



# DACOWITS



*Defense Advisory Committee on Women in the Services*



2017 Annual Report



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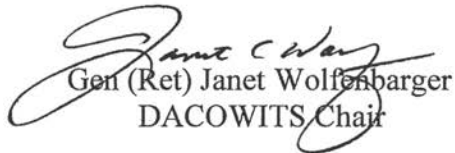
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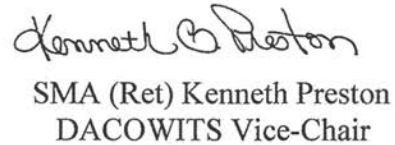


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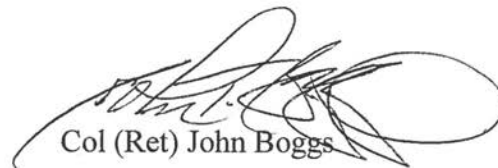
**Defense Advisory Committee on  
Women in the Services (DACOWITS)**  
4800 Mark Center Drive, Suite 04J25-01  
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December 12, 2017

We, the appointed members of the Defense Advisory Committee on Women in the Services (DACOWITS), do hereby submit the results of our findings and offer our recommendations to improve the policies, procedures, and climate within the Department of Defense.

  
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DACOWITS Chair

  
SMA (Ret) Kenneth Preston  
DACOWITS Vice-Chair

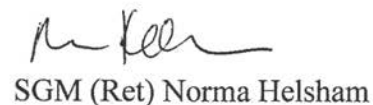
  
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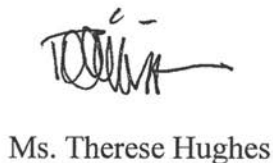
  
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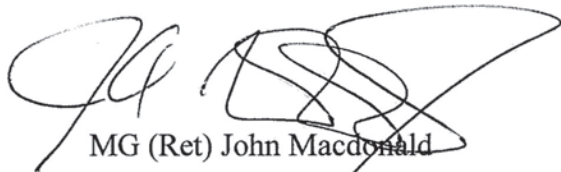
  
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DACOWITS Signature Page Continued

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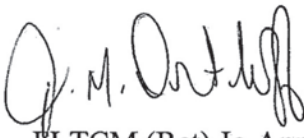
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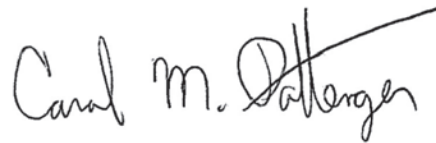
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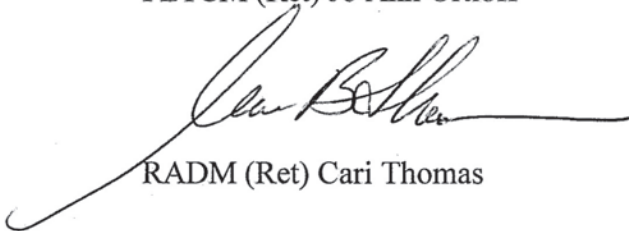
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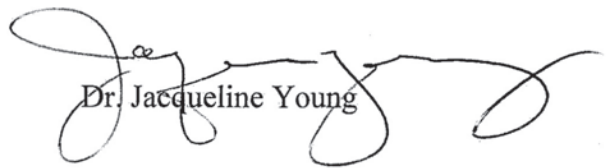
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|--|-----|
| Executive Summary .....  | ii  |
| Chapter 1. Introduction.....   | 1   |
| Chapter 2. Recruitment and Retention Recommendations.....  | 6   |
| Accessions and Marketing.....  | 8   |
| Dual-Military Co-Location Policy .....   | 12  |
| Mid-Career Retention.....  | 19  |
| Propensity to Serve.....   | 25  |
| Recruiting Strategies.....   | 31  |
| Chapter 3. Employment and Integration Recommendations.....   | 36  |
| Gender Integration.....  | 38  |
| Gender-Integrated Boxing Programs at the Military Service Academies .....  | 44  |
| Key Job Opportunities and Assignments to Facilitate Promotion .....  | 49  |
| Physiological Gender Differences.....  | 54  |
| Chapter 4. Well-Being and Treatment Recommendations .....  | 60  |
| Childcare Resources .....  | 62  |
| Family Care Plans.....   | 66  |
| Impacts of Social Media/Online Harassment.....   | 74  |
| Parental Leave Policies.....   | 78  |
| Appendix A. DACOWITS Charter.....  | A-1 |
| Appendix B. Research Methodology.....  | B-1 |
| Appendix C. Biographies of DACOWITS Members.....   | C-1 |
| Appendix D. Installations Visited .....  | D-1 |
| Appendix E. DACOWITS Requests for Information and Corresponding List of Responses Received .....   | E-1 |
| Appendix F. Gender Distribution of Active Duty Officers and Enlisted Service Members in Each Service and across the Total Force, 2013–2017 ..... | F-1 |
| Appendix G. Abbreviations and Acronyms.....  | G-1 |
| Appendix H. References.....  | H-1 |





# Executive Summary

# Executive Summary

The Defense Advisory Committee on Women in the Services (DACOWITS) (hereafter referred to as the “Committee” or “DACOWITS”) was established in 1951 with a mandate to provide the Secretary of Defense (SecDef) with independent advice and recommendations on matters and policies relating to servicewomen in the Armed Forces of the United States. The Committee is composed of no more than 20 members who are appointed by the SecDef and serve in a voluntary capacity for 1- to 4-year terms.

Each December, the Committee selects study topics to examine during the following year. For 2017, DACOWITS studied 13 topics. The Committee gathered information from multiple sources in examining these topics; for example, briefings and written responses from Department of Defense (DoD), Service-level military representatives, and subject matter experts; data collected from focus groups and interactions with Service members during installation visits; and peer-reviewed literature.

Based upon the data collected and analyzed, DACOWITS offers 17 recommendations, which follow.

## DACOWITS 2017 Recommendations

### Recruitment and Retention

#### *Accessions and Marketing*

- The Secretary of Defense should require the Military Services to tailor their marketing to reflect the most salient reasons women join in order to inspire more women toward military service.

