Sailors.

Military Compensation

What is your assessment of the adequacy of military compensation?

Gen Amos: I believe the cumulative increases in military pay and benefits that the Congress has generously bestowed on the Armed Forces consistently over the past several years have been adequate.

What recommendations would you have for controlling the rising cost of personnel?

Gen Amos: We have the world's most competent, professional and ready military, but that comes at a tangible cost. Any cost-saving measures must consider the possible negative effects on the dynamic of an all-volunteer force and our needs for national security. Our force structure review that begins in September will address our posture and organization for the future security environment and will give us a better insight into personnel requirements over the long term.

As the Marine Corps has the highest percentage of service members who leave after their first term, what is your assessment of the adequacy of compensation and benefits available for non-career service members?

Gen Amos: The Marine Corps is a high-intensity, physically demanding military organization that requires a younger demographic (i.e. 17-25 year olds) to meet force structure requirements. This demographic often has intentions of serving for only one term, especially as it relates to the combat arms occupational specialties. In my estimate, compensation and benefits are generally adequate to the needs of those with both career and non-career goals.

Education for Marines

An important feature of the Post-9/11 GI Bill is the ability of career-oriented service members to transfer their earned benefits to spouses and dependents.

What is your assessment of the effect of the Post-9/11 GI Bill on recruiting and retention of Marines?

Gen Amos: Given the Post 9/11 GI Bill was just implemented last year, we have not identified quantifiable metrics on the impacts this program has had on recruiting and retention; however, the provisions of the program seem to be universally welcomed and appreciated by Marines.

In your view, what has been the effect of the transferability option on retention and career satisfaction of Marines?

Gen Amos: Given the Post 9/11 GI Bill was just implemented last year, we have not identified quantifiable metrics on impacts this program has had on recruiting and retention; however, the provisions of the program seem to be universally welcomed and appreciated by Marines.

How important do you believe tuition assistance benefits are to young Marines, and what trends do you see in the Marine Corps' ability to pay for such programs at current levels over the FYDP?

Gen Amos: I think tuition assistance benefits are extremely beneficial to young Marines given their high levels of interest and use of that program. Tuition assistance provides Marines the opportunity for scholarly and intellectual development, personal growth, and increased awareness and maturity. This benefits our Corps both on the battlefield and in garrison. Tuition assistance provides great opportunities for our young men and women to attain college degrees. With the fiscal challenges facing our government, we will have to closely monitor trends in our tuition assistance program to ensure adequate levels of funding. Historically, we have not executed our full tuition assistance account, therefore, we will continue to monitor this program during our budget development process.

Women in Combat

Women have a long history of honorable service in the Marines, and the Marine Corps recently notified Congress of its intent to open two intelligence-related occupational specialties to service by female marines.

What other occupations, if any, do you believe could be opened to female service members?

Gen Amos: The military occupation specialties (MOS's) currently open to female Marines, including the intelligence-related MOS's you refer to, are appropriate for the Marine Corps. The Marine Corps conducted a review that resulted in the current recommendation that the Counter-intelligence/Human Source Intelligence

Specialist/Officer MOS be expanded to include women. I support that effort and recommendation.

General Officers

At the request of the Secretary of Defense, Congress included a provision in the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 that designated up to 324 general and flag officer positions as joint duty assignments that are excluded from the limitation on the number of general and flag officers in each service, and specified the minimum number of officers required to serve in these positions for each service.

What is your view of the merits of this provision and its impact on the Marine Corps?

Gen Amos: It is too soon to know what the impact of this provision will be on the Marine Corps. As the smallest service, with the fewest number of general officers, management of general officer assignments to billets in the joint pool and billets in the Marine Corps while ensuring appropriate career progression is challenging. The nominative nature of joint billets contributes to this challenge, particularly with our relatively small number of general officers.

What impact has the implementation of this provision had on joint officer assignments of Marine Corps general officers?

Gen Amos: It is too soon to know what the impact of this provision will be. Currently, 24 Marine general officers are assigned to joint billets in the joint pool. Our goal is 26. We currently have two general officers serving in joint billets that do not count towards our joint pool goal of 26. One impact of this provision is that we will look hard at assigning general officers to joint assignments that do not count towards our joint pool goal of 26.

In your view, does the Marine Corps have statutory authority for a sufficient number of general officers to meet mission requirements of the Corps and joint requirements?

Gen Amos: At this time, I believe we have the right number of general officers (GOs) to meet our requirements. The USMC is authorized 60 active component GOs to meet internal Marine Corps requirements, 26 GOs to meet joint requirements and ten reserve component GOs for a total of 96 GOs authorized. The USMC is currently filling seven GO requirements in Afghanistan. Of these, three are temporary joint assignments which will be drawn down parallel to US force levels in the future. To meet internal

GO requirements in support of overseas contingency operations, the Marine Corps has utilized, on average, four reserve component GOs to fill internal billets.

The results of recent promotion selection boards for brigadier general have shown that a number of best qualified officers have not completed all requirements (i.e., joint professional military education, or joint tours of duty) before consideration by selection boards.

What factors do you consider most important in the difficulty experienced by field grade Marine Corps officers in satisfying joint requirements for promotion?

Gen Amos: The most important factor is career progression. It is imperative for Marine Field Grade Officers to be assigned to billets within their military occupational specialty (MOS), thus certifying their credibility in maintaining relevancy and competitiveness with their peers. Current promotion rates create pressure on the available time an officer has to complete operational MOS tours, attend resident professional military education, and complete a joint tour. While great care is taken to create as much opportunity as possible for officers to be assigned to joint billets, there are still critical institutional requirements for these officers outside of these assignments. These include recruiting and training tours of duty, education support duties, security forces, and service-specific higher staff duties.

Do you think that in today's operational environment that these requirements for promotion to O-7 should be modified?

Gen Amos: I think we should seek ways to make Joint Professional Military Education (JPME) II more accessible. A constraining element on the critical path to Joint Qualified Officer designation is JPME II matriculation. Increasing opportunities for completion (e.g. increased JPME II seat capacity, distance learning options, additional JPME II accredited locations, and traveling JPME II education teams) will assist us in meeting our requirements.

What steps are being taken to ensure that officers who are competitive for promotion to general officer rank are able to fulfill all joint education and experience requirements?

Gen Amos: The Marine Corps is taking several steps that include:

1. Proactive assignment process. Our assignment policies include placing, at every opportunity available, competitive non-joint qualified officers in available joint billet assignments. This action includes opening up additional Joint Duty Assignment List (JDAL) billets when critical occupational specialty incumbents reach their 24-month tour milestone.

