



An Overview

Prepared for the Defense Advisory Committee for Women in the Services (DACOWITS)

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Office of People Analytics (OPA)

- **Why was OPA established?**
 - Use analytics to better understand how policy or environmental changes affect the performance and composition of DoD workforce
 - Take advantage of cutting edge analytic methods used in the private sector to understand and improve the DoD workforce

- **Four main segments of the Defense Manpower Data Center were folded into OPA's charter:**
 - Market research and outreach (Joint Advertising Marketing Research & Studies (JAMRS))
 - Cognitive and non-cognitive testing
 - Personnel surveys and related research
 - Personnel security research

Research and Analytics

- **OPA Research Programs**

- **Recruiting Market Research Program**

- **Areas of focus:** Youth market, New Recruits, Influencers, Recruiters
- **Results used by:** Service Recruiting Commands, Service Personnel Offices, Office of the Under Secretary for Personnel and Readiness
- **Topics include:** Propensity, attitudes toward Services, enlistment predictors, reactions to military advertising

- **Retention and Readiness Program**

- **Areas of focus:** Active Duty and Reserve Component service members and their spouses
- **Results used by:** Sexual Assault Prevention Office, Defense Suicide Prevention Office, Military Personnel Policy, Readiness
- **Topics include:** Program evaluation, readiness, retention, satisfaction, well-being, and military spouse and family issues

- **Health and Resilience Program**

- **Areas of focus:** Workplace and Gender Relations (e.g., experiences of unwanted gender-related behavior), Workplace and Equal Opportunity
- **Results used by:** Sexual Assault Prevention Office, Office of Diversity Management and Equal Opportunity, Government Accountability Office, Military Personnel Policy, Civilian Personnel Policy, Military Academies, DoD Inspector General
- **Topics include:** Sexual harassment, sexual assault, gender discrimination, and equal opportunity