#### *Dual-Military Co-Location Policy*

- The Secretary of Defense should direct the Military Services to review and consider revising their active duty dual-military co-location policies to incorporate the best practice from the Navy of establishing additional oversight from a higher level authority should an assignment manager/detailer be unable to accommodate co-location.
- The Secretary of Defense should consider establishing a DoD policy that would make it mandatory for assignment managers/detailers to work across the Military Services to maximize the co-location of inter-Service active duty dual-military couples.
- The Secretary of Defense should consider expanding the co-location policy to include any active duty dual-military parents, regardless of marital status, who share parental custody of the same minor child(ren) and desire to be assigned within the same geographic location for the benefit of his and/or her minor child(ren).

#### *Mid-Career Retention*

- The Secretary of Defense should direct the development and adoption of an exit survey or surveys to assess why the attrition level for women is higher than for men at various career points.
- The Secretary of Defense should consider seeking legislation and making appropriate policy changes to facilitate the smooth transition of military members between the components of each of the Military Services, to include inter-Service transfers.



## ***Propensity to Serve***

- The Secretary of Defense should require the Military Services to increase and measure outreach efforts that most effectively educate and leverage key influencers to positively impact women's propensity to serve.

## ***Recruiting Strategies***

- The Secretary of Defense should require the Military Services to examine successful strategies in use by foreign military services to recruit and retain women, and to consider potential best practices for implementation in the U.S. military.

## **Employment and Integration**

### ***Gender Integration***

- The Secretary of Defense should direct the Military Services to share lessons learned and best practices on the progress of their gender integration implementation plans and to communicate strategically that progress with the members of their Services as well as the general public.

### ***Gender-Integrated Boxing Programs at the Military Service Academies***

- The Secretary of Defense should endorse the U.S. Military Service Academies' gender-integrated boxing programs as part of the broader curriculum and direct the Academies to standardize concussion event protocol, share lessons learned to promote safety and strengthen the learning objectives, and adapt their programs as needed based on emerging concussion protocol research.

## ***Key Job Opportunities and Assignments to Facilitate Promotion***

- The Secretary of Defense should direct the Military Services to create policies similar to the Air Force best practice of mandating diverse gender slates for key developmental/nominative positions such as those for aides and military assistants, which are routinely considered springboards to higher ranks.

## ***Physiological Gender Differences***

- The Secretary of Defense should require all military organizations to use scientifically supported physical training methods and nutritional regimens that allow for gender-specific approaches to achieve the same required occupational standards.

## **Well-Being and Treatment**

### ***Childcare Resources***

- The Secretary of Defense should expand affordable, quality childcare resources and offer more 24-hour options to Service members to meet increasing demands.

### ***Family Care Plans***

- The Secretary of Defense should conduct a review of the Military Services' implementation of the Family Care Plan Instruction (DoDI<sup>1</sup> 1342.19) to ensure the policy is being utilized as intended for operational readiness and not used inappropriately.

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<sup>1</sup>DoDI = Department of Defense Instruction

## ***Impacts of Social Media/Online Harassment***

- The Secretary of Defense should endorse the 2015 DACOWITS recommendations on the impacts of social media and sexual harassment online and ensure the ongoing efforts of the Military Services continue to emphasize and enforce acceptable behavior and Service member accountability.

## ***Parental Leave Policies***

- The Secretary of Defense should consider allowing the Military Services to permit flexible (noncontinuous) use of maternity and parental leave if requested by the military parent(s).

- The Secretary of Defense should consider removing the marriage stipulation from parental leave in order to be consistent with policies that recognize nonmarried parental benefits.

A one-page synopsis for each recommendation and the reasoning follows. Detailed reasoning supporting each of these recommendations is provided in the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).





## Accessions and Marketing

DACOWITS continues to believe the accession of increasing numbers of women into the Military Services will help create a stronger, more capable force. However, as more information becomes available regarding women's motivations to join the military, the Committee questioned whether the Military Services might be missing key opportunities to tailor their marketing to the female population. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should require the Military Services to tailor their marketing to reflect the most salient reasons women join in order to inspire more women toward military service.

### **Reasoning Summary**

Women comprise more than 50 percent of the recruitable population. However, despite increases in female accessions in recent years, women continue to be underrepresented across the Military Services. For this reason, the Military Services have worked to recruit more women by using outreach initiatives that target female audiences and marketing campaigns that depict women in the Military Services. However, research has suggested that further efforts to tailor marketing to

prospective female military members may be fruitful. Tailored marketing to the persistent differences in men's and women's motivations for joining the military could increase recruiting and branding success.

A 2016 survey of new recruits by DoD's Joint Advertising, Market Research & Studies (JAMRS) Office found women were more motivated to join the military by certain factors than were men. In particular, women were more likely than men to be motivated by travel, education, and helping others and their communities. Consistent with these survey results, female focus group participants commonly mentioned educational opportunities when discussing the factors that motivated them to join the military.

Taken together, data such as these can help the Military Services optimally tailor marketing messages to encourage more women to consider the many benefits of military service. Although a marketing strategy focused on patriotism may have been successful at recruiting men in the past, current data indicate that strategy does not align with the motivations of prospective female military members, and the data also illustrate more effective ways to recruit women. For example, the Military Services could attract and recruit more women if their marketing strategies highlighted the educational benefits the military offers.

A detailed reasoning supporting this recommendation is provided in Chapter 2 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Dual-Military Co-Location Policy

DACOWITS continues to be interested in the retention of servicewomen and believes the co-location of dual-military couples is a contributing factor to success in this area. Given the large proportion of female Service members in dual-military couples, the Committee wondered if additional steps could be taken to further support the co-location of such couples, thus removing one of the obstacles that might prevent women from continuing their service. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### Recommendations

- ▶ The Secretary of Defense should direct the Military Services to review and consider revising their active duty dual-military co-location policies to incorporate the best practice from the Navy of establishing additional oversight from a higher level authority should an assignment manager/detailer be unable to accommodate co-location.
- ▶ The Secretary of Defense should consider establishing a DoD policy that would make it mandatory for assignment managers/detailers to work across the Military Services to maximize the co-location of inter-Service active duty dual-military couples.

- ▶ The Secretary of Defense should consider expanding the co-location policy to include any active duty dual-military parents, regardless of marital status, who share parental custody of the same minor child(ren) and desire to be assigned within the same geographic location for the benefit of his and/or her minor child(ren).

### Reasoning Summary

Proportionally more women are married to a military spouse than are men, indicating that co-location policies can disproportionately affect servicewomen compared with servicemen. Evidence suggests that efforts to maximize the co-location of dual-military couples could minimize this challenge and thus improve the retention of female Service members. For this reason, the Committee firmly believes each of the Military Services should review and revise its co-location policies to require an additional level of oversight when an assignment manager cannot accommodate a co-location request; require assignment managers to coordinate across the Military Services to better support dual-military couple assignments; and expand co-location policies to support all dual-military parents who share custody of their minor child(ren) and desire to be assigned to the same geographic location regardless of marital status (i.e., including those who are divorced and/or unmarried).