2. Self nomination experience track. We are improving the recognition and marketing of joint qualifying experiences through the regular education of officers to encourage officers to petition for joint credit.
3. Goals-Driven Assignments Process. We have set goals of 100% post Top Level School (Senior Level School) assignment to Joint Billets for non-joint qualified officers and over 90% of non-joint qualified Intermediate Level School graduates to available joint billets for Majors.

Family Support

What do you consider to be the most important family readiness issues in the Marine Corps, and, if confirmed, what role would you play to ensure that family readiness needs are addressed and adequately resourced?

Gen Amos: Dwell time is the most important consideration impacting family readiness. After that, our interest is to provide top notch housing, schools, medical care, and other family-oriented programs to our Marine families. I support our recent initiatives to improve family readiness – the hiring of full time family readiness officers, improvements in support to families with exceptional family members, the establishment of School Liaisons to advocate for military school-age children, and child care programs to name a few. If confirmed, my role in terms of family readiness will be to make informed decisions and balance competing budgetary requirements to ensure we provide our families with the very best quality of life that we can. I will also ensure that the needs of the Marine Corps in these areas are properly communicated to the DoN, the DoD, and the Congress.

How would you address these family readiness needs in light of global rebasing, BRAC, and multiple deployments?

Gen Amos: Regarding deployments, our goal during war is to maintain a deployment to dwell ratio of 1:2 or better across the force. In peace, our goal is 1:3. Our current end strength of 202,000 personnel will allow us to get close to our goal with the current commitment of Marines in Afghanistan.

In terms of global rebasing and BRAC, our goal is to maintain the standard of quality and availability with respect to facilities, housing, schools, community services, and medical care for all Marines and their families. They deserve nothing less. We must be especially watchful during periods of transition and consolidation, as there can be stressors on the capacities of existing facilities or new requirements identified that must be addressed.

If confirmed, how would you ensure support of reserve component families related to mobilization, deployment and family readiness, as well as active duty families who do not reside near a military installation?

Gen Amos: Support of our Reservists' families during the mobilization, deployment and de-mobilization process is of utmost importance to me and the Marine Corps. The immediate benefit to our Reserve Marines and Sailors is the knowledge that their families are being taken care of by representatives of our commands during their absence. Accordingly, if confirmed I would encourage continued support and resourcing to Marine Forces Reserve's full-time non-deploying professional Family Readiness Officer (FRO) billets that are located at each battalion/squadron-level units and above. These FROs train and prepare their units' Marines and families, and any active duty service members and families in their area, on the challenges -- and mitigating resources and strategies -- of the military lifestyle. Additionally, these FROs ensure that the five statutorily-required Yellow Ribbon Reintegration Program events are delivered to their units' Marines and family members throughout the deployment cycle.

I would also ensure the continued allocation of resources necessary to support the Marine Corps' Unit Personal & Family Readiness Program (UPFRP). The UPFRP provides strong programs at the unit level, directs Commanding Officer involvement, and employs full-time, paid FROs who ensure continuous outreach to all Marines -- active and reserve -- and their families. The UPFRP program utilizes all support services available within the Corps and partners with the Department of Defense as well as other branches of service programs to expand the UPFRP capabilities and geographic outreach capabilities. The support services utilized include Marine Corps Community Services (MCCS), Military OneSource, Joint Family Services Assistance Program (JFSAP), TRICARE, and military family assistance centers.

Lastly, mitigation of unique issues impacting service members who do not reside near a military installation often requires special allocations, resourcing and benefits, and I will ensure these special needs are noted at the DoN, the DoD, and the Congress via the authorization and appropriation processes.

Morale, Welfare, and Recreation

Morale, Welfare, and Recreation (MWR) programs are critical to enhancement of military life for members and their families, especially in light of frequent deployments. These programs must be relevant and attractive to all eligible users, including active duty and reserve personnel, retirees, and their eligible family members.

What challenges do you foresee in sustaining and enhancing Marine Corps MWR programs and, if confirmed, what improvements would you seek to achieve?

Gen Amos: The Marine Corps Community Services (MCCS) programs are outstanding and have served the world-wide needs of our Marines and their families over the past years of conflict. In the future, the fiscal environment may introduce budgetary challenges which must be considered to maintain an appropriate balance of programs offered by MCCS. We will focus on the sustainment of vital MCCS programs such as the Family Readiness Officer, Behavioral Health, Exceptional Family Member, and Child Care, and expansion of newer programs showing promising signs of success like the programs in support of our single Marines.

Suicide Prevention

The Marine Corps suicide rate has been increasing over the last three years: 33 in 2007; 42 in 2008; and 52 in 2009.

If confirmed, what changes in policies, programs, and practices would you make to reverse this trend in Marine suicides?

Gen Amos: In my duties as the Assistant Commandant of the Marine Corps, I have overseen Marine Corps suicide prevention efforts and am personally briefed on every suicide that occurs in our Corps. First and foremost, I view suicide prevention matters as a leadership issue. If confirmed I aim to capitalize on the early success of our new NCO training program entitled “Never Leave a Marine Behind” aimed at identifying at risk junior Marines by expanding it to include training on suicide awareness and identification at the officer and SNCO level and even for our families. We will explore ways to help younger Marines be more resilient as it relates to dealing with the stressors that we have identified by closely examining the cases of Marines who have taken their lives. In all cases we will continue working to reduce the stigma that keeps too many of our Marines from seeking mental health care and support.

I will look to expand the reach of our newly operational behavioral health counseling service, “DStress”. While we continue to benefit from the counseling services provided by Military OneSource, VA Lifeline, and others, we know that sometimes a Marine will only talk to another Marine or someone intimately familiar with our culture. We are testing this “by Marine—for Marine” concept in the Western U. S. with a confidential counseling line operated by Marines and specifically trained clinicians. It is available to our active duty, Reserve, retired, and former Marines as well as their families, and if it proves popular, we will expand coverage across the globe.

We will ensure that we continue our ongoing efforts to work closely with the other Services, the DoD and civilian and federal agencies to build our programs, share our information and put our best practices forward. We are currently partnered with the DoD Joint Task Force on the Prevention of Suicide among Members of the Armed Forces. We have joined with the Army in the National Institutes of Mental Health longitudinal study to assess the risk and resilience in service members. We will also capitalize on the success of our Operational Stress Control and Readiness (OSCAR) program and explore ways to expand it where needed.

