

SENATE ARMED SERVICES COMMITTEE
CONFIRMATION HEARING
27 SEPTEMBER 2002
ADVANCE QUESTION FOR THE RECORD
QUESTION #1

Senator Levin: Almost 15 years have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of these reforms, particularly in your assignment as Commanding General, First Marine Expeditionary Force.

Do you support full implementation of these defense reforms?

Lieutenant General Hagee: Yes, I support full implementation of these defense reforms. These reforms have met the objectives of the Goldwater-Nichols Act and effectively transformed the way DoD thinks and fights. The Goldwater-Nichols Act balances the Title 10, U.S.C. responsibilities of the Service Chiefs to prepare and equip their services with the need to integrate military employment through the regional combatant commanders. The Marine Corps works well within the context of the current legislation. However, we will continue to examine our operations within the context of Goldwater-Nichols and propose such changes as may be necessary in the future.

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QUESTION #2

Senator Levin: Almost 15 years have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of these reforms, particularly in your assignment as Commanding General, First Marine Expeditionary Force.

Based upon your experience, what is your view of the extent to which these defense reforms have been implemented and the impact they have had?

Lieutenant General Hagee: I believe that Goldwater-Nichols and the Special Operations reforms, both in principle and in spirit, have been institutionalized within DoD. This has been no small accomplishment in that it has constituted a complete reorganization of the Department and has changed the functions, responsibilities and interrelationships among all DoD components. The overall impact of these reforms has

significantly strengthened the ability of the U.S. Armed Forces to respond to the varied threats and challenges faced over the last decade and a half.

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QUESTION #3

Senator Levin: Almost 15 years have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of these reforms, particularly in your assignment as Commanding General, First Marine Expeditionary Force.

What do you consider the most important aspects of these defense reforms?

Lieutenant General Hagee: The foremost improvement provided by the legislation is the clear delineation of the functions, duties, and responsibilities among the Combatant Commanders, Military Departments and the Joint Staff. The enhanced authority of the Combatant Commanders over their unified forces, along with clarified responsibilities, has made them better able to accomplish their assigned missions. In the same way, the legislation has defined and focused the function of the Military Departments on fulfilling the operational requirements of the unified commands thereby improving the overall warfighting capability of the Armed Forces. Lastly, Goldwater-Nichols has directly led to the better and more efficient use of our defense resources. The Joint perspective gained through the maturation of the Joint Requirements Oversight Council process has made a key difference in the Department's transformational efforts.

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QUESTION #4

Senator Levin: Almost 15 years have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms. You have had an opportunity to observe the implementation and impact of these reforms, particularly in your assignment as Commanding General, First Marine Expeditionary Force.

Do you anticipate that legislative proposals to amend Goldwater-Nichols may be appropriate? If so, what areas do you believe it might be appropriate to address in these proposals?

Lieutenant General Hagee: Since inception of Goldwater-Nichols in 1986, dramatic changes have occurred within the national security environment that in my view now necessitate expansion of these reformational concepts to other federal departments and agencies (e.g. Departments of Justice, Interior, Commerce, Energy, State, and Treasury as well as the Central Intelligence Agency). A “Goldwater-Nichols II” would be intended to review the Inter-Agency process in an attempt to realign the national security structure to better coordinate and employ all elements of national power. Specifically, new legislation should be aimed at achieving greater efficiencies and effectiveness by streamlining Inter-Agency coordination, reducing duplication, and accelerating the decision-making cycle. The threats posed by Global Terrorism and the proliferation of Weapons of Mass Destruction make these reforms an imperative for the future.

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QUESTION #5

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

Lieutenant General Hagee: The strategic role of the Marine Corps today remains unchanged from that defined by the 82d Congress: to provide a capable expeditionary force-in-readiness that is versatile, adaptable, and powerful. The Marine Corps has always understood that people, not machines, ultimately determine success in peace and in war. Accordingly, in addition to his role as an advisor to the Secretary of Defense and the President and as a member of the Joint Chiefs, it is the foremost duty of the Commandant to develop, maintain, and sustain ready and decisive crisis response forces, comprised of highly trained men and women, capable of conducting any task across the full spectrum of conflict. Beyond making Marines to win our nation’s battles, it is also the responsibility of the Commandant to ensure the welfare and quality of life of our Marines and their families are protected. Taking care of our own is essential to the Corps, for it directly impacts on our readiness and our operational responsiveness. Finally, it is the function of the Commandant to imbue all Marines with our institutional core values of *Honor, Courage, and Commitment*, deeply rooted ideals that will not only guarantee their success on the battlefield today, but enable them to become our civic leaders of tomorrow.

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QUESTION #6

Senator Levin: What background and experience do you possess that you believe qualifies you to perform these duties?

Lieutenant General Hagee: 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 all levels from platoon to Marine Expeditionary Force as well as throughout the Marine Air Ground Task Force and in key elements of the supporting establishment. I have also served in educating our future Navy and Marine officers and have had the opportunity to serve in other agencies of the Executive Branch outside the Department of Defense. As a general officer, I have served as the Executive Assistant to the Director of Central Intelligence. I have also served as Deputy Director of Operations, United States European Command and as Director, Strategic Plans and Policies, United States Pacific Command. Both of these latter billets along with my recent responsibilities as a MEF commander, gave me great insight into how to ensure that Marine units can effectively support the Combatant Commanders in the execution of their duties and responsibilities. Conversely, I understand the challenges facing all the service chiefs today as they strive to meet their Title 10 responsibilities in support of the Combatant Commanders.

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Senator Levin: Do you believe that there are actions you need to take to enhance your ability to perform these duties?

Lieutenant General Hagee: I believe there are four fundamental actions I could take that would enable me to fulfill my Title X responsibility to train, organize, and equip our Marines and Sailors.

- (1) As a force-in-readiness, the Marine Corps, in close team work with the Navy, is proud of its contributions to America's forward presence and expeditionary power projection capabilities. The continued success of the Navy-Marine Corps Team depends on sustaining our enduring relationship with one another and I would work to foster this mutual bond at every opportunity.
- (2) Similarly, reinforcing our partnerships with our other sister Services and U.S. Special Operations Command would not only promote future interoperability and operational understanding, but advance transformation of the U.S. military to a truly Joint Force.

- (3) Work with Joint Forces Command to continue to contribute to the development of Joint capabilities through participation in Joint Concept Development and Experimentation; and
- (4) Continue to explore and capitalize on innovation and emerging technologies in order to further the continued transformation of Naval capabilities for the future.

The promotion of each of these actions will ensure our Corps remains both ready and relevant to meet the challenges of the 21st Century.

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QUESTION # 8

Senator Levin: In your view, what are the major challenges confronting the next Commandant of the Marine Corps?

Lieutenant General Hagee: The major challenge confronting the next Commandant of the Marine Corps centers on organizing, training, and equipping forces to support the Joint Force Commanders now and into the future. Specific issues I believe will be important for the next Commandant to address include:

- Properly resourcing the Marine Corps' near and long-term readiness requirements while at the same time transforming the Marine Corps.
- Ensuring leaders and staffs can operate in an environment of ambiguity and uncertainty.
- Ensuring sufficient expeditionary shipping is available for our Expeditionary Strike Groups to effectively strike with MAGTFs from the Enhanced Networked Seabase for rapid and decisive joint maneuver operations from deep offshore directly to deep inland objectives.
- Providing a quality of life for our Marines and their families that ensures our continued warfighting effectiveness and maximizes our significant investment in our Marines.
- Ensuring that the growing complexity of encroachment issues do not curtail our efforts to conduct meaningful training.
- Ensuring business practices, to include acquisition process, rapidly enhance and transform warfighting capabilities.

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QUESTION # 9

Senator Levin: Assuming you are confirmed, what plans do you have for addressing the major challenges confronting the next Commandant of the Marine Corps?

Lieutenant General Hagee: If confirmed as Commandant of the Marine Corps, I would continue to focus on four key areas. First, opportunities can be created and exploited best by an *agile organization*, ready to adapt to change in future environments, maximizing the potential of both Marines and their units. Second, *operational changes*, first expressed as concepts, will alter the means by which the operating forces project power and influence. Third, *leap-ahead technology* will create new opportunities for warriors of tomorrow. Finally, the Marine Corps will promote changes in *business and acquisition processes*, enabling the more rapid development of effective capabilities while generating the most efficient investment of the nation's resources. Specific examples include:

- Enhancing leaders' decision-making skills with investments in education, wargaming, combat simulation activities, and battlespace visualization techniques within a joint or multinational framework.
- Increasing the ability of the supporting establishment to serve as the fifth element of the Marine Air Ground Task Forces (MAGTF), as exemplified by the Marine Corps Intelligence Activity's reach-back support to the warfighting requirements of Task Force 58 during Operation Enduring Freedom.
- Generating opportunities to align Marine Corps Reserve units with Marine Expeditionary Forces in order to develop day-to-day working relationships between Active and Reserve forces, maximizing the diverse civilian-acquired expertise that enhances military capabilities.
- Integrating aviation capabilities across the Navy and Marine Corps to generate increased capabilities for projecting power from the sea.
- **Balancing transformation and modernization of our ground and aviation assets to ensure effective combined arms warfighting capability in our MAGTFs.**
- Developing the capabilities of Marine forces to operate with special operations forces (SOF) and reintroducing the Air Naval Gunfire Liaison Company (ANGLICO) to support our joint and coalition partners.
- Creating and institutionalizing innovative units dedicated for special missions or tasks such as the 4th MEB (Anti-Terrorism) by relying on the adaptive, decentralized organization of Marine Corps warfighting units.

I believe it is critical that we fully integrate all of our efforts as part of the nation's joint warfighting community. We would continue working closely and in partnership with the Joint Staff and Joint Forces Command (JFCOM) in joint concept development and experimentation efforts.

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QUESTION #10

Senator Levin: What do you consider to be the most serious problems in the performance of the functions of the Commandant of the Marine Corps?