A detailed reasoning supporting these recommendations is provided in Chapter 2 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).



## Mid-Career Retention

As part of its ongoing examination of the recruitment and retention of women into the Armed Forces, DACOWITS continues to be interested in the reasons why servicewomen decide to leave the military at various points in their careers and in the ways DoD might promote retention. The Committee believes the Military Services can improve the data they collect on why Service members leave the military. The Committee also believes that career flexibility is a contributing factor to retention. To inform its recommendations on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation 1**

- ▶ The Secretary of Defense should direct the development and adoption of an exit survey or surveys to assess why the attrition level for women is higher than for men at various career points.

### **Reasoning Summary 1**

Each of the Military Services experiences challenges retaining women to a varying degree, with a particularly wide gender gap in operational specialties. Concerns persist that this attrition will result in a disproportionate

impact to mission readiness if left unresolved. The development, adoption, and consistent use of an exit survey or surveys would help DoD assess why more women than men leave the military at various career points as well as inform effective retention strategies.

### **Recommendation 2**

- ▶ The Secretary of Defense should consider seeking legislation and making appropriate policy changes to facilitate the smooth transition of military members between the components of each of the Military Services, to include inter-Service transfers.

### **Reasoning Summary 2**

There is evidence to suggest that fewer women would attrite from the Military Services if they were offered greater career flexibility. The Committee acknowledges the Military Services have policies that allow for temporary separation from service; data on these policies suggest that inter-component and inter-Service transfers could help reduce attrition. The Committee applauds recent DoD initiatives to increase retention and encourages the Military Services to embrace and implement them.

Detailed reasonings supporting these recommendations are provided in Chapter 2 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Propensity to Serve

DACOWITS continues to be interested in the propensity of women to serve in the Armed Forces and believes engaging adults who influence young people is a contributing factor to success in this area. Given the decline in the proportion of Americans with military connections, the Committee wondered if the Military Services might be unnecessarily narrowing their potential pool of recruits by failing to engage and educate nonparental influencers of youth younger than the recruitable age. Moreover, the Committee wondered if the Military Services could better tailor their messages to emphasize opportunities young women value most and monitor ongoing outreach efforts. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should require the Military Services to increase and measure outreach efforts that most effectively educate and leverage key influencers to positively impact women's propensity to serve.

### **Reasoning Summary**

Family members often play an essential role in increasing propensity among potential Service members. However, recent trends suggest that the proportion of individuals with family ties to the military is dropping. Compared with their elders, far fewer young adults reported they had an immediate family member (i.e., a parent, spouse, sibling, or child) who served in the military.

Although parents are the earliest influencers in a young person's life, other adults can have an important impact as well. The Committee acknowledges that the Armed

Services already implement a variety of outreach programs in an attempt to reach the influencers of potential recruits, ranging from parents to teachers to coaches. However, most of these programs center on the "recruitable" age demographic (ages 17 through 24). Individuals younger than 17 are not considered recruitable because federal regulations prohibit the enlistment of and the collection of directory information pertaining to individuals younger than 17. DACOWITS believes that by engaging influencers of elementary- and middle-school aged girls, the Military Services can begin shaping their propensity to serve even before a recruitable age.

As the proportion of veterans in our communities decreases, key influencers will have less familiarity and connection with today's military. This can prove problematic because military recruiters face misperceptions and misunderstandings among the American public. The Committee believes that educating key influencers about the opportunities—particularly those that young women value—available through military service could have a positive effect on women's propensity to serve. For example, the results of a 2016 survey of new recruits by JAMRS, along with suggestions from DACOWITS focus group participants on how the Military Services could improve the propensity to serve, point to one potential opportunity for improvement: an increased emphasis on the diversity of career opportunities afforded by the military. Expanding outreach with key influencers to heighten their awareness and understanding of current military career opportunities for women may help increase the propensity and successful recruitment of women to military service.

A detailed reasoning supporting this recommendation is provided in Chapter 2 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).



## Recruiting Strategies

As part of its ongoing examination of the recruitment and retention of women into the Armed Forces, DACOWITS researched strategies used by foreign military services to recruit and retain women. As the Nation's demographics shift and the need to attract more women persists, the Committee questioned whether the Military Services might be able to benefit from lessons learned from other countries that face similar logistical and cultural challenges to successfully recruit and retain women for military service. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### Recommendation

- ▶ The Secretary of Defense should require the Military Services to examine successful strategies in use by foreign military services to recruit and retain women, and to consider potential best practices for implementation in the U.S. military.

### Reasoning Summary

According to the U.S. Central Intelligence Agency, women serve in the armed forces of at least 74 countries around the world; at least 36 of these rely on voluntary recruitment. The Committee acknowledges that the U.S. military already employs various strategies to reach highly qualified female candidates. However, DACOWITS 2017 focus group results suggest there is still room for improvement and areas in which the United States may learn from the best practices of foreign militaries.

For example, when asked what recruiters or senior leaders in their Services could do to interest more people in joining the military, the top suggestion, particularly among female focus group participants, was for them to better explain the spectrum of career possibilities. By failing

to highlight the benefits of the military lifestyle and the opportunities available to women, the U.S. military may not be maximizing its full recruitment potential. The U.S. military could benefit from leveraging the lessons learned by the Australian Defence Force, which has experienced success with experiential camps allowing young women aged 16–24 to gain first-hand experience and familiarity with and increase their awareness of potential military employment opportunities.

Furthermore, when asked what they thought the military might do to further entice individuals to continue their service, the top suggestion made by focus group participants, particularly among women, was that the Military Services should afford their members greater flexibility to increase work-life balance, including better childcare options. Relatedly, participants reported that obtaining childcare could be quite difficult for certain populations, such as single parents. The limited childcare options the U.S. military currently offers may be deterring single parents from joining the military, thus reducing the potential pool of applicants. However, the U.S. military could benefit from leveraging the lessons learned by the Canadian Armed Forces, which has experienced success by not only providing regular and emergency childcare but also offering discounted rates for childcare that exceeds 24 hours because of lengthened shifts or other emergency situations.

These examples illustrate some of the ways the examination of strategies used successfully by foreign militaries to recruit and retain women could yield insights and help the U.S. military identify best practices for doing the same.