- **OPA Data Science Program**

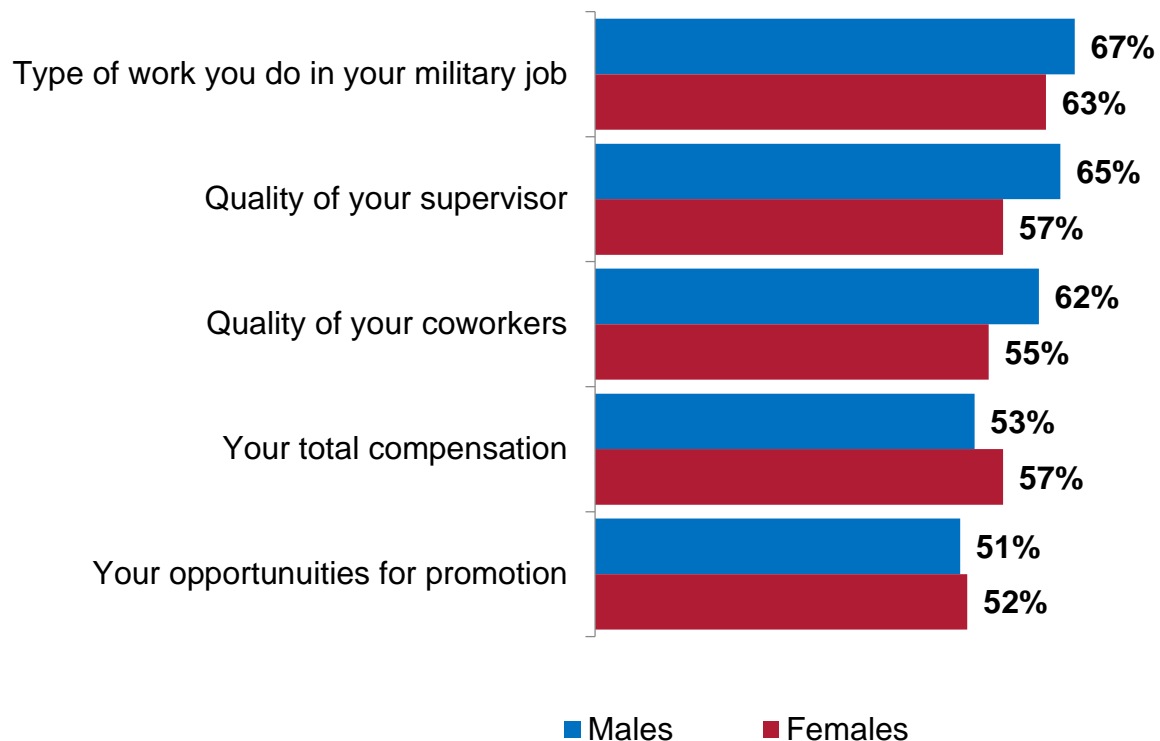
- **Data Science and Decision Support**

- **Areas of focus:** Deployment of statistical learning algorithms, process optimization algorithms, and cloud architecture/computing capabilities
- **Results used to:** Elucidate insights from tactical, operational, and strategic data (e.g. structured, non-structured), that support competing personnel policy decisions and ensure these insights are delivered in a time competitive manner to our diverse DoD-wide stakeholders
- **Topics include:** Advertising and micro-targeting, DoD civilian attrition in high demand job series, process optimization

Female Service Members: Satisfaction and Retention

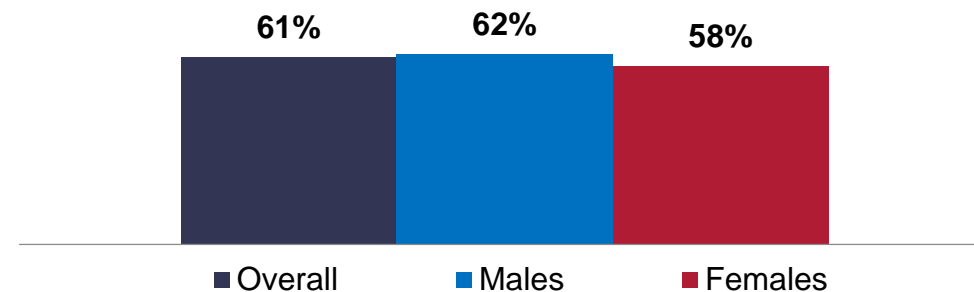
Satisfaction with Aspects of Military Service

% Satisfied, September 2016



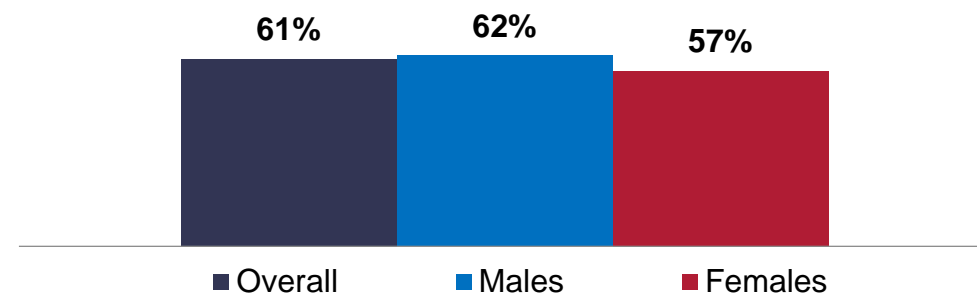
Satisfaction with the Military Way of Life

