

DEFENSE DEPARTMENT ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS) MEETING REPORT

January 16-17, 2003

DACOWITS held a meeting January 16-17, 2003 at the Courtyard by Marriott, Crystal City, 2899 Jefferson Davis Highway, Arlington, VA. Members and other attendees are listed in enclosures (1) and (2), respectively. The purpose of the meeting was to provide Committee members further background information on the Services/military in general and on specific issues the Committee is reviewing this year. The meeting was open to the public.

On **Thursday, January 16, 2003**, COL Denise Dailey, Military Director, DACOWITS, opened the meeting at 8:30 a.m. She welcomed all present and made several administrative remarks. She then introduced the two members of the Personnel Panel. The panelists presented briefs and then answered members' questions during a question and answer period. The briefs included:

- "[U.S. Coast Guard Orientation](#)," presented by RADM Sally Brice-O'Hara, Director of Personnel Management Directorate, Coast Guard.
- "[An Overview of the National Guard Bureau: America's State and Federal Military Force](#)," presented by Mr. Christopher Gardner, Director of the Joint Staff, National Guard Bureau.

Two more speakers gave briefs before lunch.

- "[Women in the Army: Officer Career Plans, Reasons for Leaving, and Trends in Attitudes](#)," by Dr. Morris Peterson, Chief, Army Personnel Survey Office, U.S. Army Research Institute for the Behavioral and Social Sciences.
- "[Sea Power 21](#)," the Navy's transformation briefing, presented by CAPT Frank Pandolfe, Special Assistant to the Chief of Naval Operations for Strategic Planning.

The Committee broke for lunch between 11:45 a.m. and 1:00 p.m. After lunch, four additional speakers presented briefings to the Committee.

- Air Force Transformation, presented by COL (s) Raymond Rottman, Acting Director, Executive Action Group, Office of the Secretary of the Air Force.

[Part 1 Slides 1-14 \(.ppt\)](#)

[Part 2 Slides 15-26 \(.ppt\)](#)

- "[U.S. Marine Corps Future Concepts & Capabilities](#)," the Marine Corps Transformation brief, presented by COL Arthur Corbett, Director, Futures Warfighting Division, Marine Corps Combat Development Command.
- "[Army Well-Being: The Transformation of the Human Dimension](#)," presented by BG Steve Schook, Director, Army Human Resources Policy Directorate.
- "[Coast Guard Sabbatical Programs](#)," presented by CDR Kevin Harkins, Chief, Policy and Standards Division, Office of Military Personnel, Coast Guard

The DACOWITS Chair, LtGen Carol Mutter, USMC (Ret), then hosted Committee time. Dr. Armando Estrada, Assistant Research Professor, Industrial College of the Armed Forces, discussed the focus group protocol he and Dr. Janice Laurence created and revised after gathering feedback from various sources. He asked the Committee members to evaluate the protocol based on the questions on the last page of his handout. Members were asked to provide any feedback they had in writing to COL Dailey.

The Chair then reviewed the installation visit schedule. She informed members that Mr. Charles Abell, Principal Deputy Under Secretary of Defense (Personnel and Readiness) (PDUSD (P&R)), requested that the visits be spread out further; thus, instead of doing all visits in March and April, members would now conduct visits through June. Mr. Abell believes this will provide a fuller representation of responses to focus group questions.

A member, Dr. Lynda Davis, asked to receive a quick written summary of what each Service calls its quality of life program and a web site address, if available, for that program. The DACOWITS staff will put this together.

The Chair told members that she has had a number of courtesy calls with high-level Department of Defense officials over the past several months. Service officials have stated that retention is great, and the current question is "How do we screen out people?"

The Chair then announced that she selected Ms. Susan Patane to serve as the DACOWITS Vice Chair. Ms. Patane will help General Mutter to fulfill her leadership responsibilities and will lead the Committee in the event of General Mutter's absence.

After a short discussion about the impending snow (if the Federal Government is open for business on Friday, the Committee meeting will convene as scheduled), the Chair commented that from a DACOWITS perspective, it is not appropriate for members to answer media questions about a current topic of women and the draft.

The meeting was adjourned at approximately 5:15 p.m.

On Friday, January 17, 2003, the meeting convened at 8:35 a.m. as COL Dailey introduced the members of the Readiness Panel. The five panelists spoke in succession and a question and answer period followed. The briefs included the following:

- Overview of Readiness, presented by Dr. Paul Mayberry, Deputy Under Secretary of Defense (Readiness).
- "[The Global Security Environment](#)," presented by Mr. William D. O'Hara III, Deputy Defense Intelligence Officer for Global Trends and Projections, Defense Intelligence Agency.
- "[U.S. Defense Strategy](#)," presented by Mr. Barry Pavel, Principal Director, Office of the Deputy Assistant Secretary for Strategy, Office of the Under Secretary of Defense (Policy).
- "[Transforming Defense](#)," presented by Mr. Terry Pudas, Deputy Director, Force Transformation, Office of the Secretary of Defense.
- "[Strategic Readiness](#)," presented by RADM David Gove, Deputy Director, Global Operations, Joint Chiefs of Staff.

Two additional speakers briefed before lunch.

- "[Overview of HRSAP \[Human Resources Strategic Assessment Program\] and July 2002 Active Duty SOFS \[Status of Forces Survey\] Results](#)," presented by Dr. Timothy Elig, Chief, Survey and Program Evaluation Division, Defense Manpower Data Center.
- "Health Issues for Deployed Women" and "[The OB Challenge: Family Centered Care](#)," presented by LTC (P) E. Cameron Ritchie, Program Director, Mental Health Policy and Women's Health Issues, Office of the Assistant Secretary of Defense (Health Affairs).