A detailed reasoning supporting this recommendation is provided in Chapter 2 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Gender Integration

Following the decision to open all previously closed units and positions to women, DACOWITS has closely monitored DoD's and the Military Services' efforts to execute their plans to fully integrate women into all occupational specialties. DACOWITS was interested in the Military Services' progress toward this goal, the barriers they faced, and the ways they were communicating about gender integration to Service members and the public. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should direct the Military Services to share lessons learned and best practices on the progress of their gender integration implementation plans and to communicate strategically that progress with the members of their Services as well as the general public.

### **Reasoning Summary**

During DACOWITS focus groups with Service members in 2016 and 2017, it was evident that a noticeable number of participants were not informed about their respective Services' gender integration plans. Many DACOWITS focus group participants identified disparities between how well DoD educated Service members about the repeal of "Don't Ask, Don't Tell" (DADT) compared with the perceived lack of information they received about gender integration. A few participants believed that very little was done to prepare either the units integrating women or the women themselves.

DACOWITS believes DoD did an exemplary job handling strategic communication around the repeal of DADT through its thoughtful and multifaceted approach. DoD's strategic communication and education facilitated

the cultural change toward acceptance of lesbian, gay, and bisexual Service members by reaching all personnel, providing consistent information on policy implementation and timelines, and dispelling rumors. A former Under Secretary of Defense for Personnel and Readiness and senior fellow at the RAND Corporation described how "opposition to repeal has all but disappeared" because of DoD's strategic communication efforts. This illustrates the ability of Service members to respond quickly and professionally to major DoD policy changes when well informed by leaders and educated in Service-specific implementation plans.

The Committee believes a similar strategic communication plan is needed to educate Service members about the Army Leaders First approach. The Army Leaders First approach calls for integrating female leaders prior to assigning junior enlisted women to combat units. The Army Leaders First approach included an informational road show in which Army leaders briefed units and command leadership about recruiting women for combat roles. Although the road show was designed to entice women to enter combat roles, it is an excellent example of how a similar effort could be used to dispel misperceptions regarding changes in standards, that qualified men were passed over for leadership roles, or other policies associated with gender integration.

DACOWITS recognizes that DoD and the Military Services are required to provide annual reports to the SecDef and Congress on their progress related to gender integration. Although the Committee strongly supports these mandatory annual reports on the progression of gender integration implementation plans, to the Committee's knowledge, there is no current plan to communicate these reports, their positive implications, and lessons learned to Service members and the public.

A detailed reasoning supporting this recommendation is provided in Chapter 3 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).



## Gender-Integrated Boxing Programs at the Military Service Academies

As part of its review of the Military Services' gender integration efforts, DACOWITS examined the gender-integrated boxing programs at the Military Service Academies (MSAs). In 2016, the United States Military Academy at West Point and the Air Force Academy integrated their boxing programs and made participation by female cadets mandatory (the Navy's program was already integrated). To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### Recommendation

- ▶ The Secretary of Defense should endorse the U.S. Military Service Academies' gender-integrated boxing programs as part of the broader curriculum and direct the Academies to standardize concussion event protocol, share lessons learned to promote safety and strengthen the learning objectives, and adapt their programs as needed based on emerging concussion protocol research.

### Reasoning Summary

Boxing at the MSAs is instructional, well supervised, and part of a larger syllabus on military culture and skills. In general, boxing injuries constituted a small proportion of injuries sustained by cadets and midshipmen compared with other sources of injury. Moreover, the injuries that were sustained through MSA boxing programs resulted in far fewer lost training days than injuries sustained through other activities. These results suggest that boxing poses a less substantial risk compared with several other activities that cadets participate in during their time at the MSAs.

Though MSA instructional boxing takes place in a largely controlled and supervised environment, it is not

without its risks. Injuries—including concussions—are possible, and cadets have lost training days because of injuries sustained during instructional periods. Given the risks, DACOWITS encourages the MSAs to standardize concussive event protocols and safety measures. The MSAs must be able to share best practices to allow them to provide the best instruction to their midshipmen and cadets. Furthermore, the MSAs should standardize and test safety equipment to meet the most stringent concussion-prevention standards, and they should consider gender differences when procuring such equipment. DACOWITS recognizes that the science regarding long-term effects of head trauma is nascent and evolving. Safety requirements are evolving very quickly. The MSAs must stay attuned to the results of developing studies on head trauma and adjust their safety protocols to align with the most up-to-date findings.

Boxing provides an example of a successful gender-integrated training that reinforces task-based unit cohesion. Witnessing individuals struggle with both the physical and mental components of boxing and overcome those struggles through training is valuable. This cohesion has been found to be indispensable to military success. Research suggests that from a combat-effectiveness perspective, gender-integrated teams who were built and trained around a task-based unit cohesion model were more successful than single-gender units at completing complex tasks in a combat environment with lasting positive impacts.

A detailed reasoning supporting this recommendation is provided in Chapter 3 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Job Opportunities and Assignments to Facilitate Promotion

In response to the challenges related to the employment, integration, advancement, and retention of female Service members that are consistently encountered by all Military Services, DACOWITS investigated the techniques utilized by the Military Services to build a more diverse force. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should direct the Military Services to create policies similar to the Air Force best practice of mandating diverse gender slates for key developmental/nominative positions such as those for aides and military assistants, which are routinely considered springboards to higher ranks.

### **Reasoning Summary**

Although women officially began serving in 1948, there continues to be only nominal gender diversity in the military, especially at the highest echelons of DoD leadership. As of July 2017, women made up 17.6 percent of all active duty officers and 15.8 percent of all active duty enlisted personnel. In 2015 the Air Force introduced several diversity initiatives, including efforts to increase diversity in key military development positions. The Air Force expanded upon these initiatives with a mandate to establish diverse slates for key military developmental positions. The Air Force approach to promote diversity, which DACOWITS considers a best practice, is based on the Rooney Rule. The Rooney Rule was instituted by the National Football League (NFL) for hiring head coaches and general managers and equivalent front-office staff positions. The rule mandates that an NFL team must

interview at least one candidate who is a racial/ethnic minority for these jobs. The policy also specifies penalties for lack of compliance. Research suggests that the Rooney Rule has had a positive impact on the hiring of racial/ethnic minorities.