Lieutenant General Hagee: In my opinion the most serious problem facing the Commandant of the Marine Corps is ensuring that the Marine Corps remains ready to fight and win while balancing our need for modernization. If confirmed, I would like to work with the Secretary of Defense, the Secretary of the Navy, and the other Service Chiefs to address such issues as acquisition reform, the impact of encroachment on training and readiness, and quality of life – all important subsets of this challenge.

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QUESTION #11

Senator Levin: If confirmed, what management actions and time lines would you establish to address these problems?

Lieutenant General Hagee: As Commandant, I would continue to work with the Secretary of Defense, the Secretary of the Navy, and the other Joint Chiefs to press for a more streamlined and responsive acquisition process, the means to balance our environmental stewardship responsibilities with our training requirements, and continue the momentum of quality of life initiatives to maintain our high level of readiness. My goal would be to make sure that Marines are trained and equipped to provide ready, scaleable, flexible combined arms force packages for today and tomorrow's Combatant Commanders.

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QUESTION # 12

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

Lieutenant General Hagee: My priorities would be ensuring continued readiness of our Operating Forces – to include sustaining emphasis on recruiting and retaining our

outstanding young men and women and fully integrating the Navy-Marine Corps Team to provide effective maritime capabilities to the joint commander – while simultaneously maintaining our continuously evolving transformation of organizational and operational concepts, leap-ahead technologies, and business processes.

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QUESTION #13

Senator Levin: The main focus of the United States has been on the war in Afghanistan, and the Marine Corps has had a major role in that effort. That role, although still important, has declined in recent months.

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

Lieutenant General Hagee: The Marine Corps will continue to play an important and significant role in the Global War on Terrorism.

While one might perceive that the Marine Corps' role has declined since the successes of Task Force 58 in Afghanistan, it has in fact become less visible and we remain ready across the full operational spectrum. Over 3600 active duty and reserve Marines remain deployed to the United States Central Command Area of Responsibility (CENTCOM AOR) in support of Operation ENDURING FREEDOM. Additionally, over 170 Marines are deployed in support of Combined Joint Task Force (CJTF) operations in Guantanamo Bay, Cuba. In defending the homeland, Marine ground and aviation units of the Total Force have supported the air defense efforts of Operation NOBLE EAGLE and are currently providing dedicated reaction forces to respond to incidents west of the Mississippi River in Federal Emergency Management Agency (FEMA) Regions VI through X. Most recently, Marine Military Working Dog Teams and other security and response forces supported the United Nations General Assembly proceedings in New York. While not all-encompassing, these examples are indicative of the continuing role that the Marine Corps has, and will continue to play, in winning the Global War on Terrorism.

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QUESTION #14

Senator Levin: In the past, the Marine Corps' Chemical-Biological Incident Response Force (CBIRF) has played a major role in assisting first responders prepare for terrorist attacks.

What relationship will the CBIRF have with the Homeland Security Agency?

Lieutenant General Hagee: CBIRF is a component of the 4th Marine Expeditionary Brigade, Anti Terrorism (4th MEB (AT)) that was reactivated in October 2001 in response to the Nation's campaign against terrorism. It provides any designated supported commander with rapidly deployable, specially trained, and sustainable forces that are capable of detecting terrorism, conducting activities to deter terrorism, defending designated facilities against terrorism, and conducting initial incident response in the event of chemical, biological, radiological, or nuclear terrorist attacks, worldwide.

CBIRF support to the Homeland Security Agency may result from a request by the Secretary of the Homeland Security Agency to the Secretary of Defense (SECDEF) for support.

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Senator Levin: In the past, the Marine Corps' Chemical-Biological Incident Response Force (CBIRF) has played a major role in assisting first responders prepare for terrorist attacks.

What role will CBIRF play in Northern Command's homeland security mission?

Lieutenant General Hagee: When directed, the 4th Marine Expeditionary Brigade, Anti Terrorism (4th MEB (AT)) would forward deploy CBIRF to respond to the threat of a chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) incident in order to assist local, state, federal agencies or a designated Combatant Commander in the conduct of consequence management operations by providing capabilities for agent detection and identification; casualty search, rescue, and personnel decontamination; and emergency medical care and stabilization of contaminated personnel.

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QUESTION #16

Senator Levin: In the past, the Marine Corps' Chemical-Biological Incident Response Force (CBIRF) has played a major role in assisting first responders prepare for terrorist attacks.

What role will the rest of the Marine Corps have in supporting the Homeland Security Agency?

Lieutenant General Hagee: The organization with the capabilities most likely to be requested by the Homeland Security Agency is the 4th Marine Expeditionary Brigade, Anti Terrorism (4th MEB (AT)) which consists of approximately 4600 Marines and Sailors primarily trained to perform their duties in situations where there is an increased threat of terrorist activity, when there has been a direct threat of terrorism against U.S. interests, or when a terrorist event has already occurred. In general, the Marine Corps, like the other Services, will provide support to the Homeland Security Agency, as directed by the Secretary of Defense, in accordance with the Federal Response Plan. Further, it is perhaps important to reemphasize that defense of the homeland begins not on our shores, but on far shores. The value of our forward deployed forces around the globe continues to be demonstrated and will play an ever increasing role in future.

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QUESTION #17

Senator Levin: In the past, the Marine Corps' Chemical-Biological Incident Response Force (CBIRF) has played a major role in assisting first responders prepare for terrorist attacks.

Is CBIRF intended to be utilized only domestically, or are there also plans to utilize it abroad? If CBIRF deployed abroad, who takes on their domestic mission?

Lieutenant General Hagee: CBIRF as a component of the 4th Marine Expeditionary Brigade, Anti Terrorism (4th MEB (AT)) is task organized to provide incident response anywhere in the world. Due to the nature of the event there may be multiple options for employing its unique capability. CBIRF is capable of reorganizing itself and deploying in modules to multiple incident sites that may involve agent detection and identification; casualty search, rescue, personnel decontamination; and emergency medical care and stabilization of contaminated personnel. CBIRF's capability to deploy to any location prior to an incident greatly enhances its capability to conduct medical treatment, decontamination and casualty search and rescue in the fatal first hours of an incident.

In the event that CBIRF's capabilities were required to be replaced, it would require a collaborated response of existing units such as National Guard's Civil Support Teams, and the Army's Technical Escort Units and Chemical Biological Rapid Response Teams.

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QUESTION #18

Senator Levin: What do you see as the principal role for the United States Marine Corps in terms of our overall national security?

Lieutenant General Hagee: The principal role of the United States Marine Corps in terms of America's overall national security is to be our country's premier expeditionary "Total Force in Readiness."

The Marine Corps owes its role to the United States Congress. The Douglas-Mansfield Act, approved by the 82d Congress on June 20, 1952 and signed as Public Law 416 by President Harry S. Truman, amending the National Security Act of 1947, confirmed the Corps's naval character and expeditionary nature, and legislated the Corps' organization as an air-ground, combined arms team.

At its very heart, the Marine Corps' mission is to defend America's national security, serving as a power projection force from the sea, giving the United States a unique and robust worldwide presence and crisis response capability.

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QUESTION #19

Senator Levin: What is your vision for the Marine Corps of the future? For example, what roles should the Marine Corps play in contingency, humanitarian, and peace operations?

Lieutenant General Hagee: The Marine Corps of the future will remain true to its naval and expeditionary heritage while continuing its tradition of innovation and flexibility.

As our nation's premier expeditionary "Total Force in Readiness", the Corps enables Joint, Allied, and Coalition operations, and its operational units are scalable to meet Combatant Commanders' requirements. Accordingly, the Corps is capable of a multitude of missions across the spectrum of conflict. Indeed, per Title 10 of the U.S. Code (10 U.S.C. 5063), Marines are always ready to "perform such other duties as the President may direct." As seen in the Corps' contributions to contingency, humanitarian, and peace operations in the past, its readiness and adaptability are an ever-present resource for the President to employ on behalf of America's national interests.

A salient example of the Corps' versatility is found in a survey of its operations during 1991. Marines helped liberate Kuwait in full-scale combat, participated in stability operations in Northern Iraq, evacuated non-combatants from Somalia, and conducted

massive humanitarian missions in Bangladesh and the Philippines – all in the first six months of 1991. The flexibility to perform those diverse operations and others is an inherent part of the Corps' promise to always be ready to answer our nation's call. The Corps' vision for its future is nothing less.

To achieve that vision, as threats and opportunities change, requires that the Corps continues to anticipate, innovate, experiment, and adapt. Throughout the course of its history, the Marine Corps has dramatically evolved from a Naval constabulary. Marines, themselves, have been the source of those changes, seeking over-time to adjust America's Force in Readiness to meet future requirements and defeat future threats.

Today, the Corps is transforming itself – harnessing new technology, developing new operational concepts, instituting organizational realignments, and implementing better business practices and acquisition reform. I have complete confidence that tomorrow's Marines will carry these efforts forward through the 21st Century, to be America's versatile, expeditionary force in readiness.

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QUESTION #20

Senator Levin: What foundations will you lay, if confirmed, to facilitate the attainment of that vision?

Lieutenant General Hagee: I would build upon the foundations established by the 32d Commandant of the Marine Corps. The fundamental constructs found in the Corps' capstone concept, *Expeditionary Maneuver Warfare*, and the vision statements *Naval Power 21* and *Marine Corps Strategy 21* would guide me, with your assistance, in leading the Corps as it transforms.

I would remain committed to the Corps' partnership with the Navy – as seen in our Carrier and Expeditionary Strike Group initiatives, integration of naval tactical aviation, and our sea-basing concept. Moreover, under my leadership, the Corps would continue to capitalize on innovation and experimentation to best integrate with and enhance Joint and Multinational operations, and more effectively serve America's national security needs.