% Satisfied, September 2016



Retention Intentions Among Active Duty Members

% Likely to stay on AD, September 2016



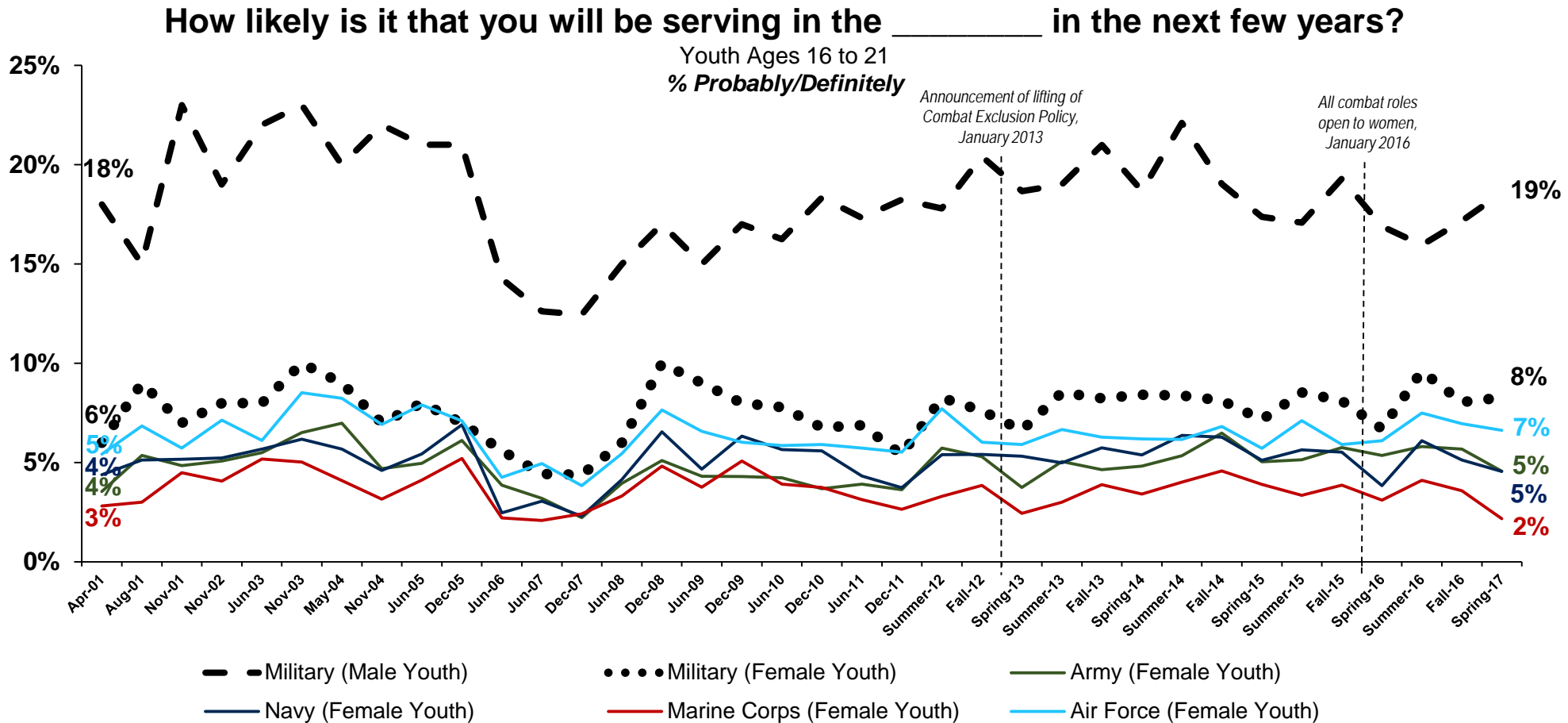


Accession Policy (AP)/JAMRS: Recruiting Females Update

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Female Propensity to Serve in the Military



Female propensity to serve in the Military remains relatively low and stable.

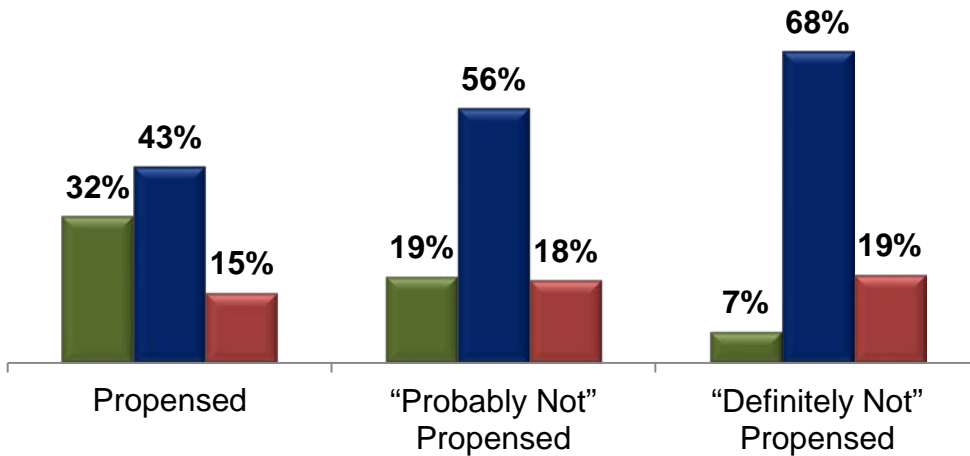
Historically, propensity to serve has been lower among females than males.