What suicide prevention initiatives should be taken, in your view, with respect to Marine Corps reservists after they have been demobilized?

Gen Amos: Our reservists are a key component of the Marine Corps Total Force. Given that the signs of operational and combat stress and suicide can manifest long after a Marine returns home from deployment, there are unique challenges posed for reservists who can be isolated from the daily support network inherent in one's unit and vital medical care. We will ensure that demobilization and reintegration processes for our reserve Marines following deployment, such as the Yellow Ribbon Reintegration Program, are fully supported and resourced. With that stated, there are six suicide prevention initiatives that immediately come to mind regarding our Reserve Marines and Sailors:

- 1) In-theater Assessment. Reservists who exhibit or are struggling with clinically significant issues should be seen by competent medical authorities and evaluated for post-deployment treatment with follow-up decisions made prior to their return home.
- 2) PDHRA. It is important that if any issues emerge during the reservist's Post Deployment Health Reassessment (PDHRA) that they are immediately evaluated and referred for treatment by the clinician interviewer. This includes referral recommendations based on the available local resources, such as the VA, MilitaryOneSource, private mental health providers, etc.
- 3) PHOP. I would urge continued delivery of the Psychological Health Outreach Program (PHOP), a pilot program provided to the Navy Reserve in the FY07 NDAA and extended to the Marine Reserve in the FY10 NDAA, which assists Marine and Navy Reservists with screening for behavioral health, referring them for appropriate treatment, and assisting with follow up to ensure they are receiving the appropriate behavioral health services.
- 4) Care Management Teams. The fourth suicide prevention initiative includes the VA's OIF/OEF care management teams that are a readily available resource for our Reservists. That is, the VA assigns a Primary Care manager, who is responsible for referral and follow-up, to any Reservist who has a health care issue. I would continue to encourage Marine Forces Reserve's active duty staff at the Reserve sites to develop close working relationships with these teams.

- 5) NCO Suicide Prevention Course. I would continue to support Marine Forces Reserve's Non-Commissioned Officer Suicide Prevention Course. As of this summer, Marine Forces Reserve has 300-trained Marines who can deliver the NCO Suicide Prevention Course at 130 different Reserve sites around the country.
- 6) Telemedicine. We need to ensure there are effective mechanisms available to identify Marine reservists in need and a way to treat those who can sometimes be geographically isolated from the TRICARE networks. In this regard, I support telemedicine initiatives to help address this problem.

Are there additional suicide prevention measures that should be taken by the Marine Corps, in your view, with respect to Marine veterans?

Gen Amos: We will continue working at ways to reduce the stigma of seeking mental health counseling in the Marine Corps. We will make a concerted effort at working more closely with the VA to establish a substantive program to identify Marine veterans with combat stress as this is often an indicator of the potential for suicide. If we can improve our ability to identify veterans with stress-related needs, and provide them treatment, then we can potentially reduce the number of suicides among that same group.

Wounded Warrior Regiments

What is your assessment of the effectiveness of Marine Wounded Warrior Regiments in treating and managing the medical needs of wounded, ill, and injured Marines?

Gen Amos: The Wounded Warrior Regiment (WWR) provides non-medical care management services to wounded, ill, and injured (WII) Marines and their families. The comprehensive care coordination provided by the WWR, throughout the phases of recovery, has been highly successful. The results of internal assessments have substantiated that the creation of the WWR has had a positive impact on the support offered WII Marines and families. Additionally, our assessments have shown positive satisfaction levels in important care areas, such as our Recovery Care Coordination Program (executed by the Regiment's Recovery Care Coordinators) and our family support staff.

Are you aware of any legislative authorities the Marine Corps may need in order to more effectively and efficiently run these Wounded Warrior Regiments?

Gen Amos: At this time, the WWR is working well within the authorities provided under the most recent National Defense Authorization Acts. We appreciate the

Committee's flexibility to help us serve WII and will remain engaged should any issues arise that require statutory changes.

Sexual Assault Prevention and Response

Prevention of sexual assault has been one of the highest priorities of the Secretary of the Navy. Many victims and their advocates, however, contend that they were victimized twice: first by attackers in their own ranks and then by unresponsive or inadequate military treatment. They assert that commanders failed to respond appropriately with basic services, including medical attention and criminal investigation of their charges.

Based on your experience, what additional actions, if any, should the Marine Corps take in monitoring progress in order to ensure effective implementation of a "zero tolerance" policy relating to sexual assaults?

Gen Amos: Prevention of sexual assault is a leadership responsibility. Effective implementation of a "zero tolerance" policy begins with education of our leaders to ensure their full attention to the initiatives in place to reduce the incidence of this crime in the Marine Corps. Those initiatives include:

- 1) Senior Leadership Engagement: We formed a general officer level Executive Steering Committee (ESC) to produce and implement a 30-90-180 day action plan for the reduction of sexual assault. Sexual Assault Prevention and Response (SAPR) has been a topic at every conference for general officers and their spouses over the last two years. The Commandant issued a letter to all commanders re-emphasizing their role and responsibilities in addressing sexual assault prevention and response.
- 2) Increased Staff. We hired SAPR Program Managers for each installation with more than 1,000 Marines assigned. Among other duties, these program managers are charged with conducting training, overseeing case management, and performing community outreach; thereby assisting installation commanders to create and more successfully implement necessary and effective prevention initiatives.
- 3) Training. We have revised SAPR training to emphasize Values-Based Leadership and Bystander Intervention Training to focus on intervention before a sexual assault occurs.
- 4) Holding Offenders Accountable. We have appointed a permanent Judge Advocate field grade officer liaison to the USMC SAPR Office who is actively involved with SAPR policy development and improving attorney litigation training at every level. We have improved training for our prosecutors in the specifics of prosecuting sexual assaults.

What reporting requirements or other forms of oversight are most valuable in your view to ensure that the goals of sexual assault prevention and response policies are achieved?

Gen Amos: The Inspector General of the Marine Corps' inspection program (including site visits) is a valuable form of oversight in that it is the best method to evaluate whether prevention training is being effective. We will continue to administer frequent surveys among "at-risk" population groups to determine if, when, and how their attitudes are changing. Reporting the number of victim treatment referrals is very valuable as it provides a snap-shot of how much our services are being utilized. It also helps determine resource allocation and whether proper staffing models are in place to meet our needs.

What is your understanding of the resources and programs the Marine Corps has in place in deployed locations to offer victims of sexual assaults the medical, psychological, and legal help that they need?