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QUESTION #21

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

Lieutenant General Hagee: No, the Marine Corps warfighting doctrine is sound. It is a product of our long history of innovation, our experiences, and the lessons we gleaned from those experiences. Our doctrine accurately reflects how we operate as an expeditionary force capturing both the nuances of our Service culture and our naval character. I anticipate no substantial change to the way we do business in the foreseeable future.

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QUESTION #22

Senator Levin: If so, what modernization efforts support this doctrine?

Lieutenant General Hagee: No, I do not plan to make significant changes to the doctrine we have just recently published, our capstone concept Expeditionary Maneuver Warfare (EMW). However, like all doctrinal publications – and EMW is no exception – it will continue to be “a work in progress.” All doctrinal publications need to be revised over time to adjust to changes in warfare. We are just beginning to explore the possibilities for EMW in the defense of our nation and its allies, and we will continue to refine and revamp the concept as new situations and threats present themselves. Additionally, no doctrinal publication is a stand-alone document and EMW must be executed in the context of and in concert with several other doctrinal publications, such as Expeditionary Networked Seabasing (ENSeabasing).

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QUESTION #23

Senator Levin: General Jones has discussed establishing stronger relationships between the Marine Corps and the forces of the Special Operations Command (SOCOM).

What do you see as the Marine Corps' role in Special Operations?

Lieutenant General Hagee: Today the Marine Corps has 105 Marines filling SOF billets around the world ranging from training support, to exchange pilots with Task Force 160 to intelligence analysts and security personnel. The fielding of the V-22 will also bring the Marine Corps and Air Force special operations forces closer together. VMMT-204, based at Marine Corps Air Station New River in North Carolina, the V-22

training squadron, will train both Marine Corps and Air Force pilots and maintainers to fly and work on these aircraft and will enhance joint understanding concerning "special" capabilities. We also recognize that within our Marine Air Ground Task Forces (MAGTFs), we have the ability to execute a broad spectrum of capabilities, particularly when a requirement exists for the introduction of helicopter-borne or surface-borne forces from the sea. These operations tie-in directly with the Corps' traditional maritime-oriented missions for which we have statutory responsibility. Our highly trained, cost-effective, first on the scene forces, provide a much needed special operations capability that is complementary, not redundant, to the mission of our nation's special operations forces. Significant national military advantages exist in having Marine Corps MAGTFs trained in the conduct of maritime special operations capabilities while positioned aboard amphibious ships in proximity to a target, unencumbered by base and overflight rights and operating under established command and control systems. As a means to cement and expand our relationship with SOF, the Marine Corps and USSOCOM have re-established the USSOCOM Marine Corps Board to explore areas and issues of interoperability and in coordination with the Naval Special Warfare Command, the Marine Corps has developed an initial "proof of concept" force contribution to USSOCOM that will be established in 2003 and deploy with Special Operations Forces during 2004. The proof of concept will focus on special reconnaissance, direct action foreign internal defense, and collations support.

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QUESTION #24

Senator Levin: General Jones has discussed establishing stronger relationships between the Marine Corps and the forces of the Special Operations Command (SOCOM).

Can the Marine Corps make greater contributions in this area (Special Operations Forces), particularly related to working more directly with Commander in Chief Special Operations Command (CINCSOC)?

Lieutenant General Hagee: I believe so. In addition to the 105 Marines filling SOF billets around the world, training more closely and sharing ideas are two areas where we can achieve greater contributions in special operations. Steps are already being taken to make improvements in these areas. A Memorandum of Agreement between USSOCOM and the Marine Corps, signed in 1993, helps to coordinate policy matters of mutual interest to both organizations and bring us closer together. The Board has met seven times since 1993; most recently in January of this year. At that gathering, eight working groups examined topics from operations and training to equipment and technology, and developed multiple action items focused on enhancing the interoperability between SOF and the Marine Corps. The next board, scheduled for October 2002, will likely expand that list. The Marine Corps possesses complementary skills that can be used and have been used in support of SOF. The fielding of the V-22 will also bring the Marine Corps

and Air Force special operations forces closer together. VMMT-204, based at Marine Corps Air Station New River in North Carolina, is the V-22 training squadron, which will train both Marine Corps and Air Force pilots and maintainers to fly and work on these aircraft. The jointness that will occur at this training squadron will go a long way towards promoting closer understanding and coordination between Marine Corps and Air Force Special Operations aviation units.

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QUESTION #25**

Senator Levin: The Committee has been concerned about the potential effects of the war on terrorism on readiness levels and potential demands on personnel in excess of normal operating tempo (Optempo) goals.

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

Lieutenant General Hagee: Your Corps is capable and ready, with approximately 173,000 Marines serving in the active forces and approximately 40,000 in the Reserves. We continue to deploy globally as a Total Force in defense of this Nation and in prosecution of the Global War on Terrorism. 3,787 of our Reserves are on active duty assisting in the fight against terrorism. The missions assigned to our Reserves in the Global War on Terrorism are a clear reflection that they are ready to operate across the full spectrum of military conflict.

- Two provisional security platoons relieved two Fleet Anti-terrorism Support Team (FAST) platoons of the security mission at U.S. Naval Base, Guantanamo Bay
- Reserve Marine helicopters and personnel are deployed with the 11th and 24th Marine Expeditionary Units (Special Operations Capable)
- 2d Battalion, 23d Marines is our ready reaction force in support of Homeland Security and
- HMM-769, 25th Marines Regimental Headquarters, and detachments from Marine Aerial Transport Squadrons 234 and 452 provided much needed operational tempo relief for our Active Component Forces.

Our recent service in Afghanistan attests that our forward deployed Marine Forces remain ready, as do our other active and reserve Marine units. As you read this, 27,218 Marines are forward deployed, forward based, forward stationed, or deployed for training. Current operational readiness is and will remain our highest priority. The Marine Corps, like everyone else, was surprised by the September 11th attacks, but we were not surprised by the nature of the threat. Over the past decade, we've anticipated a more chaotic world and a future strategic environment of increasing uncertainty that would place a premium on forces with speed, precision, and lethality. Speed not only in movement, but also in the ability to respond – to be truly expeditionary.

Operation Enduring Freedom (OEF) validated our transformational Expeditionary Maneuver Warfare concepts and the value of seabasing, which the Corps has been developing over the past decade. OEF also marked the first time a Marine Corps General commanded a naval task force during wartime and the establishment of a closer relationship with Special Operations Forces that promises to carry forward into the future. One of OEF's most remarkable successes for the Marine Corps, in partnership with the Navy, was the execution of operations over vast distances with significant operational and logistical constraints. The distances were far in excess of those for which current doctrine, operational concepts, and our legacy warfighting systems were designed.

The modernization programs and transformational systems we have pursued since the 1980's are the keys to executing our future warfighting concepts. However, the best and most modern equipment in the world means little if our Marines and Sailors cannot train with it in rigorous, realistic scenarios that match as closely as possible to the same stresses and chaos of combat. We are finding that the training and mission effectiveness of our Marines are being degraded by the many forms of encroachment on our bases and stations. The impacts of encroachment are making it increasingly difficult to bring together the members of the Navy and Marine Corps team to train as they will fight. Increasing restrictions are resulting in training exercises becoming more administrative in nature than tactical. Encroachment issues will continue to be a 21st Century problem. We will need to retain the areas where we train, particularly those where we train in combined arms.

What you saw in Afghanistan is just the most recent example of what America can expect from the Marine Corps, which trains the way it will fight. Our Marines are ready, our doctrine works, and with the new hardware ready to come on line, along with continued Congressional assistance, you're going to get a Marine Corps that's leaner, more lethal, and even more ready than what you've experienced for the past 226 years.

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QUESTION #26

Senator Levin: The Committee has been concerned about the potential effects of the war on terrorism on readiness levels and potential demands on personnel in excess of normal operating tempo (Optempo) goals.

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?

Lieutenant General Hagee: The Fiscal Year 2003 budget addresses the Marine Corps' personnel, equipment, infrastructure, and modernization/transformation programs. We thank this Committee for its support to the Marine Corps readiness.

The modernization programs and transformational systems we have pursued since the 1980's are the keys to executing our future warfighting concepts. We need your continued support of our modernization and transformation efforts, and in terms of our forward deployed seabased platforms – amphibious shipping. Some of our cornerstones for future readiness are:

- The V-22 Osprey remains the Marine Corps' number one aviation priority. With it, Marine Forces operating from their seabase will be able to take advantage of long-range maneuver and strategic surprise.
- The Advanced Amphibious Assault Vehicle (AAAV) remains the Marine Corps' number one ground acquisition priority. It will allow Marines to eliminate the battlefield mobility gap and, for the first time, conduct deep maneuver ashore in a single seamless stroke.
- The Short Takeoff and Vertical Landing variant Joint Strike Fighter (STOVL JSF) will combine the basing flexibility of the AV-8 with the multi-role capabilities, speed and maneuverability of the F/A-18 to fulfill both the air-to-ground and air-to-air requirements of the Marine Corps.
- The increased range and speed of the AAAV and the V-22 will require weapons systems with greater range, lethality, and tactical mobility.

- The Light-Weight (LW) 155 and High Mobility Artillery Rocket System (HIMARS) will provide the ground fires necessary for our Marine Air Ground Task Forces.
- Naval Surface Fire Support: We must pursue the development of a credible NSFS capability to support EMW.
- The KC-130J will bring increased capability and mission flexibility with its communications system, survivability enhancements, night systems, enhanced rapid ground refueling, and improved aircraft systems.
- Service Life Extension Programs: Until our new equipment is fielded, we will continue to ensure the readiness of our gear. Maximum advantage of Service Life Extension Programs (SLEPs), for equipment like our Light Armored Vehicles (LAVs) and CH-53Es, will improve the reliability and availability of our legacy systems.
- Amphibious Shipping: Our amphibious lift requirement remains 3.0 Marine Expeditionary Brigade (MEB) assault echelons (AE), however, we are fiscally constrained amphibious lift capability of 2.5 MEB assault echelon equivalents. Current active duty shipping falls short of the 2.5 MEB AE. We are working hard with the Navy to increase the rate of expeditionary shipping.
- Maritime Prepositioning Force (MPF): MPF saves thousands of sorties of strategic lift. Unfortunately, the leases on our ships expire in FYs 2009, 2010, and 2011. We are developing the future concept of MPF programs, and with your help, will replace the existing program.