Female Youth and New Recruits: Combat Roles

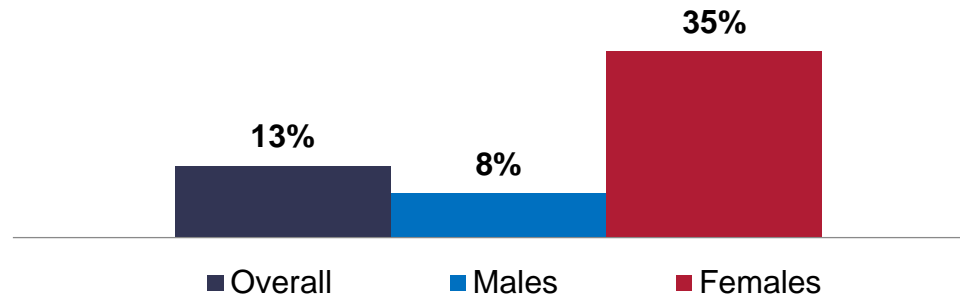
Effect of Women In Combat Policy Change on Female Likelihood of Joining by Military Propensity

Youth Ages 16 to 24, 2013–2016

More Likely Doesn't Change the Likelihood Less Likely



Percentage of New Recruits Reporting that Allowing Women to Serve in Direct Combat Roles Made Them More Likely to Serve



12% of male new recruits and 2% of female new recruits wanted a job/MOS in Armor, Artillery, or Infantry.

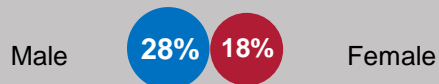
Although many females see the lift of the ban on women in combat roles as furthering equal opportunities for women, few are interested in combat jobs. Thus, challenges remain in translating positive reactions toward equal opportunity across MOSs into increases in female propensity to serve in the Military.

Moving the Female Market

Perceptions of Similarity

College Market (2016); Youth ages 16 to 25
% Responding Agree/Strongly Agree

People who become officers are people like me.



To what extent do you think the Military offers the following?

College Market (2016); Youth ages 16 to 25; Top 5 Most Important Job Factors Displayed
% A lot/A great deal

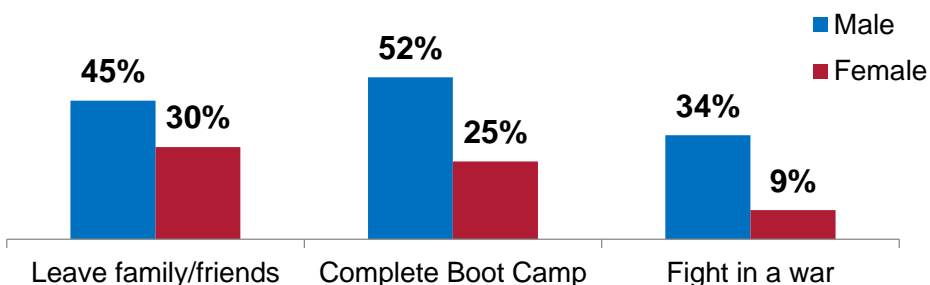
	<u>Male</u>	<u>Female</u>
Pay/money	26%	26%
Opportunity to do something meaningful	57%	66%
A balance between work and family	15%	12%
A lifestyle that is attractive to me	20%	14%
Job security	54%	52%

Growing interest among the female market requires focusing on key drivers of propensity such as relatability, efficacy, and lifestyle associations.

Most female youth do not identify with those who serve, have concerns about the military lifestyle, and are not confident that they would be successful.