The Committee broke for lunch from 12:30 p.m. to 1:35 p.m. Three additional speakers then briefed the Committee.

- "[New Opportunities for Military Women: Effects on Readiness, Cohesion, and Morale](#)," and "The Status of Gender Integration in the Military: Analysis of Selected Occupations," presented by Dr. Margaret Harrell, Senior Social Scientist, RAND.

The Status of Gender Integration in the Military: Analysis of Selected Occupations

- "[Influences on Navy Retention](#)," presented by Dr. Jacqueline Mottern, Acting Director, Selection and Classification, Navy Personnel Research, Studies and Technology Department, Navy Personnel Command.
- "[Army Transformation: A Human Resources-Focused Overview](#)," presented by LTC David Doane, Chief, Transformation Cell, Army G-1 Plans Division.

Mr. Charles Abell, PDUSD (P&R), then sat down with members for a question and answer period. The

Chair noted that members have seen some data already (in briefings) to answer questions the Committee has been asked to answer. How, then, can the Committee make a difference? Mr. Abell asked that the Committee find out how good the data is: Does it reflect the data in the field? Focus groups will help to show that either we already have good data or that there is a difference.

Dr. Davis noted that jointness appears within the readiness concepts. Does it translate into the well-being and other programs? Mr. Abell stated that the Services do and should pass information around. They should share what's good and what are unintended consequences of the new programs as lessons are learned.

Dr. Davis relayed that retention figures look good right now. Deployment seems to be an appropriate area to do surveys on now. Mr. Abell replied that it is true that retention is high now; however, the Department wants to keep an eye on both recruitment and retention and wants to know when the indicators "wiggle."

COL Pattillo, USAR (Ret), asked about the installation visits being less compressed. Mr. Abell said he did want them spread out beyond two months. He does not want to set the members' schedule, but he does think it makes better sense and better information will be gathered if they are spread out more.

Ms. Silberman asked when Mr. Abell would like the first annual report from the Committee. Mr. Abell stated the Department would like a report this fall, and added that the Department is willing to accept a less robust report for the first report. Subsequent reports will be different (i.e. must be more robust). The Secretary of Defense has not prescribed the report substance.

Dr. Davis asked how the report would be utilized. Mr. Abell informed members the report will be used as input to policy. It will help the Department determine if it is doing all right with programs and policy or if it needs to make changes. DACOWITS provides valuable advice and recommendations, but ultimately it is the DoD leadership that makes the decisions. Mr. Abell added that members should take notes this year. Next year, he may ask them to provide input for the issues/topics they review.

Dr. Davis asked if the Department is willing to look at examples of success stories from the civilian workplace. Mr. Abell responded that the Department would look at all the Committee provides; the Department is open to all ideas.

Dr. Davis asked about the Department of Homeland Security and how the DoD will work with them. Mr. Abell said the Secretary of Defense sees a line between homeland defense, which is DoD, and homeland security, which is Department of Homeland Security. There are times and places that both departments are/will be in the same area. They will have to coordinate well.

Mrs. Horner asked if there were any changes in civilian federal employment of which the Committee should be aware. Mr. Abell stated that that area could be briefed in the future.

Mrs. Aspy noted that, from the briefs, there appears to be an increasing importance in jointness. Mr. Abell agreed. The Services continue to work together to improve joint capabilities. Joint procurement is becoming even more important. Joint management is getting further review also. The Joint Staff and

OSD are working hard in this area.

The Committee thanked Mr. Abell for his time, and the Chair then continued with Committee time. She noted that it makes sense for DACOWITS to identify best practices and share them. Note, however, that a concept or program briefed to the Committee does not mean that the other Services have not thought of or implemented that same or a similar program.

The Chair then gave an overview of the Norfolk trip set for 25-27 February. A bus from DC will take members down Tuesday morning and return members Thursday evening. The focus groups are being scheduled for Wednesday.

The Chair agreed to hold the next meeting in May. Members should pass any comments about dates to COL Dailey, and she will then pick the dates. At this meeting, members will review those trips they have made, discuss what the report will look like, and hear from Caliber (contractor) on the research they have done. Dr. Davis requested some additional briefs or information papers, perhaps simply electronically. COL Dailey asked that members decide which briefs they would like speakers for and what they would like either electronically or hard copy without a speaker due to time limitations.

The day concluded with an open public forum. Four members of the public were each allotted two minutes to speak. Ms. Margaret Merrick Scheffelin, Ph.D., talked on "DACOWITS' Role in Improving Our National Security." CAPT Lory Manning, USN (Ret), informed members of the Women's Research & Education Institute and provided copies of their booklet, "Women in the Military: Where They Stand." CAPT Barbara Brehm, USN (Ret), former Military Director of DACOWITS, asked members to consider assisting DoD in educating American citizens on troops' performances, analyzing the impact of conflict on retention, developing a way for all Service personnel to articulate concerns to the Committee, and reviewing findings and recommendations of their predecessors. Ms. Jennifer Phillips, an Air Force ROTC cadet at Mississippi State University, presented her recruiting concept to bring more women into the military: "The Women of America's Armed Services: Elegance through Excellence."

The meeting adjourned at approximately 5:25 p.m.

Report submitted by LCDR Shannon E. M. Thaeler.

Report certified by USN LtGen Carol Mutter, USMC (Ret) Operations Officer, DACOWITS FY 2003 DACOWITS Chair