The best and most modern equipment in the world means little if our Marines and Sailors cannot train with it in rigorous, realistic scenarios that match as closely as possible the same stresses and chaos of combat. The impacts of encroachment are making it increasingly difficult to bring together the members of the Navy and Marine Corps team to train as they will fight. We will need to retain the areas where we train, particularly those where we train in combined arms.

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 ADVANCE QUESTION FOR THE RECORD
 QUESTION #27

Senator Levin: The Committee has been concerned about the potential effects of the war on terrorism on readiness levels and potential demands on personnel in excess of normal operating tempo (Optempo) goals.

Have individuals in the Marine Corps been required to spend extended deployments overseas that have exceeded normal Optempo goals?

Lieutenant General Hagee: Yes, while we continue to closely manage our forces, current operational demands have resulted in increased PERSTEMPO. Forward presence is integral to our service culture and the approximately 21 percent of the Marine Corps which is forward based, stationed and deployed is consistent with the historical average over the past ten years in comparison to end strength. In the last year, since 11 September 2001, three Marine Expeditionary Unit (Special Operations Capable) deployments have been extended for periods of two to six weeks in order to support operations in Afghanistan. These extensions have impacted about 6600 Marines and sailors assigned to those units.

Currently we have 190 Marines beyond the congressionally mandated 400-day payment threshold for PERSTEMPO. However, the data are inconclusive whether these Marines exceeded this threshold due to normal operations or as a result of 9-11.

Extensions thus far have been the exception – in fact the majority of Marines and sailors during the past year have returned within the 179-day limit set by service policy. Deployments are scheduled and managed with great care by the Marine Corps and Navy team not only to meet the requirements of the Combatant Commander, but also to preserve the readiness of the force and ensure the well being of the individual Marine and Sailor and their families.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #28

Senator Levin: The Committee has been concerned about the potential effects of the war on terrorism on readiness levels and potential demands on personnel in excess of normal operating tempo (Optempo) goals.

Given the decreasing numbers of ships and increased number of contingencies, how do you intend to respond to continued requirements for naval presence while maintaining the deployment cycles, shore duty rotation, and retention goals?

Lieutenant General Hagee: The Marine Corps and the Navy are concerned about the continued decline in the overall number of ships in our fleet and the affect on our forward presence posture. In the on-going Global War on Terrorism, we have managed our

Marine forces including use of reserves at home and overseas. Our need, however, for modern expeditionary ships is critical. In peacetime as well as in war, numbers do count.

The Marine Corps will continue to utilize reservists where prudent to alleviate deployment tempo as we currently are with reservists serving in Guantanamo, Cuba and with our 11th and 24th Marine Expeditionary Units (Special Operations Capable) (MEU(SOC))s.

Amphibious shipping is vital to ensuring the mobility of Marine forces to meet the Defense Planning Guidance (DPG). The most recent Quadrennial Defense Review (QDR) reaffirmed the fiscally constrained force level of 12 Amphibious Ready Groups (ARGs) each consisting of 3 ships: a “big deck” LHA or LHD, an LSD, and an LPD class ship. Early retirements and block obsolescence have sharply reduced the total number of amphibious ships. Accordingly, the LPD-17 program, designed to be the functional replacement for four ship classes (LPD-4, LSD-36, LKA, LST), is essential to maintaining continued forward presence.

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QUESTION #29

Senator Levin: The Committee has been concerned about the potential effects of the war on terrorism on readiness levels and potential demands on personnel in excess of normal operating tempo (Optempo) goals.

If confirmed, what force structure employment policies or doctrine would you consider as alternatives to stressing the people and platforms?

Lieutenant General Hagee: Over the past few years, we have taken a number of steps to return as many Marines as possible to the Operating Forces. By increasing the manning of our combat forces, we are spreading the load and reducing the stress on the individual Marine. Since 1995, almost 2,000 Marines have been returned from the supporting establishment to our operating forces. Our strategy has been to review military manpower requirements at our Bases and Stations and identify those requirements that could be eliminated through efficiencies, performed by civilians, or outsourced. The Marines freed up by these initiatives have been returned to the Operating Forces. We have also changed the way in which assign Marines to units through a review of our Manning and Staffing precedence to ensure sufficient Marines are available to the Operating Forces. Returning Marines to the Operating Forces has been a priority of the Marine Corps over the last four years. We would continue these efforts as one of our initiatives to increase the capabilities of our operating forces and reduce the stress on the individual Marine.

In order to minimize stress on people and platforms, the Marine Corps Reserve would continue to implement increased interoperability and training between the Active and Reserve Components of the Marine Corps. This will not only allow the Reserve Component to stand ready to reinforce the Active Component during times of war, but will also allow valuable Optempo relief to the Active Component as has been demonstrated recently with Marines from the Reserve Component deploying with the 11th and 24th Marine Expeditionary, Special Operations Capable, and deploying to Guantanamo. Additional Reserve force structure alternatives include realignments of the headquarters personnel within the battalions of the 4th FSSG and separate battalions in the 4th MARDIV to support independently deployable companies, align Reserve Marines to contingency billets, and create new capabilities to meet emerging requirements.

In addition, we are constantly pushing the doctrinal envelope with an eye toward optimizing the employment of our limited manpower and equipment resources. To this end, we are aggressively evaluating emerging concepts such as seabasing, space operations, and other joint techniques and procedures.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #30

Senator Levin: The Committee has been concerned about the potential effects of the war on terrorism on readiness levels and potential demands on personnel in excess of normal operating tempo (Optempo) goals.

Have the deployment days of Marines under your command in the First Marine Expeditionary Force been tracked and recorded in order to ensure management of the deployments of members? If so, what has this tracking shown about deployments?

Lieutenant General Hagee: Yes. In accordance with the Perstempo legislation and Marine Corps direction, since 1 October 2000, the deployment days of all Marines under my command in the I Marine Expeditionary Force were tracked and recorded in order to ensure management of the deployments of members. This tracking and management continued, even after 8 October 2001, when the Department of Defense wisely suspended the management and payment requirements of the Perstempo legislation after the terrorist attacks on 11 September 2001. The Perstempo suspension provided necessary operational flexibility.

The majority of the 43,000 I MEF Marines are in the range of 180 to 300 days, representing a single deployment and associated inter-deployment training during the two-year period. We currently have about 50 personnel deployed who are in excess of 400 days deployed in the two years since implementation. As a result of Operation Enduring Freedom, about 5,000 Marines and Sailors in I Marine Expeditionary Force have either had scheduled deployments extended or deployed on unscheduled

deployments. Of this number, 4,000 have been extended for about three weeks with deployed Marine Expeditionary Units and the remainder have deployed up to 179 days on unscheduled deployments. The latter includes: Aviation support in Manas, Kyrgyzstan; Augmentation of Marine Expeditionary Units with additional CH-53's and C-130's; Individual augmentation to Joint Task Force Consequence Management, Joint Task Force 180 in Afghanistan, Joint Task Force 170 in Cuba, Task Force 58 in Afghanistan, Central Command headquarters, Marine Central Command headquarters, Combined Forces Land Component Commander and Combined Forces Air Component Commander for Central Command. These requirements are causing a greater number of Marines to approach, and in some cases, exceed 400 days of deployment tempo. We realize the serious demands these increased requirements place on our Marines and will continue to monitor deployment tempo.

The data from Perstempo tracking is inconclusive at this time. Prior to 1 October 2000, when the Services began tracking and reporting Perstempo, the Marine Corps did not have reliable data regarding the deployment of individuals. Instead, we relied on data regarding the deployment of units, vice individual Marines. Additionally, the normal deployment cycle for our units and assigned personnel is about two years. We are only now reaching a convergence of two years of deployments and data collection. We will need approximately two more years, or one more deployment cycle, to have sufficient data to draw any specific conclusions about the current deployments. Initial analysis indicates that some individuals, occupational specialties and units are deploying more than others, but whether that is beyond the norm is not yet certain.

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QUESTION #31

Senator Levin: Do you believe the officer corps has confidence in the integrity of the officer promotion system in the Marine Corps?

Lieutenant General Hagee: Yes, sir. I believe our officer corps has confidence in the integrity of the promotion system. Over the last three years we have leveraged technology to provide our promotion board members with a completely electronic view of each officer's official record. Further, we have utilized the Internet to "demystify" the promotion process and give officers as much information as possible on how they can best prepare for their boards.

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QUESTION #32

Senator Levin: What role would you, as Commandant of the Marine Corps, expect to play in the officer promotion system?

Lieutenant General Hagee: I believe the Commandant must execute the policies of the Secretary of the Navy to ensure that every officer receives fair and equitable consideration for promotion to the next higher grade. To this end, I would be active in a number of areas, beginning with upholding the requirements of Title 10. As such, I would ensure the impartiality of the process, as well as emphasizing the importance and value of the guidelines for joint and acquisition service. I would also recommend to the Secretary a promotion plan that provides adequate promotion opportunity balanced with the needs of the Corps. Further, I would continue to foster an environment where we are continually looking for ways to improve not only the selection process and our personnel evaluation system, but the system within which we develop and train our officers as well. Finally, I would ensure strict compliance with the high standards of conduct that we expect from all our officers.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #33

Senator Levin: What role would you, if confirmed as Commandant of the Marine Corps, expect to play in the general officer management and nomination process?