There are also initiatives similar to the Rooney Rule that the corporate sector employs to enhance the opportunity to recruit diverse talent. In most cases, these diversity initiatives stemmed from employee demographic reports that indicated an extreme lack of racial or gender diversity within the industry or field. Many reports have suggested workplace diversity improves performance and is generally positive for business; subsequently, companies have attempted a variety of initiatives to increase diversity in their ranks, including some initiatives similar to the NFL's Rooney Rule.

All the Military Services, to varying degrees, face integration and retention challenges for female officers in the junior and mid/field grades, particularly those in line and combat arms communities. DACOWITS is particularly concerned about hiring female junior officers in combat arms and line communities and believes that a directive for each Service to employ policies similar to the Rooney Rule when hiring for key developmental/nominative positions could prove successful as it has in the private sector. If the approach proves successful with junior officers, the lessons learned could be applied to increase the representation of enlisted women in key developmental positions as well. Applying this approach would require only that a female junior officer be included on the slate among other highly qualified candidates, not that she be hired. Final selections would continue to be merit based.

A detailed reasoning supporting this recommendation is provided in Chapter 3 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).



## Physiological Gender Differences

Although combat positions have been open to women since 2015, the full, successful integration of women into the combat force may require the Military Services to adapt physical training protocols and nutritional changes. Recent research suggests that gender-specific physical training and nutrition helps women meet the required occupational standards and improves readiness overall. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should require all military organizations to use scientifically supported physical training methods and nutritional regimens that allow for gender-specific approaches to achieve the same required occupational standards.

### **Reasoning Summary**

DACOWITS understands that each Service has in place experts in exercise physiology and physical training. The Committee has received detailed briefings from each Service on the physiological differences between men and women and the approaches each Service is taking to train its members to reach the standards. Women may require a more focused and consistent training program than men to reach the same occupationally specific physical standards. Research suggested some of the physical disadvantages women face can be significantly mitigated by implementing effective, comprehensive physical training regimens for women.

Meeting Service members' food and nutrition needs is also fundamental to mission readiness. Although some of

the scientific literature has suggested that the nutritional needs of women who are training are similar to those of men, there are some notable differences. Inadequate nutritional intake is more common in female athletes. Although the effects of occasional low nutrient intake during short training exercises may be inconsequential, they may be significant when inadequate intake occurs routinely or for extended periods during military conflicts.

Each Service has developed physical standards and corresponding tests for each occupational specialty. However, each Service has employed a different approach to training its members to meet the standards and acknowledges the physiological differences between men and women to a different degree. The Military Services also place varying levels of emphasis on individualized training.

DACOWITS believes it is beneficial for the Military Services and the United States Special Operations Command to collaborate centrally on issues related to physical training and nutrition. DACOWITS acknowledges that expert scientists and exercise physiologists are in place at each of the Military Services and that these individuals are aware of the most recent findings and best practices to provide individualized training to Service members. However, DACOWITS sees an unmet need to develop, update, and adopt science-based training and nutrition programs across the Military Services. The Committee believes it would be beneficial to better communicate the information to all Service members to ensure the proper use and adoption of appropriate, individualized training and nutrition approaches.

A detailed reasoning supporting this recommendation is provided in Chapter 3 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Childcare Resources

Comprehensive childcare has been an ongoing challenge for Service members and has been highlighted as such by DACOWITS for more than 35 years. In 2017, DACOWITS was interested in better understanding Service members' experiences with childcare and the challenges they faced obtaining care, and how childcare might impact readiness. To inform its recommendation on this topic, the Committee collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should expand affordable, quality childcare resources and offer more 24-hour options to Service members to meet increasing demands.

### **Reasoning Summary**

Service members with children represent a large percentage of the overall force, making adequate childcare critical to DoD's mission. As of 2015, 41 percent of active duty Service members had a child or children. This included 58,989 single Service members and 34,478 individuals in dual-military marriages. To serve military families, DoD operates more than 600 Child Development Centers (CDCs) and care facilities for school-age children, serving more than 100,000 children at more than 200 installations. These numbers do not include family child care and community-based care options catering to military families.

Providing childcare for Service members is a critical task, and the Committee has been pleased to see DoD make improvements in this area in recent years, such as establishing a website ([militarychildcare.com](http://militarychildcare.com)) that serves

as a "single gateway" for parents to identify and request childcare if they move, but more work remains to be done to meet Service members' needs. During the Committee's 2017 focus groups, participants cited general satisfaction with the value of DoD CDCs but acknowledged the lack of availability (e.g., associated wait lists) and limited operating hours as the biggest challenges in meeting their needs as highly mobile professionals who often work nonstandard or extended duty hours. These participants also noted that certain populations such as dual-military families, single parents, and junior enlisted members may face additional difficulty securing adequate childcare coverage, indicating these groups may require additional support.

DACOWITS believes that childcare is not only a retention issue but also one that affects unit morale and readiness. This is particularly noticeable in military units with a high operating tempo and frequent exercises. A literature review on the needs of single parents serving in the Air Force, for example, found that "military occupational specialties [that] involve long work days (in some cases 12 hours or more) and weekly schedules that frequently involve working or training on weekends and holidays . . . may place inordinately high levels of stress on parents in general and single parents in particular as they struggle to balance their military responsibilities with their parenting." Easing this burden can help reduce the stress of balancing a family and the necessarily dynamic nature of military service. Expanding access to 24-hour childcare and providing other flexible childcare options can help military parents meet the nonstandard schedule typical of many operational units.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).



## Family Care Plans

To build upon its study of childcare and emergent discussions from Committee focus groups over the last 2 years, DACOWITS explored Service member experiences with Family Care Plans (FCPs), which are written documents outlining how children will be cared for while military parents are away for work (e.g., during deployments and extended training periods or exercises). The Committee was interested in learning about the perceived utility of FCPs and related challenges Service members faced. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should conduct a review of the Military Services' implementation of the Family Care Plan Instruction (DoDI 1342.19) to ensure the policy is being utilized as intended for operational readiness and not used inappropriately.

### **Reasoning Summary**

The Committee has learned of several challenges Service members face while completing FCP documentation. Across the Service branches, many focus group participants shared that they found it hard to find trusted individuals to list as alternate caregivers, struggled to keep the plans up-to-date, and described not having enough time to complete the documentation associated with their plans. Some requirements potentially violate personally identifiable information protections; for example, Soldiers are required to disclose their bank account information to their commands and others reviewing and signing the FCP package (i.e., DD Form 2558).

