

STATEMENT  
OF  
GENERAL GLENN WALTERS  
ASSISTANT COMMANDANT OF THE MARINE CORPS  
BEFORE THE  
HOUSE ARMED SERVICES SUBCOMMITTEE ON MILITARY PERSONNEL  
ON  
SENIOR LEADER MISCONDUCT: PREVENTION AND ACCOUNTABILITY  
7 FEBRUARY 2018  
RAYBURN HOUSE OFFICE BUILDING



General Glenn M. Walters  
Assistant Commandant of the Marine Corps

General Walters was commissioned as a Second Lieutenant on 12 May 1979, after graduating from The Citadel with a degree in Electrical Engineering. Upon completion of the Officers Basic Course in November of 1979, he was assigned to 3rd Battalion, 2nd Marines at Camp Lejeune as a Platoon Commander in Weapons Company. He attended flight training in Pensacola, Florida and was designated a Naval Aviator in March of 1981.

After receiving his wings, General Walters was assigned to Marine Aircraft Group-39 for training in the AH-1T, subsequently transferring to HMA-169 as the Flight Line Officer, Flight Scheduler and Adjutant. He completed two WESTPAC cruises in 1983 and 1984 with HMM-265. During June of 1986, General Walters was assigned to 1st Reconnaissance Battalion, 1st Marine Division at Camp Pendleton for duty as Air Officer and Operations Officer. In July of 1987 he was assigned to HMT-303 for refresher training in the AH-1J and subsequent transition to the AH-1W. In July 1987 he deployed on MAGTF 1-88 in support of Operation Earnest Will in the Arabian Gulf on the USS Okinawa. After returning to the United States he was assigned as the Assistant Operations Officer and S-4 in HMLA-169.

Departing MAG-39 in September of 1989, he attended Multi-Engine Transition Training at NAS Corpus Christi, Texas. He then attended the United States Naval Test Pilot School in 1990. After graduation from Test Pilot School, General Walters was assigned to the Rotary Wing Aircraft Test Directorate at Naval Air Station, Patuxent River where duties included Flight Test lead for the AH-1W Night Targeting System, Integrated Body and Head Restraint System and AH-1W Maverick Missile testing.

In April of 1994, after his tour in Flight Test, General Walters was assigned duties in the Fleet Introduction Team for the AH-1W Night Targeting System at MAG-39, Camp Pendleton, CA. Upon completion of Fleet Introduction of the NTS system, General Walters assumed the duties as Operations Officer for HMLA-369, deploying to Okinawa in November of 1995. Returning from Okinawa in May of 1996, General Walters assumed the duties as XO of HMLA-369.

General Walters took command of HMT-303 on 4 June 1997, and relinquished command 21 months later on 2 March 1999, where he was subsequently assigned the duties of XO, MAG-39. During April of 1999, General Walters was transferred to the Aviation Branch, Headquarters Marine Corps, for service as the Head, APP-2 in the Aviation Plans and Programs Division. In March of 2001 was transferred to the Office of the Under Secretary of Defense, Acquisition, Technology & Logistics, Defense System, Land Warfare, where he was an Aviation Staff Specialist.

General Walters assumed command of VMX-22 on 28 August 2003, becoming the first Commanding Officer of the Squadron. In August of 2006 General Walters was assigned as head of the Aviation Requirements Branch (APW) in the Department of Aviation at HQMC. From January 2007 to April 2008, he served as head of the Plans, Policy and Budget Branch (APP). In March of 2008 he assumed the duties of Assistant Deputy Commandant for Aviation. After his promotion to Brigadier General in August of 2008, he was assigned to the Joint Staff as Deputy Director J-8, DDRA. General Walters came to 2nd Marine Aircraft Wing in July of 2010, and assumed command of 2nd Marine Aircraft Wing (Forward) in November of 2010. He was promoted to the rank of Major General while deployed in August of 2011, and returned in March of 2012. General Walters assumed command of 2nd Marine Aircraft Wing in May of 2012 and relinquished command in May of 2013. General Walters was promoted to the rank of Lieutenant General on 7 June 2013 and was assigned as the Deputy Commandant of Programs and Resources. On August 2, 2016 General Walters was promoted to his current rank and began serving as the Assistant Commandant of the Marine Corps.

## **Introduction**

Chairman Coffman, Ranking Member Speier, and distinguished members of the House Armed Services Subcommittee on Military Personnel, I appreciate the opportunity to testify on the issue of the conduct of our Marine senior leaders, specifically our general officers.