Lieutenant General Hagee: The environment in which we operate today requires the Commandant play an active role in the career management of general officers. I do not take this obligation lightly since we, collectively, are entrusted with our Nation's treasure – it's youth. To that end, we develop, educate, and train our officer corps to be leaders of Marines. At the top of this process is our general officer ranks. These Marines have proven track records of superior performance, leadership and experience at all levels of command. The selection process is so competitive that less than 1% of those eligible are picked. Once selected, our general officers work alongside general/flag officers of the other services, and our civilian leadership, to maintain a Defense Establishment equal to the monumental challenges facing our country today. If confirmed, I would ensure that the training, education, and evaluation of officers result in the promotion of the best and brightest leaders. Our Country and Corps deserve nothing less. Second, I would carefully consider the skills of each general officer, and nominate Marines who will be highly successful, both in the Service and joint community.

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ADVANCE QUESTION FOR THE RECORD

QUESTION #34

Senator Levin: In a recent essay in the *Marine Corps Gazette*, the argument was presented that the performance evaluation system (PES) currently in use is antiquated and not sufficiently useful in enabling Marine Corps leaders to identify and select the best-qualified officers for promotion. The author of the essay argued for a new system called the “360 degree report,” that would require evaluation of officers not only by their immediate supervisors, but also by two peers and three of their subordinates.

What are your views about the efficacy of the current PES?

Lieutenant General Hagee: Our current Performance Evaluation System ranks Marines according to the definitions and requirements of each billet and puts controls in place to prevent the over-inflation of marks. The basic premise from which the current PES stems is that the person best-qualified to assess a Marine’s performance in a particular billet is the person assigning the billet requirements—the reporting senior and his/her boss, the reviewing officer.

The fitness report form offers space to evaluate the Marine’s billet description, accomplishments, job performance and character assessment. The information created from the data entered into the system has proven to be very helpful for board members to base their decision of who is best qualified for promotion. Most promotion boards feel that the current fitness report is a valuable tool for determining qualifications for promotion.

The process for completing and mailing in a fitness report needs improvement, and is currently under contract to be automated. When these improvements are completed, the creation and submission of fitness reports will be streamlined. For example, reporting officials will no longer have to mail paper copies of fitness reports to our manpower department for subsequent entry into our system.

SENATE ARMED SERVICES COMMITTEE
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ADVANCE QUESTION FOR THE RECORD
QUESTION #35

Senator Levin: In a recent essay in the *Marine Corps Gazette*, the argument was presented that the performance evaluation system (PES) currently in use is antiquated and not sufficiently useful in enabling Marine Corps leaders to identify and select the best-qualified officers for promotion. The author of the essay argued for a new system called the “360 degree report,” that would require evaluation of officers not only by their immediate supervisors, but also by two peers and three of their subordinates.

If confirmed, what steps, if any, would you take to implement changes to the PES, including the "360 degree report"?

Lieutenant General Hagee: I would not take any immediate steps to change our current PES. However, I would allow the improvements already in progress to continue. Our present Performance Evaluation System (PES) became effective 1 January 1999. Compared to our previous system that served us well for many years, our present PES is an entirely new system. Our intent is to let the system mature for five years without a major change. We have made some administrative and policy changes but have not altered the fitness report form itself, or the essence of the system. For example, based on the desires of our colonels, we now use the general officer evaluation concept for evaluating our colonels. Our next major change is to complete the automation of the preparation and submission process. We are under contract with a projected Initial Operating Capability during the summer of 2003 and Full Operational Capability during the spring of 2004.

Our present Performance Evaluation System was developed by three entities. The Performance Appraisal Center at Western Michigan University analyzed all of our armed services' PES, various foreign military systems, and also considered evaluation systems used by industry. Concurrently, our brightest majors at the School of Advanced Warfighting conducted thesis-type research to conceptually design how Marines should be evaluated and the criteria for evaluation. Also, an Executive Steering Committee of general officers, the Sergeant Major of the Marine Corps, legal counsel, and subject matter experts aided this effort. Many options were considered, including the "360 degree" type evaluation. This specific option was not selected for several reasons: (1) The military chain of command exists for sound reasons. Including subordinate and peer evaluations would be difficult to implement and adjudicate. (2) Our Marine Corps PES is used by the other services and civilian leaders when evaluating Marines assigned to them. Fifty-one per cent of reporting seniors who evaluate Marine colonels are not Marines. Consequently, imposing a Marine Corps "360 degree" PES on the other services would be unrealistic, if not impossible. (3) Over 200,000 fitness reports are prepared by individual reporting seniors annually; therefore, the sheer increase in the number of reports, by including peers and subordinates as additional reporting seniors, would make the "360-degree" concept impractical.

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ADVANCE QUESTIONS FOR THE RECORD
QUESTION #36

Senator Levin: In your view, what are the quality of life challenges for the Marine Corps facing the next Commandant of the Marine Corps?

Lieutenant General Hagee: Effective QOL programs and services are essential to maintaining stability in the force, enhancing personal and family readiness, and fostering

retention. The Marine Corps has established five major QOL priorities: pay and compensation, health care, bachelor and family housing, infrastructure/installation management, and community services. I see our primary quality of life challenges to be managing the ever-increasing expectations for QOL, balancing the needs of single Marines and Marine families, and providing sufficient resources.

Adequate compensation for Marines is crucial to the success of the all-volunteer force. Comparability of pay with the civilian sector is a key aspect of recruiting and retaining quality, skilled men and women. Health care is a key QOL issue for Marines and families, especially so for our spouses, who are most often the family health care managers. Providing a health care system that is prompt, hassle-free, and transparent to the patient benefits readiness and retention. We are achieving significant progress in improving family housing through a combination of Basic Allowance for Housing (BAH) increases, which will result in a zero out of pocket BAH payment by 2005 as currently budgeted, and use of Public Private Venture housing authorities to recapitalize our housing inventory.

Marine Corps Community Services (MCCS) are the hub of our military communities, supporting and sustaining Marines and family members. MCCS programs reduce readiness risks, produce fit Marines and families, and provide outstanding activities and entertainment to our Marines and their families.

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QUESTION #37

Senator Levin: Although the Marine Corps has an ambitious barracks improvement program, the Corps is constructing its barracks to the 2 X 0 room configuration, which is below the Department of Defense standard.

In your view, should the waiver to exempt the Marine Corps from the Department of Defense 1x1 standard be continued? If so, why?

Lieutenant General Hagee: I believe the waiver should continue. The waiver, originally requested by General Krulak to support our efforts to improve unit cohesion and team building for junior enlisted Marines, still has merit.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #38

Senator Levin: What are your views regarding the privatization of Marine Corps military family housing and unaccompanied housing?

Lieutenant General Hagee: My view concerning privatization of Marine Corps military family housing is to continue the stellar work we have begun. The Marine Corps implementation of Public Private Venture (PPV) authorities is truly a legacy being left by the current Commandant of the Marine Corps. Under his direction, we are privatizing more than 95% of our housing inventory. In return we are getting high quality housing more quickly than we could using traditional methods, excellent management of these units by developers, and significant reduction in military construction investment.

With regard to unaccompanied housing, I am aware of initiatives to test PPV with unaccompanied housing. If appropriate legislation is enacted, a pilot/test is being considered for one bachelor officer quarters and one bachelor enlisted quarters.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #39

Senator Levin: The Marine Corps has had praiseworthy success in recruiting new personnel.

Based on your experience, what do you consider to be the keys to the Corps continuing success in appealing to American youth?

Lieutenant General Hagee: The key to our success in appealing to the American youth lies in the message we communicate and the ways in which we communicate that message. Our message is that Marines are “smart, tough, elite warriors.” To successfully communicate this message, we focus in on the transformation that a young man or woman must make to become a Marine. This transformation metaphor is one that has been the centerpiece of Marine Corps advertising for the last 20 years. We utilize market based research and a thorough understanding of our target market to develop our communication strategy. So as the attitudes and values of our target market change, we adapt with them. Current research has indicated a generational shift in youth values and attitudes causing some to characterize the new generation of youth as the millennial generation. Capitalizing on research conducted of this new generation; we adapted our communication strategy to meet their unique needs, which culminated in our current advertising campaign “The Climb.”

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ADVANCE QUESTION FOR THE RECORD

QUESTION #40

Senator Levin: The Marine Corps has had praiseworthy success in recruiting new personnel.

If confirmed, what goals will you set with respect to recruitment of new Marines?

Lieutenant General Hagee: I would not change our goals. We have exceeded DoD and Marine Corps standards for quality while achieving all contracting and shipping goals for the past seven years.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #41

Senator Levin: The Marine Corps has had praiseworthy success in recruiting new personnel.

Are there additional enlistment incentives that you would recommend in order to further improve the quality and quantity of new Marine recruits?

Lieutenant General Hagee: No. Our Recruiting Command works closely with Manpower and Reserve Affairs enlisted planners to ensure that all available funds to promote enlistment into the Corps are made available and used to support and enhance our recruiter's efforts to enlist quality applicants. Although there are always challenges to recruiting, I do not foresee the need for additional enlistment incentives. With that being said, we will certainly reevaluate our enlistment incentive program should the recruiting circumstances change.

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ADVANCE QUESTION FOR THE RECORD
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ADVANCE QUESTION FOR THE RECORD
QUESTION #42

Senator Levin: Recent personnel information provided to the Committee has shown increased difficulty in meeting first term retention goals.

Are there any additional retention incentives that you would recommend in order to improve retention of first term and other experience Marine Personnel?

Lieutenant General Hagee: While the Corps continues to be successful in meeting our first term and career retention goals, this success has proven to be challenging. Commanders throughout our Corps are actively pursuing innovative ways to ensure we retain our best and brightest. Our success to date can be attributed to the leadership exercised by our Commanders and their relentless pursuit of ensuring the success of our future through the retention of our best Marines. In FY-01 and FY-02 we exceeded our first term retention goals and achieved a 97% and 99% MOS fill rate, respectively.

The Selective Re-enlistment Bonus Program continues to be the primary incentive of a small, select group of Marines to continue their service to our country. I believe that we have used this program prudently and effectively. We appreciate the support this committee has provided to this program in the past and I believe its continued use in the future will aid in our retention efforts.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #43

Senator Levin: Recent personnel information provided to the Committee has shown increased difficulty in meeting first term retention goals.