Once the often-challenging process of preparing an FCP is complete, Service members appear to face additional

burdens as a result of inappropriate or inconsistent use of FCPs. For example, 2017 focus groups participants indicated that some unit leaders directed Service members to enact their FCPs when their sick children needed to be picked up from daycare. The Committee views this type of Service-level implementation as inconsistent with the DoD's intent.

Service members who are separated from the military because of issues related to parenthood, including FCPs, are disproportionately women. DACOWITS focus group participants also commented on variation in how compliance with the FCP was determined and enforced by their leadership.

The Committee recommends that DoD review how Department of Defense Instruction (DoDI) 1342.19 is currently being managed and suggests that oversight be shifted under the auspices of either Force Readiness (FR) or Military Personnel Policy (MPP). At present, the FCP instruction is aligned as a family readiness requirement under the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy; however, the way it is being implemented creates a force readiness and operational readiness requirement as it affects a Service member's ability to deploy.

The Committee recommends that DoD conduct a programmatic review of DoDI 1342.19 to ensure it is being utilized as intended, identify the best office to oversee implementation, and identify FCP best practices in execution by the Military Services. Promising practices identified by a systematic DoD review should be shared among the Military Services so they may recognize similarities and align their practices where appropriate.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Impacts of Social Media/Online Harassment

In 2015, DACOWITS conducted a formal study on how social media affects Service members and made recommendations related to social media and sexual harassment online. In light of news stories published in early 2017 about scandals involving illicit photo sharing by Service members, the Committee revisited its 2015 recommendations to assess what progress has been made since 2015 and what work remains to be done. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation**

- ▶ The Secretary of Defense should endorse the 2015 DACOWITS recommendations on the impacts of social media and sexual harassment online and ensure the ongoing efforts of the Military Services continue to emphasize and enforce acceptable behavior and Service member accountability.

### **Reasoning Summary**

The Committee conducted a comprehensive study of this topic in 2015. The Committee made two recommendations related to social media in its annual report that year, which were based on results from the Committee's focus group discussions, data collected from the Military Services, and additional literature reviews conducted by the Committee. The Committee also issued three recommendations more broadly related to sexual harassment and sexual assault.

The Committee's efforts preceded several media accounts of online sexual harassment among active duty and retired Service members. Given the increased use of social media across the military and the constant

evolution of online harassment, the Committee believes DoD must be explicit when outlining accountability and consequences for online harassment among Service members. Findings from the 2017 focus groups indicate that although most participants received some form of social media training or guidance on appropriate use, the amount of training was insufficient, and some of it was focused solely on operational security. Several participants felt that Service members were still not sufficiently cautious online and that standards for appropriate behavior were not consistently or sufficiently enforced. Strong encouragement from DoD could help maintain focus on these challenges.

DoD endorsement and oversight are particularly important given the disproportionately negative impact of social media on young Service members and women. Women are more likely than men to be affected by the most severe forms of online harassment, including stalking and inferences of sexual assault. The Committee believes that when Service members carry out this type of harassment, it can directly affect unit cohesion and mission readiness.

Although the Committee encourages continued DoD oversight to ensure that the Military Services maintain an appropriate focus on acceptable behavior and accountability online, it acknowledges that the Military Services have made notable progress in addressing the Committee's 2015 recommendations. The Committee supports strategic approaches to addressing both online harassment and the underlying culture that causes it and encourages continued reinforcement of these kinds of approaches across all Military Services. The Naval Criminal Investigative Service's Task Force Purple Harbor is one such example.

A detailed reasoning supporting this recommendation is provided in Chapter 4 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).

## Parental Leave Policies

Continuing its work from 2015 and 2016, DACOWITS examined issues and concerns surrounding pregnancy, the postpartum period, and parenthood. The Committee explored how recent adjustments to maternity leave policies, and proposed adjustments to parental leave have affected individual Service members and their units. To inform its recommendations on this topic, DACOWITS collected information from several data sources during the past year, all of which are listed in the references for this report.

### **Recommendation 1**

- ▶ The Secretary of Defense should consider allowing the Military Services to permit flexible (noncontinuous) use of maternity and parental leave if requested by the military parent(s).

### **Reasoning Summary 1**

There is some evidence to suggest that Service members' ability to maintain work-life balance is one of the military's top retention challenges, with many 2017 focus group participants expressing concern that a military career is incompatible with having a family. Although current maternity and parental leave policies are a strong step in the right direction, more can be done to tailor leave to families' unique situations. Allowing flexible (noncontinuous) use of maternity and parental leave is a strategy mentioned by DACOWITS focus group participants and modeled in some companies in

the private sector. This is one potential way to support a Service member after a child joins the member's family, whether through birth or adoption. The Committee believes allowing noncontinuous leave, when requested, could help Service members better balance their unique family needs during critical junctures of their lives and, in turn, help support retention efforts.

### **Recommendation 2**

- ▶ The Secretary of Defense should consider removing the marriage stipulation from parental leave in order to be consistent with policies that recognize nonmarried parental benefits.

### **Reasoning Summary 2**

DoD has made strides in promoting the importance of parental time off after the birth of a child, not just for the birth mother but for her partner as well. However, given the rise of nontraditional families in the United States, the Committee believes more should be done to support unmarried Service members following the birth or adoption of a child. For consistency across policies, and to promote parental engagement for all kinds of families, the Committee believes parental leave should be inclusive to all parents regardless of marital status.

Detailed reasonings supporting these recommendations are provided in Chapter 4 of the full annual report for 2017, which is available on the DACOWITS Website (<http://dacowits.defense.gov>).







# Chapter 1

## Introduction

# Chapter 1. Introduction

The Defense Advisory Committee on Women in the Services (DACOWITS; hereafter referred to as “the Committee” or “DACOWITS”) was established in 1951 with a mandate to provide the Secretary of Defense (SecDef) with independent advice and recommendations on matters and policies relating to servicewomen in the Armed Forces of the United States. (See Appendix A for a copy of the Committee’s charter). DACOWITS has made hundreds of recommendations to the SecDef during the past 66 years. Notably, DACOWITS provided research for and was an instrumental voice that contributed to the 2015 decision to open all military occupational specialties to women. DACOWITS also made recommendations related to sexual harassment and social media in 2015 ahead of the photo-sharing scandal<sup>ii</sup> that gained media attention in the past year. DACOWITS is a federal advisory committee that operates in accordance with the provisions of the Federal Advisory Committee Act (Pub. L. 92–463). Committee members serve as individuals, not as official representatives of any group or organization with which they may be affiliated. Selection is based on experience working with the military or with workforce issues related to women. Members include prominent civilian women and men with backgrounds in academia, industry, public service, and other professions. Members are appointed by the SecDef, voluntarily serve 1- to 4-year terms without compensation, and perform a variety of duties; these include visiting military installations annually, reviewing and evaluating current research on military women, and developing an annual report with recommendations on these issues for Service leadership and the SecDef. Nominees cannot be on active duty or in the Reserves, nor can they be current federal employees. The Committee is composed of no more than 20 members. See Appendix C for 2017 DACOWITS member biographies.