Gen Amos: Deploying Marine Air-Ground Task Forces (MAGTFs) have a Unit Sexual Assault Response Coordinator (SARC) assigned as a collateral duty, ensuring presence in the theater of operation. The Marine Corps further requires at least two Uniformed Victim Advocates (UVA) be available in all deploying battalions and squadrons. Medical and psychological doctors and specialists deploy as part of our MAGTFs and are prepared to treat victims of sexual assault. For legal services, victims of sexual assault have access to deployed Marine Judge Advocate legal assistance attorneys in-theater who provide legal support coincident to an assault.

What is your view of the steps the Marine Corps has taken to prevent sexual assaults in combat zones?

Gen Amos: Prevention efforts start before arrival in a combat zone, and continue throughout. Unit pre-deployment training includes awareness of sexual assault issues specific to deployments and prevention techniques, cultural awareness objectives appropriate to the region, and individual sexual assault risk reduction measures. Commanders responsible for base operating support in a combat zone also receive instruction on sexual assault risk reduction measures provided by Naval Criminal Investigative Service (NCIS) and the Command SARC.

What is your view of the adequacy of the training and resources the Marine Corps has in place to investigate and respond to allegations of sexual assault?

Gen Amos: We have a reliable system in place that functions capably in the majority of cases; however, there is room for improvement. Sexual assault cases are often very

difficult to prosecute. The Marine Corps has taken several steps to improve our capability to handle sexual assault cases and our assistance to victims as they go through the criminal justice process.

We have increased funding and training for our judge advocates in prosecuting sexual assault cases. Initiatives include providing specialized trial advocacy training on alcohol-facilitated sexual assault at the Naval Justice School; utilizing training offered by the Joint Mobile Training Team (NCIS/OJAG/JAM) focused on offender-based prosecution, and using Joint Computer Training Modules, with live actors online to work through scenarios related to sexual assault. We have taken steps to improve response and services for crime victims via the Victim Witness Assistance Program (VWAP), which is designed to minimize the effects of crime and to help victims and witnesses understand, and meaningfully participate in, the military justice system. In this regard, the Marine Corps held its first ever Corps-wide VWAP conference in June of this year, resulting in a plan for immediate improvement of Base VWAPs around the Corps.

Do you consider the current sexual assault policies and procedures, particularly those on confidential or restricted reporting to be effective?

Gen Amos: Yes. For a multitude of reasons, sexual assault has historically been an under-reported crime. Equally important as investigating and prosecuting those who commit sexual assault is the need to ensure victims of sexual assault get necessary and adequate support after an assault has occurred. Restricted reporting provides a way for victims to report the crime and access the full range of care and services without further public disclosure than he or she desires. This has been a positive influence on inducing victims to come forward for necessary treatment and victim support. About 1 in 10 reports in the Marine Corps typically are restricted.

What problems, if any, are you aware of in the manner in which the restricted reporting procedures have been put into effect?

Gen Amos: With the restricted reporting policy, there has been a learning curve of sorts for commanders and their senior enlisted advisors to overcome the tendency to seek justice and take care of their Marines. We continue to educate our leaders on how restricted reporting works within their command to take care of their Marines. Also, Marines sometimes have a hard time understanding that there are representatives available that they can approach to report an assault without alerting the chain of command. Through ongoing training and education, we will continue addressing these points.

If confirmed, what actions would you take to ensure senior level direction and oversight of efforts to prevent and respond to sexual assaults?

Gen Amos: Sexual assault prevention begins at the top, with the Commandant. If confirmed, I will continue the initiatives underway to reduce the incidence of this crime within the Marine Corps and seek additional ways to improve our prevention and response. In terms of executive level direction on SAPR matters, I convened the Executive Steering Committee (ESC) and chaired its first meeting last December. I also chartered an Executive Working Group (EWG) – a cross-functional team comprised of talent and subject matter expertise in multiple disciplines from throughout the Marine Corps – to support the work of the ESC and devise implementation strategies for the policies and direction recommended by the ESC. If confirmed, I will ensure this senior level of attention and involvement continues.

“Don't Ask, Don't Tell” Policy

Section 654 of title 10, United States Code, titled “Policy Concerning Homosexuality in the Armed Forces,” includes findings and policy barring service by gay and lesbian individuals in the Armed Forces. Following their testimony recommending repeal of the policy on February 2, 2010, Secretary of Defense Gates and Chairman of the Joint Chiefs of Staff, Admiral Mullen, initiated a high level, comprehensive review of the impact of repealing current law.

What is your view of the current "Don't Ask, Don't Tell" policy, and its impact on the Marine Corps?

Gen Amos: In my view, the current law (and associated policy) has been a reasonable compromise between the unique requirements of military service and the aspirations of qualified citizens who are interested in military service. I would characterize its impact on the Corps as being minor; about two tenths of one percent (.2%) of the roughly 626,000 Marines discharged since 1993 were released for reasons of homosexuality.

In your personal view, should the current policy be repealed? Why or why not?

Gen Amos: In my personal view, the current law and associated policy have supported the unique requirements of the Marine Corps, and thus I do not recommend its repeal. My primary concern with proposed repeal is the potential disruption to cohesion that may be caused by significant change during a period of extended combat operations. Furthermore, I'm concerned that a change now will serve as a distraction to Marines who are tightly focused at this point on combat operations in Afghanistan. The Secretary of Defense has instituted a comprehensive review of the law and policy, and

that review should tell us a lot about whether such a change will be disruptive to unit cohesion. The review will also provide insights into how, if the Congress approves of a change in law and the President signs it, the DoD should develop policy for its implementation.

Navy - Marine Corps Legal Team

The grades of the Judge Advocates General and the Staff Judge Advocate to the Commandant were recently increased by Congress to enhance their ability to fulfill their responsibilities and, with respect to the Department of the Navy, an independent panel has been established under section 506 of the National Defense Authorization Act for Fiscal Year 2010 to review judge advocate requirements and the supervisory role and authority of the Judge Advocate General of the Navy.

How would you evaluate the contribution by Marine Corps judge advocates to the mission of the Marine Corps in Operations Enduring Freedom and Iraqi Freedom, and the success of the Corps overall in performing its mission?