What are the Marine Corps' most significant officer retention challenges, and, if confirmed, what goals will you set in order to improve retention?

Lieutenant General Hagee: The Marine Corps is currently experiencing an eighteen-year high for officer retention. However, being a small force, our greater retention has challenged us to re-examine our force shaping abilities in order to adhere to our active and reserve component officer end strength limits and meet our requirements by grade and MOS.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #44

Senator Levin: The Committee has found that among the reasons why TRICARE is not well accepted in the field is the lack of indications of support from the chain of command.

Do you support TRICARE?

Lieutenant General Hagee: I support TRICARE and understand the importance of health care to Marines and their families, both in terms of readiness and quality of life.

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QUESTION #45

Senator Levin: The Committee has found that among the reasons why TRICARE is not well accepted in the field is the lack of indications of support from the chain of command.

What will you do, if confirmed, to ensure the chain of command, officer and enlisted, make TRICARE a matter of command interest and work to both educate soldiers and their families and to resolve problems with the health care delivery system?

Lieutenant General Hagee: If confirmed, I would insist that a high priority is placed on the delivery of health care services. It is imperative that leaders are educated about TRICARE to ensure that Marines and their family members know how to use their health plan, and where to find help when they have questions or issues. I would emphasize the importance of TRICARE to all Commanders throughout the Marine Corps and ensure policies to assist personnel with TRICARE are implemented.

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ADVANCE QUESTION FOR THE RECORD
QUESTION # 46

Senator Levin: Since the war in the Persian Gulf, the Navy has retired the last two remaining battleships, virtually eliminating the Navy's ability to provide ship-to-shore fire support for an amphibious assault. Last year the DD21 program was terminated and the DD(X) research and development ship was substituted in its place in the Future Years Defense Program (FYDP).

Do you believe that current programs within the Navy and Marine Corps' budgets are adequate to meet Marine Corps fire support requirements within an acceptable time period?

Lieutenant General Hagee: No, we currently have an acute shortage of naval fire support to meet the demands of forcible entry. The current situation will not be resolved until DD(X), armed with the 155mm Advanced Gun System (AGS) and the Advanced Land Attack Missile (ALAM), joins the fleet in strength post-2012.

We are encouraged by programs under development such as the 5"/62 Naval Gun, Extended Range Guided Munition (ERGM), and the Autonomous Naval Support Round (ANSR) that will increase the capability of naval guns in the near-future. However, we would continue to work with the Secretary of the Navy and CNO for increased acquisition of surface and subsurface fire support systems.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #47

Senator Levin: The Committee has been concerned about the Navy's level of commitment to supporting mine countermeasures programs and capability. The Navy decided last year to terminate the shallow water assault breaching system (SABRE) and distributed explosive technology (DET) shallow water mine clearance systems. The Navy made this cancellation decision in spite of the fact that the Navy has no near-term alternative to provide this capability.

This year, there have been reports that the Navy is considering canceling or truncating deployment of the Remote Minehunting System (RMS), a central component of the mine warfare campaign's goal of moving to a mine countermeasures capability organic to the battle group.

Do you believe that the Navy's mine countermeasures modernization programs will be adequate to meet the Marine Corps' needs?

Lieutenant General Hagee: I believe that the Navy possesses an adequate and improving capability to deliver Expeditionary Forces through deep water and to the 40-foot depth line of the littoral battle space -- even in an anti-access environment. However, with reference to very shallow water (VSW), surf zone (SZ) and beach zone (BZ) mine countermeasures, our efforts have so far not resulted in practical systems. I would continue to work with the Secretary of the Navy and CNO on these critical programs.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #48

Senator Levin: The Marine Corps has leased a high speed vessel (HSV) to support training operations for Okinawa-based forces, supplanting the need for airlift support from the Air Mobility Command.

Do you believe that the Marine Corps needs access to more such HSVs?

Lieutenant General Hagee: Yes, sir, we need more access to High Speed Vessels (HSVs). My recent participation in a Navy-Marine Warfighter and observations in the Pacific have convinced me of their potential utility, and I would look forward to meeting with the CNO to discuss how we would integrate HSVs with our Naval concept for seabasing.

The high speed vessels JOINT VENTURE HSV X-1 and the III MEF WESTPAC EXPRESS are two examples of HSV capabilities that can significantly enhance littoral expeditionary operations across the spectrum of conflict. We believe that HSVs are multi-mission capable platforms that augment amphibious and prepositioned ships in order to provide expeditionary seabased capabilities to the current and future Joint Force.

We intend to continue to conducting HSV experiments across the deployment, employment, sustainment and redeployment cycle in order to explore the full range of HSV capabilities in support of the current and future Joint Force. We are developing continued experimentation plans for the JOINT VENTURE and its successor. Our future JOINT VENTURE experiments will address how to capitalize on high-speed vessel technologies as enablers to 1) enhance and extend the operational reach of our current MPF capabilities, 2) capture lessons learned that we can apply to integrating HSV capabilities to support MPF(Future) operations, and 3) capitalize on the HSV's littoral mobility capabilities for operational and logistical support for Combatant Commanders.

While we are still building the FY03 HSV experimentation plan, our focus remains on continuing to develop/refine a concept of HSV employment in support of seabased operations. This concept should include at-sea arrival and assembly, at-sea selective off load, and at-sea reconstitution of forces. We are also looking at developing the required technologies to enable ship-to-ship and ship-to-causeway interfaces. We also plan to continue experimentation with advanced force operations and operational maneuver, and begin experimentation with riverine operations.

WESTPAC EXPRESS continues to participate in Joint exercises throughout PACOM's area of responsibility. While basically being used as a ferry within the Western Pacific to ensure unit training is not hampered by delays in air movement, it is a prime example of improving operational mobility. WESTPAC EXPRESS will continue to conduct/develop cargo load trials and participate in exercises, most recently a NEO exercise at MCAS Iwakuni, Japan and the deployment of MPS offload personnel to Korea.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #49

Senator Levin: The Marine Corps has leased a high speed vessel (HSV) to support training operations for Okinawa-based forces, supplanting the need for airlift support from the Air Mobility Command.

What would such access imply for modernization programs? For example, how could having such vessels affect requirements for amphibious shipping or for replacements for the current Maritime Prepositioning Force ships?

Lieutenant General Hagee: While current HSVs possess the potential to significantly enhance littoral mobility for our warfighters, they cannot replace amphibious or prepositioning ships. While they can transport significant amounts of personnel and equipment long distances at high speed, they do not possess the loitering, survivability, and forcible entry capabilities necessary to support our nation's requirements for naval forward presence forces. Nor do they provide the prepositioning capabilities necessary to compensate for shortfalls in strategic lift. Amphibious and Prepositioning ships should be viewed as the key enablers to set the conditions to exploit HSV capabilities in assured access environments.

SENATE ARMED SERVICES COMMITTEE
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ADVANCE QUESTION FOR THE RECORD
QUESTION #50

Senator Levin: One of the Marine Corps' high priority development programs is the V-22 Osprey tilt-rotor aircraft. The Secretary of Defense has been quoted as saying that, even if the V-22 performs adequately in the new testing program, DoD may not move the program forward into full production.

What is your assessment of the value of the V-22 for the Marines?

Lieutenant General Hagee: The V-22 is a key enabler of our capstone warfighting concept, "Expeditionary Maneuver Warfare". Tilt rotor technology, in conjunction with other cutting edge technologies, will bring this concept to fruition. The V-22 will provide us with the speed, range, self-deployability, and survivability that cannot be matched by any helicopter. It will allow us to maneuver from great distances to a point of advantage in the battlespace. Its speed will also increase our ability to rapidly build up forces ashore and ensure our MAGTF Commander has the right force, in the right place, and at the right time. The V-22 will be truly transformational by providing the ability to rapidly deploy, employ, and re-deploy Marines and special operations forces.

SENATE ARMED SERVICES COMMITTEE
CONFIRMATION HEARING
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ADVANCE QUESTION FOR THE RECORD
QUESTION #51

Senator Levin: One of the Marine Corps' high priority development programs is the V-22 Osprey tilt-rotor aircraft. The secretary of defense has been quoted as saying that, even if the V-22 performs adequately in the new testing program, DOD may not move the program forward into full production.

Are you satisfied with the current testing plan?

Lieutenant General Hagee: Yes. The V-22 program test plan has been developed to address all areas of concern identified by the Blue Ribbon Panel, NASA and the Mishap Investigation Reports. The "Event Driven" plan addresses all high-risk technical concerns early and then moves forward based on measurable successes. If the aircraft and program do not perform as expected, we should know early in the testing process and could make adjustments as necessary to our overall aviation plan.

SENATE ARMED SERVICES COMMITTEE
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ADVANCE QUESTION FOR THE RECORD
QUESTION #52

Senator Levin: The Marine Corps has decided to forego buying the F/A-18E/F and await development of a short takeoff, vertical landing (STOVL) variant of the Joint Strike Fighter (JSF).

Do you agree with this approach?

Lieutenant General Hagee: I fully support the decision to forego purchasing the F/A-18E/F tactical strike fighter aircraft.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #53

Senator Levin: The Marine Corps has decided to forego buying the F/A-18E/F and await development of a short takeoff, vertical landing (STOVL) variant of the Joint Strike Fighter (JSF).

Is this plan consistent with modernizing the EA-6B forces within the Marine Corps?

Lieutenant General Hagee: With current airframe and Improved Capabilities III (ICAP III) Electronic Warfare (EW) upgrades, the Prowler will remain viable against advanced air defenses through 2015. Procurement of 20 ICAP-III kits over the next three years will allow the Marine Corps to reach Full Operational Capability (FOC) by 2007. This plan will save approximately \$16.1M in weapon system costs and will result in optimal unit pricing.