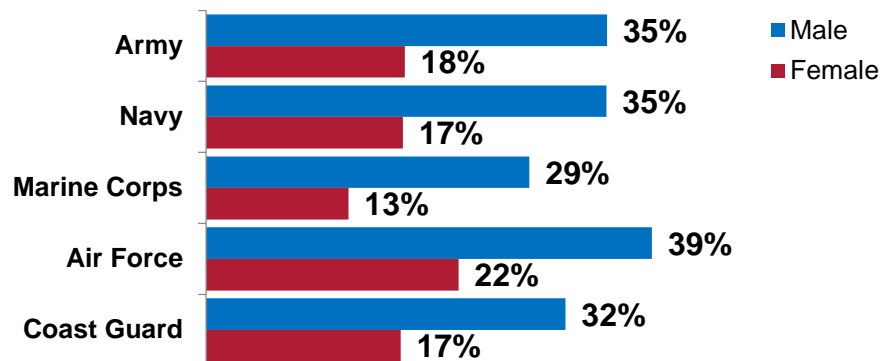
How confident you are that you could

Youth Ages 16 to 21, Fall 2016
% *Probably yes/Definitely yes*



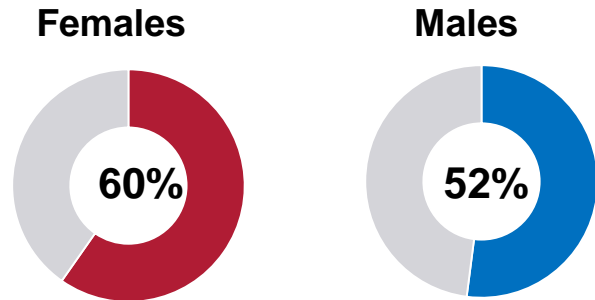
How confident do you feel that you could be successful in a career in _____

College Market (2016); Ages 16 to 25
% *Probably/Definitely*

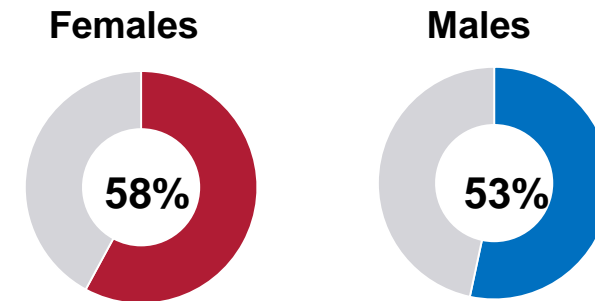


Importance of Education

**% View themselves as scholars
(above average GPA, strong student)**



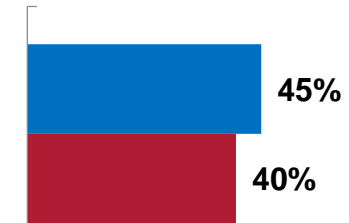
**To what extent does the Military offer
opportunities for continuing education?**
% A lot/A great deal



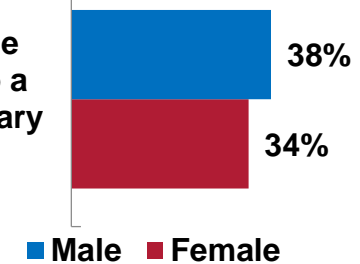
Please rate how much you agree or disagree with each of the following statements.

% Agree/Strongly Agree

The Military is interested in recruiting people with college degrees.



It is possible to serve in the Military as a supplement to a full-time school or non-military job commitment.



Females value education and most female youth think the Military offers opportunities for continuing education. However, there is a knowledge gap regarding the details of educational opportunities in the Military.

What do we do with this data?

- **Inform the Services**

- JAMRS and Accession Policy work hand in hand with the Services
- The Services are JAMRS' primary customer
 - Throughout the year, JAMRS frequently meets with the Services to report and interpret market research findings that in turn inform their strategic recruiting and outreach efforts

- **Conduct Joint-Level Outreach Efforts**

- JAMRS Market Outreach initiatives provide a 360-degree view of the Military lifestyle by highlighting Service members who are relatable to the youth population
 - FUTURES Magazine, Todaysmilitary.com, Myfuture.com, Medicineandthemilitary.com
 - Public Service Announcements

- **Inform Department Policy**

- Accession Policy utilizes JAMRS data to advocate for policies that help improve recruiting programs across the board, but especially those policies which help ensure our force is diverse. Accession Policy also uses JAMRS data to monitor the impact that specific policies may have on the habits of potential recruits