Gen Amos: Marine judge advocates have made significant, critical and well-documented contributions to OIF and OEF, supporting our overall success as a Marine Corps. Since 2001 over 600 active and reserve judge advocates have deployed in support of OEF and OIF, serving in every level of command from infantry battalion to the headquarters of US CENTCOM. The reviews from our commanders have been uniformly and overwhelmingly favorable on their performance as legal advisors, Marine Air-Ground Task Force (MAGTF) officers and contributors to the war-fighting mission. Our judge advocates, as unrestricted line officers, are immersed in Marine Corps ethos from accession and mature into well rounded MAGTF officers, which facilitates their seamless integration into the war-fighting effort at all levels.

The contribution of our judge advocates to the overall success of the Corps has been similarly significant. We are aggressively working to get better and meet emerging challenges. The SJA to Commandant of the Marine Corps (CMC) has recently published a Strategic Action Plan (SAP) that fairly assesses our capabilities and charts a way forward. The SAP also details several recent initiatives aimed at enhancing the effectiveness and efficiency of the legal services community.

How important, in your view are command or operational – i.e., non-legal – assignments for field grade Marine judge advocates for their career and professional development?

Gen Amos: The opportunity to serve in command, operational and other non-legal billets is essential to the development of Marine judge advocates. We both consider,

and are of the firm opinion, that our judge advocates are unrestricted line officers. For the past 50 years, we have maintained this approach because we believe service in non-legal billets makes our judge advocates better Marine officers and better legal advisors. An analogy is to pilots who serve as forward air controllers with our combat arms maneuver units becoming better equipped to provide close air support as a result of their time out of the cockpit and on the ground with front-line combat units. As well, a common culture and philosophy, gained through shared professional background, experiences and hardships, builds comradeship--an essential component to establishing trust between Commanders and their judge advocates. In short, service in non-legal billets ensures that our judge advocates are fully integrated and enhances their credibility.

This integral part of the professional development of our judge advocates has also proven beneficial to a successful career. As a testament to their integration as complete MAGTF officers, our judge advocates have historically been successful on promotion boards. They have also been competitive on command selection boards attaining commands, for instance, in charge of recruit training battalions, a Marine Corps Embassy Security Group, and a School of Infantry headquarters battalion. We also do not believe that this time out of one's legal occupational specialty detracts from the overall legal mission of the Corps. The amount of time a typical judge advocate spends in non-legal billets (including non-legal professional schools attended after the nine months spent in early officer training) varies but is relatively small. Over the course of a 20 year career, a Marine Judge advocate spends, on average, about 20 months in non-legal billets.

What is your understanding of the respective authorities and responsibilities of the Staff Judge Advocate to the Commandant and the Judge Advocate General of the Navy over the performance of the military justice mission within the Marine Corps and by judge advocates who are assigned military justice duties?

Gen Amos: My understanding is that the JAG has the responsibility and authority to set policy and oversee the performance of the USMC and USN military justice mission at the departmental level. The Marine Corps and the US Navy have the service responsibility and authority to oversee execution of the mission and to oversee the performance of judge advocates performing legal duties, including military justice.

If confirmed, will you support the Independent Panel in investigating possible means of improving the Navy-Marine Corps legal team?

Gen Amos: Yes, the Marine Corps welcomes, and I fully support, the Independent (506) Panel reviewing possible means of improving the Navy-Marine Corps legal community. I also trust the panel will recognize the unique role of the Marine Corps

and our unique requirements. I am confident that our participation in the Panel will be comprehensive and transparent.

Recapitalization

The Marine Corps intends to concurrently recapitalize several of its front line systems. The MV-22 Osprey tiltrotor aircraft, the Expeditionary Fighting Vehicle, and the Joint Strike Fighter are all scheduled to be in production at the same time.

Do you believe that these production plans are realistic in light of the demands on resources imposed by maintaining current readiness?

Gen Amos: Procuring new aircraft, vehicles, and equipment, while maintaining current readiness, is a continual and long-term process of balancing demands on resources to man, train and equip the Corps. The ongoing transition to the MV-22 and the future migration to the Joint Strike Fighter and Expeditionary Fighting Vehicle are optimized to ensure an operational equilibrium across the Marine Corps.

The EFV program is a component of our developing ground tactical vehicle strategy, and the full impact of its affordability versus capability will be defined in that document once published.

We are procuring MV-22s at a rate that retains assault support readiness, and as recently demonstrated in OIF and OEF this aircraft delivers battlefield effectiveness in support of ground forces. We are confident in the rate of procurement and transition of the MV-22 and the need to realize our planned buy of 360 aircraft. The Marine Corps TACAIR strategy for the last eleven years has been to forego procuring new variants of legacy aircraft. It was our decision that continuing to buy legacy airframes left us with the inherent obsolescence, high ownership cost and fatigue life issues associated with those aircraft. We opted instead to transition to a new generation aircraft that takes advantage of technology improvements, generating substantial savings in total ownership cost.

The capabilities of the F-35B enable the Marine Corps to replace three legacy aircraft types and continue to execute all of our missions. This was a wise management decision which minimized resource demands while retaining operational relevance and readiness. The planned procurement rate of the F-35B and the associated return on investment outweighs the unavoidable legacy aircraft operating and support cost increases we will incur with the F/A-18, AV-8B, and EA-6B. The timely delivery of the F-35B STOVL remains critical to maintaining current and future readiness.

Is it your understanding that MV-22 readiness rates in Iraq, Afghanistan, and in the U.S. have achieved desired levels?

Gen Amos: While our deployed MV-22 units have met all expectations placed on them in theater and are accomplishing their assigned missions around the world, we are not satisfied with our readiness rates. We have acknowledged this issue and are working on multiple fronts to improve aircraft readiness.

In your view, will the MV-22 be sustainable over time at an acceptable cost?

Gen Amos: Yes, it will be sustainable over time. Reducing operating costs for the MV-22 is an issue our government-industry team is addressing. Our coordinated strategy will provide incremental improvements over time. Component modification, improved maintenance, and diligent supply support practices are being implemented to reduce component removals and increase component availability.

What is your understanding of the steps that the Marine Corps and the contractor are taking to reduce costs and increase MV-22 readiness rates?

Gen Amos: Our government-industry team has a coordinated strategy to increase readiness rates while reducing costs. This strategy is spiral in nature and will provide incremental improvements over time. Short term, we will procure spares at the correct range and depth, both to overcome inaccurate engineering estimates of component failure rates and to incorporate rapidly a select number of redesigned components.