I would continue to work with the Secretary of the Navy and CNO to evaluate the F/A-18G and alternative systems for our Airborne Electronic Attack (AEA) requirements.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #54

Senator Levin: The Committee has been informed that the Navy and Marine Corps intend to integrate additional Marine Corps aviation forces into normal carrier air wing deployment operations.

Do you support this initiative?

Lieutenant General Hagee: Yes, I do. The TacAir integration initiative represents a critical piece in the DoN transformation effort. Along with doctrinal changes already

effecting Naval operations, TacAir integration represents a path to greater combat capability through the efficient use of all available DoN resources. This is predicated on heightened readiness levels across the DoN heretofore unrealized. As a key element to Naval transformation, TacAir integration can only be realized through a dedicated commitment to cultural and organizational change. The recent memoranda between the Navy and Marine Corps specifically address this challenge. It is imperative that readiness accounts are appropriately funded to ensure adequate readiness levels to support the integration.

Navy and Marine strike fighter squadrons will train, deploy and fight side-by-side as part of carrier air wings and land-based, deployed expeditionary squadrons. Having ten Marine squadrons fully integrated into carrier air wings and three Navy squadrons joining the USMC Unit Deployment Program will greatly improve our cross training, coordination and overall warfighting capabilities.

Naval TacAir integration will maximize forward deployed combat power. This organizational construct, combined with ongoing doctrinal initiatives, will produce an affordable, precise, credible Naval TacAir force that operates from sovereign sea bases and expeditionary austere sites ashore. As a result, TacAir integration will optimize the core capability of Naval Aviation Forces that are provided to Combatant Commanders in support of joint operations.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #55

Senator Levin: The Committee has been informed that the Navy and Marine Corps intend to integrate additional Marine Corps aviation forces into normal carrier air wing deployment operations.

Will such integration place additional demands on Marine Corps tactical aviation units that would cause them to exceed normal operating tempo goals for such units?

Lieutenant General Hagee: The TacAir integration plan will conform to current peacetime PERSTEMPO and OPTEMPO goals.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #56

Senator Levin: The Committee has been informed that the Navy and Marine Corps intend to integrate additional Marine Corps aviation forces into normal carrier air wing deployment operations.

If not, will current demands for such units go unmet?

Lieutenant General Hagee: Current demands for expeditionary land and sea-based Naval aviation forces will not go unmet based on the results of TacAir integration. In a time of limited resources, reduced forward basing and increased demand for the employment of all elements of national power, the DoN looked hard at its requirements, took doctrinal integration into consideration and reduced procurement numbers appropriately. We did not sacrifice our ability to answer the call. We will preserve, and should exceed, our ability to meet all current operational requirements.

Carrier air wings and expeditionary unit deployment requirements will be completely covered as they are today. In response to contingency or Oplan requirements, Naval aviation forces will surge to support Marine and joint ground forces alike. This point cannot be emphasized enough...Marine Air-Ground Task Forces are not losing air power. This will require a dedicated commitment to the development of a TacAir force whose readiness will allow such "global" sourcing of aviation assets. With improved readiness profiles in place, a more capable Naval aviation force will be able to increase its responsiveness to the MAGTF and joint forces.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #57

Senator Levin: The state of Marine Corps aviation continues to be a concern to many.

Do you agree with the current plan to upgrade the UH-1 and AH-1 even with the cost growth problems identified in these programs earlier this year?

Lieutenant General Hagee: I continue to believe that the H-1 Upgrades Program is the best and most cost-effective solution to satisfy the Marine Corps' warfighting requirements. The Program Office and Bell Helicopter have the right leadership and mechanisms in place to provide a quality product and prevent any further cost growth. In May of this year Mr. Pete Aldridge, OSD AT&L certified to Congress under the Nunn-McCurdy Act that the H-1 Upgrade Program is viable, affordable and executable as currently structured.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #58

Senator Levin: The state of Marine Corps aviation continues to be a concern to many.

What do you believe is the right approach for replacing the EA-6B electronic warfare aircraft for the Marine Corps?

Lieutenant General Hagee: The Marine Corps remains committed to upgrading all of our EA-6B airframes and Electronic Warfare (EW) capabilities to the Improved Capabilities III (ICAP III) configuration. As indicated in the 2001 Airborne Electronic Attack Analysis of Alternatives (AEA AOA), ICAP-III capable aircraft will remain viable against advanced air defenses through 2015. I would look forward to working with the Secretary of the Navy and CNO on evaluating alternative systems for our Airborne Electronic Attack requirements.

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ADVANCE QUESTION FOR THE RECORD
QUESTION # 59

Senator Levin: The Advanced Amphibious Assault Vehicle (AAAV) is a high-priority development program for the Marine Corps.

Why is the AAAV important to the Marines?

Lieutenant General Hagee: The Advanced Amphibious Assault Vehicle program remains the Corps' highest ground acquisition priority and promises to allow high-speed surface maneuver from ship-to-shore as well as on land. This vehicle will be able to deploy to objectives from over the visual horizon, 25 miles and beyond, and will allow our ships to remain beyond the range of many threat weapons and surveillance systems. It will help offset an enemy's anti-access strategies and bolster expeditionary operations from the sea. Once ashore, the AAAV will be one of the world's most capable Infantry Combat Vehicles. The vehicle's land mobility performance will surpass that of any wheeled or tracked vehicle in its class. It will possess "state of the art" C4I and survivability technologies, which will enable the AAAV to be a substantial force multiplier in support of ground combat operations. Furthermore, the Mk 44 30mm Automatic Gun will give the vehicle a lethal direct fire capability. Predictive diagnostics technology will be integrated to improve reliability and reduce the maintenance burden. When fielded to the operating forces, the Advanced Amphibious Assault Vehicle will be a decisive expeditionary warfare tool for operations in littoral areas worldwide.

SENATE ARMED SERVICES COMMITTEE
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ADVANCE QUESTION FOR THE RECORD
QUESTION # 60

Senator Levin: The advanced Amphibious Assault Vehicle (AAAV) is a high-priority development program for the Marine Corps.

When will the AAAV be fielded?

Lieutenant General Hagee: The current AAAV acquisition plan initiates fielding in 2007 and completes fielding in 2017.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #61

Senator Levin: The advanced Amphibious Assault Vehicle (AAAV) is a high-priority development program for the Marine Corps.

In your view, is the current acquisition plan satisfactory?

Lieutenant General Hagee: The AAAV acquisition plan is satisfactory, however the lengthy AAAV fielding schedule of ten years (2007-2017) is less than optimal. The AAAV fielding can be accelerated providing Full Operational Capability to the Marine Corps as early as 2013. This acceleration would require additional funding in budget years FY09 through FY13.

Senate Armed Services Committee
CONFIRMATION HEARING
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ADVANCE QUESTIONS FOR THE RECORD
QUESTION #62

Senator Levin: The Army is seeking to achieve a transformed force by developing a future combat system (FCS) to supplant current heavy armored forces and achieve greater deployability in the process.

Since “deploying” is a central concern of the Marine Corps, should the Marine Corps be participating more extensively in the Army’s FCS program?

Lieutenant General Hagee: The Marine Corps views success in rapid, agile deployments as a function of both equipment and an expeditionary culture that includes doctrine, organization, and training. To the extent that the Marine Corps' perspective on deployability is inextricably tied to that expeditionary culture, there are likely to be some differences between the Army and the Marine Corps with regard to deployability constraints and the very nature of the force that each Service's materiel solution must accommodate.

Regarding the Army's development of more deployable equipment, we are currently participating with the FCS program through several venues. The Marine Corps has proactively engaged both the operational and technical system developers to ensure sufficient understanding of the Army's direction. This includes positioning liaison personnel at Army labs and entering agreements with labs, development commands and DARPA. I consider the current level of Marine Corps participation in the FCS program to be appropriate.

As FCS becomes better defined, the Marine Corps will continually reevaluate its position to ensure that the path chosen accommodates the unique needs of the Marine Corps, as well as the larger needs of interoperability and economy. The Marine Corps has identified and articulated a need for a mounted maneuver element through a Mission Need Statement for a MAGTF Expeditionary Family of Fighting Vehicles, which was validated by the Joint Requirements Oversight Council. We fully expect technology products from the Army's FCS program to provide some of the building blocks for this Marine Corps program.

SENATE ARMED SERVICES COMMITTEE
CONFIRMATION HEARING
27 SEPTEMBER 2002
ADVANCE QUESTION FOR THE RECORD
QUESTION #63

Senator Levin: The Marine Corps identified night vision capability as a deficiency during the war in the Persian Gulf.

Do you believe that the Marine Corps is making sufficient progress in correcting these identified deficiencies?

Lieutenant General Hagee: Yes. The Marine Corps has made significant progress in correcting deficiencies identified during the Gulf War. Marine Aviation has increased efforts to upgrade night vision capabilities, particularly in three critical areas: Night Vision Goggles (NVGs), Forward Looking Infra-Red (FLIR) Sensors and Night Vision Compatible Aircraft Lighting. Marine Corps Fighter/Attack (F/A) and Attack aircraft have completely fielded Generation III NVGs, and the EA-6B and KC-130 communities have begun NVG training. Meanwhile, our rotary wing community is approximately 80% complete in fielding Generation III NVGs.

Since the Gulf War, Marine Aviation has either upgraded or purchased new FLIR sensors in six of our Type/Model/Series (T/M/S) aircraft. NVG compatible internal and external aircraft lighting is nearing completion on eight of our T/M/S aircraft and the KC-130 has begun modifications for NVG-compatible cockpits.

For our ground forces, the Marine Corps has fielded a substantial quantity of Generation III night vision devices, directed energy targeting devices and laser aiming devices. All of these devices have not only corrected the deficiencies identified after Desert Storm, but have allowed us to train to a level of night fighting proficiency that is virtually unmatched.

SENATE ARMED SERVICES COMMITTEE
CONFIRMATION HEARING
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ADVANCE QUESTION FOR THE RECORD
QUESTION #64

Senator Levin: What ISR programs are most important to the Marine Corps?