The Committee is organized into three subcommittees: Recruitment and Retention; Employment and Integration; and Well-Being and Treatment. Each December, each subcommittee selects study topics to examine during the



following year, with the understanding that topics can be added or eliminated based on the information gained throughout the research cycle. In 2017, DACOWITS studied 13 topics; its research informed the development of several recommendations, which are presented in Chapters 2–4 of this report. At times, the Committee chooses to repeat a recommendation or continuing concern made in a previous year if it has not yet been fully addressed by Department of Defense (DoD) and/or the Military Services. In 2017, the Committee did not recommend any topics as continuing concerns. Table 1.1 lists the study topics examined during 2017 and the number of related recommendations.

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<sup>ii</sup>In spring 2017, news outlets broke the story about the Marines United scandal in which inappropriate photos of female Service members were posted to a Facebook group accessible to approximately 30,000 Marines.

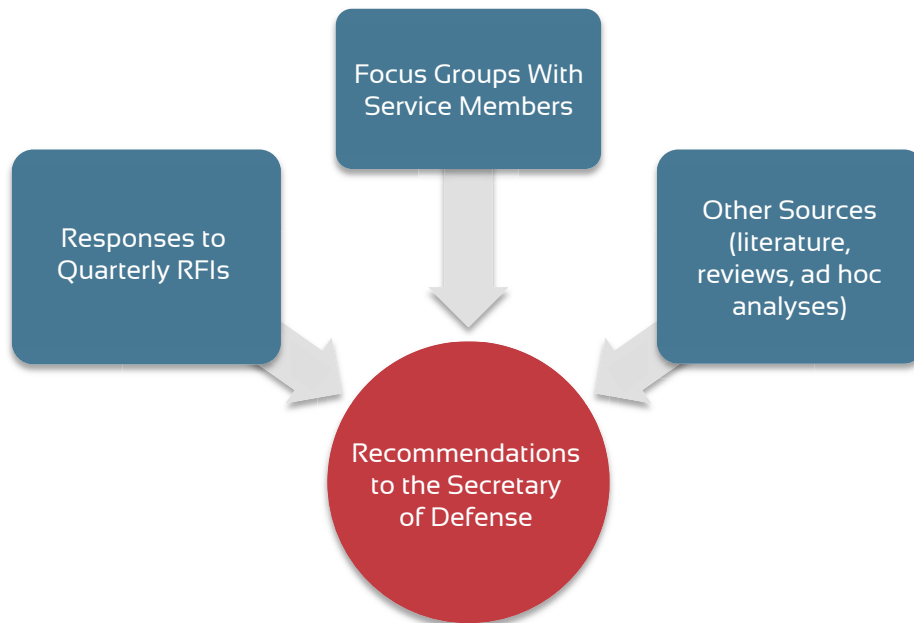


*Table 1.1. DACOWITS 2017 Study Topics and Corresponding Recommendations*

| Study Topic   | Number of Recommendations |
|---|---------------------------|
| <b>Recruitment and Retention Recommendations</b>                    |                           |
| Accessions and Marketing  | 1                         |
| Dual-Military Co-Location Policy                                    | 3                         |
| Mid-Career Retention  | 2                         |
| Propensity to Serve   | 1                         |
| Recruiting Strategies   | 1                         |
| <b>Employment and Integration Recommendations</b>                   |                           |
| Gender Integration  | 1                         |
| Gender-Integrated Boxing Programs at the Military Service Academies | 1                         |
| Key Opportunities and Assignments to Facilitate Promotion           | 1                         |
| Physiological Gender Differences                                    | 1                         |
| <b>Well-Being and Treatment Recommendations</b>                     |                           |
| Childcare Resources   | 1                         |
| Family Care Plans   | 1                         |
| Impacts of Social Media/Online Harassment                           | 1                         |
| Parental Leave Policies   | 2                         |

The Committee engages in a range of activities each year to explore its chosen topics and, ultimately, inform its recommendations. DACOWITS is one of the only DoD federal advisory committees to conduct annual focus groups with Service members. The Committee bolsters its findings from the focus groups with input from several other sources, including site visit information; survey data collected from focus group participants; briefings from Service representatives in response to requests for information (RFIs) presented at the Committee’s quarterly business meetings; written RFI responses from the Military Services submitted prior to quarterly meetings; and formal literature reviews and ad hoc analyses carried out by its research contractor. Figure 1.1 depicts the data sources that inform the Committee’s annual recommendations.