Simultaneously, our team is working on the program's long term health and cost reduction with a three-pronged approach. First, we are focused on redesigning the specific components that are continuous degraders for the fleet. Second, we are improving maintenance practices and shifting to lower repair levels in order to achieve the most cost-effective and efficient means of component repair. Third, our team is ensuring industry raises parts production capacity to meet demonstrated demand while designating additional candidates for potential redesign and retrofit. The full implementation of these three efforts will allow us to achieve our desired readiness levels while reducing overall aircraft life cycle costs.

Aviator as Commandant

If you are confirmed, you would be the first Commandant to be an aviator. This achievement could bring particular new perspectives as well as potential challenges.

What particular perspectives do you believe you would bring to the job of Commandant from your experiences with a career in aviation?

Gen Amos: Marine officers at all levels are first and foremost Marines—an ethos transcending occupational specialty or categorization into classes, corps or branches of specialty. Although I am aviator by trade, for the last 8 years I have been in command at various levels to include an Aircraft Wing in combat and a Marine Expeditionary Force (MEF) comprised of 60,000 Marines. I served as Deputy Commandant for Combat Development and Integration, overseeing all USMC war-fighting requirements. For the last two years, I have served as the Assistant Commandant of the Marine Corps, fully engaged in the pressing issues of readiness, training and equipping that impact our Corps. That is the perspective I will bring to the job of Commandant if confirmed.

What challenges, if any, do you believe you would need to overcome as the first aviator serving as Commandant?

Gen Amos: If confirmed, I do not foresee any challenges serving as Commandant stemming from my background as an aviator.

TacAir Integration

Under the so-called TacAir Integration Program, the Department of the Navy has integrated certain Marine Corps F/A-18 squadrons into its carrier air wings and deployed them as part of carrier battle groups. You commanded such a squadron. Additionally, some Navy squadrons are supposed to support Marine Corps land-based deployment commitments.

From your perspective, how well has this program worked to support both carrier-based and land-based deployments?

Gen Amos: From my perspective, I believe TACAIR integration is a mutually supportive Navy-Marine Corps concept that has worked well. TACAIR integration provides the Department of the Navy with the flexibility to employ sea-based squadrons and move those squadrons ashore when required, and to surge both Navy and Marine Corps non-deployed squadrons to project dominant and decisive offensive power from the sea or ashore in support of Combatant Commanders and joint force objectives. The continued integration of naval aviation TACAIR units provides the framework for the Navy and Marine Corps to enhance further our core combat capabilities and provide a more potent, cohesive and sustainable fighting force.

What, if any, have been the problems with this program that you have seen?

Gen Amos: There are no problems that I am aware of with TACAIR integration. TACAIR integration has increased the tactical acumen and interoperability of our pilots with those of the United States Navy. We continue to meet our obligations under the

current TACAIR Memorandum of Understanding, TACAIR Memorandum of Agreement and TACAIR Integration Team Charter; and we look forward to increasing the Marine Corps' participation in 2012.

As the Marine Corps shifts from operating F/A-18 aircraft to F-35B aircraft, how will that affect the current TacAir Integration Program?

Gen Amos: The Marine Corps commitment to TACAIR integration is enduring, and our participation will continue after the introduction of the Joint Strike Fighter (JSF). During the transition, the Marine Corps will continue to have F/A-18 squadrons integrated with Navy Carrier Air Wings through 2021, which is when the Marine Corps anticipates transitioning its last active component squadrons to the JSF. TACAIR integration is more than single-seat F/A-18s aboard the carrier, however. Marine Corps AV-8Bs have been deploying aboard L-Class U.S. Navy ships for almost 30 years (the first deployment for AV-8 was aboard the USS TARAWA in October 1980), and that relationship will continue as the Marine Corps acquires the F-35, with a vision of an all-STOVL force.

Army and Marine Corps Capabilities

What are your views regarding the joint development and acquisition of Army and Marine Corps equipment?

Gen Amos: Where it makes sense, I am a big proponent of joint development and acquisition with the Army, especially given our respective history working in a joint capacity during the prosecution of land campaigns. The Army and Marine Corps are well harmonized in the development and acquisition of equipment. The Army - Marine Corps Board has provided a great forum to identify and discuss areas of divergence and allow us to turn them into areas of convergence. We team well in those venues where we have common requirements and on those platforms we should be addressing jointly.

I would like to stress, however, that the focus on joint acquisition should neither negate nor preclude an appreciation of an equal need for Service-specific programs or ones vital to legislatively-mandated Marine Corps competencies, which in some instances are truly divergent from those of the Army. The Marine Corps is a unique, combined arms, amphibious force unlike any other on the world stage and as such maintains unique needs that merit appreciation.

Do you believe the Joint Staff should have a role in synchronizing Army and Marine Corps requirements and service programs?

Gen Amos: I think the Joint Staff plays an essential role in the requirements, synchronization and validation cycle between the Army and Marine Corps and that such mechanisms currently exist via processes inherent in the Joint Requirements Oversight Council (JROC) and the Joint Capabilities Integration Development System (JCIDS).

What programs would you consider to be candidates for joint program development for the Army and Marine Corps?

Gen Amos: While this list is neither restrictive nor exhaustive, I think there may be opportunities for joint program development for the Army and Marine Corps in areas such as intelligence programs addressing collection and dissemination, common logistics systems such as Cargo UAS, unmanned aerial systems, indirect fire assets and command and control programs.

Expeditionary Fighting Vehicle (EFV) Program

During the fiscal year 2011 budget deliberations, Secretary Gates decided to continue the Expeditionary Fighting Vehicle (EFV) Program in research and development to see whether the redesigned EFV can achieve better reliability goals. Since that decision Secretary Gates has called into question various aspects of opposed amphibious landings in the future, including the costs and performance of the EFV program.

Is there an enduring requirement for the capability to conduct opposed amphibious operations? If so, at what scale?

Gen Amos: There is absolutely an enduring requirement for the capability to conduct opposed amphibious operations; in simple terms this gives the United States an assured access capability under any circumstances. America remains a maritime Nation with global responsibilities. The majority of the world's population lives within 200 miles of the sea. The Marine Corps-Navy team provides the Nation's only assured access force that can come from the sea to project and sustain power ashore in this environment. Seaborne amphibious forces provide a maritime power like the United States significant advantages including the ability to overcome the tyranny of distance and project power where we have no basing or infrastructure. The amphibious capability inherent in the Marine Corps also provides a powerful deterrent that is central to our National Security Strategy.

What is your view of the EFV and the role that it may play in future Marine Corps operations?