We know that our Nation's citizens expect a great deal from the Marines. I submit that we Marines expect even more of ourselves, and gladly. As the smallest of the services, the Marine Corps has a reputation for being able to be highly selective. This means that the highest possible standards of moral and ethical conduct are the measure by which our senior leaders will be judged. Our core values of Honor, Courage and Commitment define and guide the character and conduct of our senior leaders and every Marine that wears the Eagle, Globe and Anchor. These principles are integral to our very culture and the standard by which Marines are known across the globe and in combat.

Marines learn these sacred values early and often. We introduce and inculcate these values within every Marine at entry-level training. We expose our officers to a continuous program of legal and ethics training as their careers progress. We institute and refine this continuum as a proactive measure – to prevent misconduct and maintain a persistent emphasis on the importance of ethical and moral conduct.

I can report to you that in recent years, the conduct of your Marine generals has been as expected and demanded. We remain engaged and attentive in order to ensure our Marine generals maintain the highest standards of conduct.

## **Our Core Values**

Our core values of Honor, Courage and Commitment define our character as Marines, and are instilled in every young Marine officer very early in their training – even before they receive a commission – and reinforced throughout the progression of every Marine officer's career. Honor is our bedrock. As Marines, we dedicate ourselves to an uncompromising code of integrity, loyalty, dependability, respect and human dignity. Our honor creates an implicit trust and respect that enables unit cohesion necessary to win our Nation's battles.

Courage is our strength. Marines deeply value courage, both physical courage and moral courage. Physical courage remains an important trait we seek in Marines. Moral courage – an allegiance to a higher standard of conduct and an inner strength to do what is right regardless of the consequences – is what truly defines our character as Marines.

Integrity drives us to embody our commitment and determination to promote discipline and a standard of excellence that transforms us into professional warriors and citizens. Marine general officers are not above these values; they are the leaders our citizens and our Marines look to as the very example to emulate. Your Marine generals take this responsibility personally and spend their lives upholding it.

### **Continuum of Training**

Before commissioning, at the United States Naval Academy or Officer Candidates School, we emphasize to our future Marine officers the value and importance of integrity and ethical conduct more than any other character trait. Once commissioned, every Marine officer's education continues at The Basic School in Quantico, a six-month course of instruction where we reiterate the significance of ethical and moral leadership.

Ethics training remains a principal component of our ten-month professional military education courses: for captains at the Expeditionary Warfare School; for majors at our four services' Command and Staff Colleges; and for Lieutenant Colonels and Colonels at our Top Level Schools. Prior to appointment as a general officer, most Marine officers commanded at both the lieutenant colonel and colonel levels before being selected as general officers. Before assuming each of those commands, those senior leaders attended legal courses and our Cornerstone Commanders Course, where we emphasize ethical leadership as the foundation of leading Marines. Once selected a brigadier general, each of our senior leaders attends our Corps' own Brigadier General Select Orientation Course (BGSOC); ethical conduct is the cornerstone of this course. Every general officer now serving has multiple mentors. Some mentors are retired, some currently serve in our senior ranks, and some serve outside our service.

Every year, we bring every Marine general together at our week-long General Officer Symposium (GOS). All of our lieutenant generals and generals meet four times every year at three-day Executive Off-Sites (EOS). Your Marine Corps values the importance of lifelong

education throughout a Marine officer's career. These programs remind us of who we are and the standards we must uphold.

### **The Conduct of Our Senior Leaders**

Over the last ten years, the Marine Corps has averaged 1.5 cases per year of substantiated general officer misconduct. In nearly half of those cases, the mistakes have been administrative in nature. With the exception of these cases, the conduct of our senior leadership has upheld the high standards we expect.

While we take pride in the moral conduct of our generals, we acknowledge there is always room for improvement. This is the very reason for our education programs – to prevent future missteps. When our senior leaders err, we are committed to correcting the causes. Accountability prevails as an integral component of upholding our standards of moral and ethical conduct.

### **Conclusion**

The principled and ethical conduct of our senior leaders remains our highest priority. Our foundational core values act as a guidepost for every Marine and, most importantly, our general officers. We believe our commitment to the lifelong education of our officers – grounded in ethical leadership at every step – ensures our values and standards endure within the fiber of our character.

In recent years, your Marine generals have served with great honor and character, and we remain proactive to ensure that standard of service continues. Those we serve deserve nothing less than the highest standards of ethical and moral leadership from our senior leaders. To the citizens of our great Nation, to this Congress and to our fellow Marines, we are committed to this end.