Lieutenant General Hagee: Marine Corps intelligence must be able to support tactical units during their pre-deployment planning process; during the transit at sea; and while ashore conducting their mission. To do this, we need well-trained, experienced and properly equipped Marine analysts and collectors; we need systems that can collect, fuse, correlate, and display data in a variety of formats based on users' needs; and we need robust, redundant, and reliable connectivity between our own tactical units and back to national and theater databases and ISR collection platforms to complement our own organic capabilities.

Our intelligence programs are specifically tailored to ensure success with this very important combination of training, experience and equipment. A multi-year plan to revitalize our intelligence capability is ensuring that these Marines are organized, trained and equipped to provide optimum intelligence support to commanders at all levels conducting Expeditionary Maneuver Warfare in the 21st Century (EMW 21). EMW 21 is our maneuver warfare concept for executing joint and multinational military operations with the Navy across the full spectrum of crisis and conflict. The intelligence demands of EMW 21 necessitate that our Marine Air Ground Task Forces (MAGTFs) have a reach-back capability to leverage national and theater intelligence repositories, yet maintain a tactically self-sufficient ISR network to support MAGTF fires and maneuver. These two needs, coupled with the increasingly asymmetric nature of the threats we face, frame our programs for ISR.

Within the MAGTF, we have organized our ISR assets into intelligence battalions, radio battalions, reconnaissance companies and unmanned aerial vehicle (UAV) squadrons. The standup of an intelligence battalion in each MEF has successfully provided an organizational focal point for MAGTF ISR operations and has additionally provided the

primary node for the fusion of joint and tactical intelligence. The establishment of a third radio battalion at Camp Pendleton will provide dedicated signals intelligence (SIGINT) support to each Marine Expeditionary Force (MEF) and expanded access into the national SIGINT architecture and Regional Security Operation Centers. The Marine Corps Intelligence Activity (MCIA), headquartered at Quantico, Virginia, complements our tactical intelligence organizations by producing intelligence in support of expeditionary warfare and leveraging the capabilities of national intelligence agencies. MCIA provided critical reach-back intelligence support to the initial contingent of Marines who deployed into Afghanistan. Our policy of assigning Marines to national intelligence agencies and joint intelligence centers ensures that these organizations incorporate our unique perspectives and the needs of expeditionary warfare into their operations, products and programs.

The Marine Air Ground Intelligence System (MAGIS) is the family of systems that supports our comprehensive ISR network. These systems collect and process information from all intelligence disciplines, to include direct feeds from joint and other Service collection platforms. Our MAGIS systems meet the thresholds outlined by the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD/C3I) in the Distributed Common Ground Systems Draft Capstone Requirements Document, making the MAGTF both a provider and an enabler of Joint ISR. The Intelligence Analysis System serves as the all-source hub of MAGIS, enabling analysts to fuse input from throughout the MAGTF and theater into a tailored and scalable common picture for the commander. Our Marine Corps communications programs complement our Marine ISR programs by incorporating plans for a robust wide-band communications infrastructure to support our reach-back requirements and the tactical ISR network.

The large-scale introduction of new technology necessitates that intelligence Marines remain capable of exploiting new capabilities, yet the increasingly asymmetric nature of the threat necessitates that our intelligence Marines also be proficient in “low tech” skills, including language capability and cultural and regional knowledge. We have successfully restructured our intelligence officer career path to ensure that our intelligence leaders have both the technical depth and the operational breadth to meet these demands. Additionally, we have reorganized our enlisted counterintelligence and human intelligence Marines into one military occupational specialty (MOS) to provide enhanced support and flexibility in the area of anti-terrorism and force protection without sacrificing our interrogator translator capability. Recent measures we have taken to identify, track and reward Marines proficient in foreign languages also enhance our ability to meet the asymmetric threat. In the realm of both new technology and asymmetric threat, we are currently working on a new secondary intelligence MOS that will add Computer Network Exploitation and Computer Network Defense to the capabilities of our radio battalions.

I am satisfied that our ISR programs are moving along the right track to meet the demands of EMW 21 and help the Corps meet the transformation objectives of the Secretary of Defense.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #65

Senator Levin: How will these programs contribute to Marine Corps mission accomplishments?

Lieutenant General Hagee: Intelligence contributes to Marine Corps mission accomplishment by optimizing the quality and speed of decisionmaking. Our concept of Expeditionary Maneuver Warfare (EMW) requires a thorough blending of the traditional domains of operations and intelligence. Commanders and their staffs must make decisions in an environment of chaos, uncertainty and complexity. They additionally must be prepared to act on incomplete information. The goal of our ISR programs is to enable the commander to discern the enemy's critical vulnerabilities and exploit them.

Our ISR programs will enable our Marines to produce intelligence that supports planning and decision-making by maintaining current situational awareness, monitoring indications and warnings, identifying potential targets and assessing the adversary's intent and capabilities at all levels of operations. Our systems and training place a heavy emphasis on producing a common, scalable and tailorable graphical "picture" of the enemy and the battlespace that can quickly be assimilated and understood, thereby supporting rapid decision-making. By adhering to the joint interoperability standards of the Defense Information Infrastructure Common Operating Environment we will be able to seamlessly share this "picture" and an underlying common data set with our joint and combined mission partners, thus contributing to the mission effectiveness of the operation as a whole.

Marine Corps ISR programs support multiple concurrent expeditionary operations and facilitate operational maneuver and precision engagement through a tactically self-sufficient ISR network that is tied into the joint force ISR network. Our ISR network supports both lethal and non-lethal effects based operations by reaching back to pre-positioned intelligence support materials and employing a robust array of target acquisition platforms that are tied into our fire support network with sensor to shooter links and procedures. Additionally, our intelligence Marines leverage joint and national systems and the tools provided by the Marine Air Ground Intelligence System to provide rapid assessment of the effects of our operations in support of retargeting decisions.

We will continue to meet the evolving challenges of the 21st Century by providing quality, well-trained and educated personnel equipped with the proper tools. We continually update our career paths, training programs, organizations and systems to meet evolving threats and capitalize on emerging technology.

SENATE ARMED SERVICES COMMITTEE

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ADVANCE QUESTION FOR THE RECORD
QUESTION #66

Senator Levin: How do you intend to focus Marine Corps research and development for 21st Century platforms and Marine Corps equipment to enable the Marine Corps to field the agile and adaptable force needed to prevail in the 21st Century?

Lieutenant General Hagee: If confirmed, I would focus our Research and Development efforts on ensuring that our forces are ready to fight and win the Nation's battles.

Specifically, our Research and Development efforts will be focused to:

- Enhance our ability to project power, enabled by the capabilities detailed in our concept papers for *Ship to Objective Maneuver* and *Enhanced Networked Seabase*, focused on command and control, fires, maneuver, intelligence, logistics, force protection, and aviation in support of Naval and joint operations.
- Develop command and control systems that support Joint and Multinational warfighting, en route planning and rehearsal, permitting the immediate employment of Marine forces in response to a crisis.
- Promote technology that simplifies operational sustainment including advanced C4 systems; inter-modal and unitized containerization; advanced packaging and repackaging capabilities; and improved reliability, maintainability, and fuel efficiency.
- Project power from the inherent maneuver space and protection afforded by the sea through advanced tilt-rotor aircraft, expeditionary fire support systems, and amphibious fighting vehicles.
- Decrease reliance on built-up and easily targeted airfields and facilities through development of Short Take-Off and Vertical Landing (STOVL) aircraft.
- Increase situational awareness, gain tactical information advantages, and support maneuver forces with the use of tactical unmanned aerial and ground vehicles.
- Develop promising non-lethal technologies via the Marine Corps-led Joint Non-Lethal Weapons Directorate.
- Procure realistic and easy to use information technology (minimum training, no specialized/unique equipment requirements, human-machine interface) to support combat operations.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #67

Senator Levin: Are there any vital technologies that you think are not being purchased?

Lieutenant General Hagee: A technology that I believe will transform the way we wage war that is not yet available in large quantities is that of unmanned vehicles and remote presence. The primary reason we have made few large procurements, however, is lack of maturity of the technology. Having said that, this decade will bring a number of unmanned systems into military use, improving situational awareness while keeping our people out of harm's way.

A good example is the Dragon Eye small unmanned air vehicle, a five-pound UAV that assembles/disassembles in seconds, fits in a backpack, flies autonomously (operator simply programs in GPS way points) and shows real-time what's around the corner or over the next hill. Dragon Eye is a product of the Marine Corps Warfighting Lab and the Naval Research Laboratory.

A technology especially important to the Marines is Mine Countermeasures. While we have invested extensive Science and Technology (S&T) dollars in MCM throughout the 1990s, the challenge today is to transition technology investments into fielded expeditionary warfare capability for our Sailors and Marines.

Finally, it is clear that we will fight jointly in the future, and all Services must be able to share the same Common Relevant Operational Picture. We must develop and acquire command, control and communication systems that capitalize on the rapidly advancing technology base without making obsolete those legacy systems used currently by each of the Services. This is a difficult, but solvable problem, and we must get on with the solution.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #68

Senator Levin: In order to exercise its legislative 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 committee of the Congress?

Lieutenant General Hagee: Yes, sir.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #69

Senator Levin: In order to exercise its legislative 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, when asked, to give your personal views, even if those views differ from the Administration in power?

Lieutenant General Hagee: Yes, sir.

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ADVANCE QUESTION FOR THE RECORD
QUESTION #70

Senator Levin: In order to exercise its legislative 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, 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 the Commandant of the Marine Corps.

Lieutenant General Hagee: Yes, sir, I would.

SENATE ARMED SERVICES COMMITTEE
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ADVANCE QUESTION FOR THE RECORD
QUESTION #71

Senator Levin: In order to exercise its legislative 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 to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate committees?

Lieutenant General Hagee: Yes, sir.