Gen Amos: The EFV program will help to fill a current gap in littoral capabilities and supports a waterborne assault capability the United States cannot live without -- assured access and forcible entry from the sea. If the Nation wants the ability to come from the sea, it needs an amphibious tractor that is also a fighting vehicle for use across the continuum of threats and at every scale in the littorals. I am convinced of that. A modern amphibious tractor is required to maneuver the ground combat forces of the Marine Air Ground Task Force, a balanced air/ground team.

Would the Marine Corps be able to conduct opposed amphibious landings with the capability promised by the EFV?

Gen Amos: The Marine Corps will maintain the capability to conduct opposed amphibious landings with the EFV. The EFV's ability to conduct high speed maneuver at sea as well as on land, combined with its weapon, communication, and protective systems make it a highly-survivable and lethal capability suitable for opposed landings as well as hybrid threats that accompany counter-insurgency environments. The program also includes a force protection component for use once ashore which consists of an underbody appliqué armor kit, employed to enhance survivability against IEDs, much as the Bradley and M1A2 underbelly appliqué's are employed. The range and speed of the EFV, up to 26 knots or greater, allows for a substantial over-the-horizon launch process, providing stand-off that protects our naval amphibious ships from high-end littoral threats, such as anti-ship ballistic missiles.

Would the Marine Corps and the Navy be able to conduct opposed amphibious operations against capable adversaries without an armored vehicle with the attributes of the EFV?

Gen Amos: The Marine Corps and Navy have the ability now to conduct opposed amphibious landings against capable adversaries with our current amphibious vehicles, helicopters, and other equipment. My concern would be that our current amphibious vehicles are 40 years old, slow, and not equipped with a potent main gun to deal with the continuum of threats a formidable opposed landing could present. They require Navy vessels to be at closer ranges to the littorals exposing them to greater mine and anti-ship missile threats. In an era of increasing challenges to access, the capabilities of a vehicle like the EFV afford our amphibious ships the maneuver space and stand-off distance to better counter anti-access weapons.

Sea Basing

The Sea Base has long been envisioned as an element of the Department of the Navy's future concepts and had been seen as one of the centerpieces of the future force. In particular, the Maritime Prepositioning Force – Future (MPF-F) was being designed

to support future Marine Expeditionary Brigades with logistics at sea to avoid having to rely on a large logistics footprint ashore.

What compromises in future war fighting concepts or capabilities has the Marine Corps had to make to compensate for the elimination of the MPF-F program in its original design?

Gen Amos: The Maritime Prepositioning Force-Future program has been restructured into an enhanced Maritime Prepositioning Ships program that will not be capable of the full range and depth of sea-based operations that we envisioned with MPF-F. However, we are continuing to examine how we will execute seabasing with the capabilities provided by the improvements being made to MPF. We are using capabilities that include additional high-speed intra-theater lift, improved connectors that can transfer people and materiel at-sea, enhanced maritime prepositioning, and integrated naval logistics. These and other emerging initiatives are and will be employed in combination to continue to capitalize on existing Seabasing capabilities as well as reduce the joint force's reliance on ports in the operational area.

Will the Marine Corps' be more vulnerable to anti-access strategies in the future due to the elimination of the MPF-F?

Gen Amos: The differences in our fleet without MPF-F -- the loss of three Aviation capable ships, three Large Medium Speed Roll On/Off (LMSR) Platforms, and changes to the three Mobile Landing Platforms (MLP) -- means we will have a loss of sea-basing enabling capabilities. We simply will not have the capability we would have had with MPF-F.

However, the addition of three Mobile Landing Platforms and three T-AKE auxiliary dry cargo ships to the Maritime Prepositioning Ships (MPS) squadrons, coupled with MPS's existing Large, Medium-Speed, Roll-On, Roll-Off (LMSR) cargo ships, will enable the MPS squadrons to conduct true at-sea, sea-state three selective offload of vehicles, personnel, and equipment without complete reliance on fixed ports ashore. While not all of the MPS ships and stocks will be able to execute at-sea offload and maneuver ashore as envisioned in the MPF-F program, the introduction of MLPs, T-AKE's, and LMSRs provide the Navy and Marine Corps a substantial first step in attaining the full range of sea-basing capabilities. As stated in the Report to Congress on Annual Long-Range Plan for Construction of Naval Vessels for FY 2011, the Navy intends to procure three Mobile Landing Platforms (MLPs) to fulfill this capability. These ships will provide concept validation, operational testing and an incremental operational capability.

Amphibious Fleet Requirements

In the Spring of 2010, Secretary Gates made several public statements in which he appeared to question the need for and size of the Navy's amphibious fleet in future defense plans and budgets.

What is your view of the need for and size of the Navy's amphibious fleet?

Gen Amos: The requirement for amphibious ships that has been agreed to within the Department of the Navy (DoN) is 38 ships; we have accepted risk down to 33 Ships. This number gives a capability needed for both steady state operations and represents the minimum number of ships needed to provide the nation with a credible sea based power projection capability of the assault echelon of two brigades - with risk. However, we currently have 31 amphibious ships with that number possibly falling even lower. So, I am concerned about the size and health of our current and future amphibious fleet.

Combatant commanders have increased demand for forward-postured amphibious forces capable of conducting security cooperation, regional deterrence, and crisis response. In the past 20 years, U.S. amphibious forces have responded to crises and contingencies at least 104 times--a response rate more than double that of the Cold War.

Amphibious ships are useful, flexible warships--ideal for the current and future demand signal for building partnership capacity and conducting NEOs and HA/DRs, as we are currently doing in Pakistan in response to the floods there. The inherent flexibility and utility of amphibious forces is not widely understood, as evidenced by the frequent—and erroneous—assumption that “forcible entry capabilities” alone define the requirement for amphibious ships. The greatest employment of amphibious ships is for steady state engagement and crisis response.

What are the alternatives if the amphibious fleet is allowed to decline in size or capabilities?

Gen Amos: If the amphibious fleet is allowed to decline in size or capabilities, our nation will have a diminished capacity to support the objectives of the National Security Strategy- -forward presence, building partners, deterring aggression, and assuring access.

F-35 Requirements

The Marine Corps has stated that its F-35 requirement is 420 aircraft. The total number of F-35s planned for the Department of the Navy is currently set at 680.

To your knowledge, has the allocation of F-35s between the Navy and the Marine Corps been established?

Gen Amos: The allocation of F-35s within the Department of Navy by specific variant--the F-35B STOVL and the F-35C carrier variant--has not been established; and I feel such a decision would be premature at this time. We are committed to making a decision at the earliest opportunity based upon F-35 program maturity as defined by discrete and successful program events and accomplishments to include F-35B test burn down; F-35B/L-Class sea trials; F-35C test burn down; F-35C/CVN sea trials; and an assessment of F-35B/CVN interoperability. Upon completion of these and other key program milestones, the Marine Corps will determine the proper allocation of F-35 variants to support our operational commitments and remain the expeditionary force in readiness the nation demands.

What is your understanding of when Congress will be informed of this allocation?

Gen Amos: I anticipate this decision could be made after the completion of the JSF program System Development and Demonstration (SDD) phase in accordance with the F-35 program restructure.

Do you believe that the current plan for 680 aircraft can fully accommodate the needs of both the Navy and the Marine Corps?

Gen Amos: The Marine Corps remains committed to the DoN's F-35 Program of Record (POR) to procure 680 aircraft. Since 2001, the Marine Corps has consistently stated, documented and periodically re-verified a TACAIR requirement to meet our operational demands and commitments as being 420 F-35B Joint Strike Fighter aircraft. Our inventory projection is based on detailed projected and historical operational analysis, optimization of JSF multi-mission capabilities, complete legacy TACAIR replacement by the F-35B, and expected improvements in reliability, maintainability, and survivability.

Joint Forces Command

In your view, what is the appropriate role for the U. S. Joint Forces Command with respect to Marine Corps experimentation, acquisition, and exercise planning and execution?

Gen Amos: The greatest impact that U.S. Joint Forces Command has is through its influence on joint standards, experimentation and harmonization. It is appropriate for USJFCOM to work in partnership with the regional combatant commanders to coordinate and synchronize worldwide joint exercises, provide joint training models and scenarios, and establish joint training tasks, conditions, and standards. With respect to acquisition programs, while we do not want to sacrifice what are truly unique contributions to national security in the name of jointness, it is important to consider alternatives. USJFCOM can serve as a catalyst for this consideration through its experimentation efforts.

Naval Surface Fire Support

The DDG-1000 program was initiated to fill the capability gap for naval surface fire support. The original requirement for 24 to 32 DDG-1000 ships, each with two 155mm Advanced Gun Systems, was reduced to 12 ships, then to 10 ships, then to 7 ships, and finally to 3 ships.

In your view, does this significant reduction in the number of DDG-1000 destroyers meet the Marine Corps' requirement for naval surface fire support?

Gen Amos: Any reduction in naval platforms designed to contain a capability to contribute to the Marine Corps' overall requirement for naval surface fire support, with its proven record of an all-weather capability to provide precision, volume and lethality, is something of concern. However, I am confident the Navy can provide the surface fire support that we need in the Marine Corps with its current and future fleets. The Corps has an enduring requirement for fire support from naval vessels in the range of 41-63 nautical miles to support amphibious operations in the littorals. These fires are ones needed by tactical commanders to maneuver towards battlefield objectives once ashore. The 3 DDG 1000 ships, each with two Advanced Gun Systems (AGS), 600 round magazines and employing the Long Range Land Attack Projectiles (LRLAP) can be augmented with surface fires from virtually all current surface combatants with their 5-inch conventional ammunition capability.

What other capabilities would you rely upon to help meet naval surface fire support requirements?

Gen Amos: The Marine Corps adheres to the concept of a balanced and complementary use of the joint triad of fires. So, we will rely on other components of the joint triad of fires to include tactical aviation (Marine aviation and Carrier based naval aircraft) and ground fire systems. We also look towards the possibility of Air Force support. I am in favor of an all-weather system with lethality, volume and precision such as the Advanced Gun System (AGS). I also support ongoing research and development efforts of transformational naval surface fire systems like the Electromagnetic Rail Gun.

Joint Acquisition Programs

What are your views regarding joint acquisition programs, such as the Joint Tactical Radio System and the Joint Strike Fighter?

Gen Amos: Joint acquisition programs work well when there is a commonality of mission and function, and when the Services involved are willing to work together and fully resource the effort to its conclusion. There have been some challenges with our Joint Tactical Radio System program. However, as the Marine Corps continues to participate in the Joint Tactical Radio System program, we find joint waveforms being developed that not only enhance the interoperability of the program but also that provide a more robust communications capability for the deployed war-fighter. Equally significant are the Joint Mine Resistant Ambush Protected Vehicle and the Joint Light Tactical Vehicle. These are current examples of programs where the Marine Corps and the Army have joined to produce a common solution.

As it relates to joint and multinational acquisition of the Joint Strike Fighter, there has been a directed effort towards design commonality into all aspects of the F-35 program. This will minimize acquisition and operating costs of Marine Corps tactical aircraft and will drive enhanced interoperability with the United States Air Force and the United States Navy along with the nine partner nations participating in the development of this aircraft. Unique to the STOVL variant is the additional benefit from collaboration in training, operations, and support with the British Royal Navy, British Royal Air Force, Italian Navy and Italian Air Force. We share common capability requirements and the need for basing flexibility, ashore and afloat, and these shared goals result in savings in development, procurement, and sustainment costs.

Do you see utility in encouraging the services to conduct more joint development, especially in the area of helicopters and unmanned systems?

Gen Amos: Yes, there is clear utility in our continuing to exercise a preference for joint programs. Economy is gained throughout the life-cycle of such programs. We are always looking for opportunities to capitalize on the investments that our sister Services have committed or to join together in a common endeavor that will save us both precious development and production dollars. The positive impact of common systems on training, sustainment and interoperability are clear from my perspective.

Regarding Unmanned Systems, the real utility is in development of joint technical standards that will allow each service to modify existing command and control systems and unmanned systems to develop Joint or Service specific systems that will be interoperable. We need to specify these standards to industry to decrease cycle times and increase interoperability in this critical capability area.

If so, what enforcement mechanisms would you recommend to implement more joint program acquisition?

Gen Amos: Mechanisms and regulations currently in place seem adequate. However, with greater complexity of joint systems, particularly in the area of command and control, the need for the most qualified program managers and visionary governance becomes vital. For any joint program, ensuring the right number and mix of subject matter experts from each stakeholder is paramount to informing leadership in making appropriate risk-based decisions that consider the larger impact across the Department of Defense.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Gen Amos: Yes.

Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

Gen Amos: Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and

necessary security protection, with respect to your responsibilities as Commandant of the Marine Corps?

Gen Amos: Yes.

Do you agree to ensure that testimony, briefings, and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Gen Amos: Yes.

Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Gen Amos: Yes.