*Figure 1.1. Data Sources That Inform DACOWITS' Annual Recommendations*



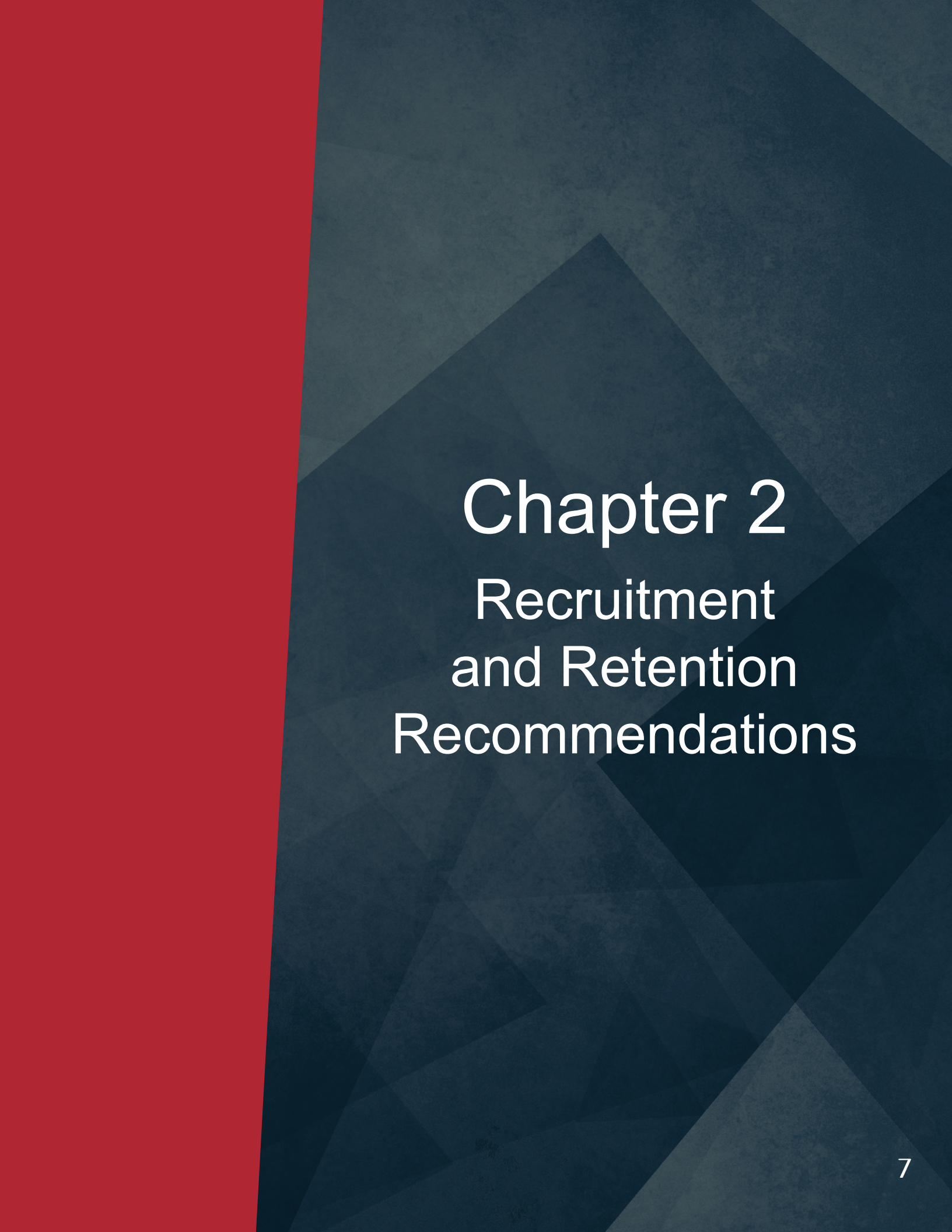
Chapters 2–4 present the Committee’s 2017 recommendations organized alphabetically by topic. Following each recommendation or series of related recommendations is a section that outlines the evidence the Committee examined and explains the reasoning for the recommendation(s).

Appendix A provides the Committee’s charter, Appendix B describes the Committee’s research methodology, Appendix C presents biographies for current DACOWITS members, and Appendix D lists installations visited by DACOWITS members in 2017 to collect focus group data. Appendix E outlines the Committee’s RFIs for each of its quarterly business meetings as well as the responses it received. Appendix F shows the percentages of women in each Service during the past 5 years, Appendix G lists abbreviations and acronyms used in the report and appendices, and Appendix H provides the reference list for the report. Appendix H is organized by study topic to allow readers to quickly locate topics of interest.

The sources referenced in this report and available for review and download on the DACOWITS Website (<http://dacowits.defense.gov>) include the 2017 quarterly business meeting minutes, the 2017 focus group report, RFIs sent to DoD and the Military Services, briefing materials and written responses delivered to the Committee, and a collection of recent news articles relevant to the issues DACOWITS examined in 2017.





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# Chapter 2

## Recruitment and Retention Recommendations

# Chapter 2. Recruitment and Retention Recommendations

This chapter presents DACOWITS' 2017 recommendations related to recruitment and retention organized alphabetically by topic. Each recommendation, or set of recommendations, is preceded by a brief overview of the information the Committee collected for the related topic during the past year. Following each recommendation is the Committee's reasoning for presenting the recommendation, which is based on its investigation of the topic in 2017.

## Accessions and Marketing

DACOWITS continues to believe the accession of increasing numbers of women into the Military Services will help create a stronger, more capable force. However, as more information becomes available regarding women's motivations to join the military, the Committee questioned whether the Military Services might be missing key opportunities to tailor their marketing to the female population. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:



- Briefings from the Military Services on efforts to increase accessions of women aged 17 to 24 (December 2016)<sup>1,2,3,4,5</sup>
- Briefings from the Military Services on efforts to increase propensity among women, including adjustments to marketing and branding and the primary reasons newly accessed Service members gave for joining (March 2017)<sup>6,7,8,9,10</sup>
- Written responses from the Military Services and the United States Special Operations Command (USSOCOM) on progress incorporating gender-neutral language into marketing materials (June 2017)<sup>11,12,13,14,15,16</sup>
- A written response from DoD's Joint Advertising, Market Research & Studies (JAMRS) Office on how JAMRS' surveys on propensity are worded to prevent bias among respondents (June 2017)<sup>17</sup>
- Findings from focus groups with Service members about the factors that influenced potential Service members' propensity to serve (Focus Group Report, 2017)<sup>18</sup>

DACOWITS' recommendation and supporting rationale on accessions and marketing follow.



## Recommendation

The Secretary of Defense should require the Military Services to tailor their marketing to reflect the most salient reasons women join, in order to inspire more women toward military service.

## Reasoning

Women comprise more than 50 percent of the recruitable population.<sup>19</sup> However, despite increases in female accessions in recent years, women continue to be underrepresented across the Military Services.<sup>20,21</sup> For this reason, the Military Services have worked to recruit more women by using outreach initiatives that target female audiences and marketing campaigns that depict women in the Military Services.<sup>22,23,24,25,26</sup> However, research has suggested that further efforts to tailor marketing to prospective female military members may be fruitful. Advertising research by Hirsh, Kang, and Bodenhausen (2012) established that “persuasive messages are more effective when they are custom-tailored to reflect the interests and concerns of the intended audience.” In their study, Hirsh and colleagues custom-tailored cell-phone advertisements to reflect various motivational concerns and found that advertisements were evaluated more positively the more they cohered with participants’ motives.<sup>27</sup> Although this study focused on cell phone advertisements, its findings have important implications for military recruiting as well. Tailored marketing to the persistent differences in men’s and women’s motivations for joining the military could increase recruiting and branding success.

A 2016 survey of new recruits by JAMRS found women were more motivated to join the military by certain factors than were men. In particular, women were more likely than men to be motivated by travel, education, and helping others and their communities (see Figure 2.1).<sup>28</sup>

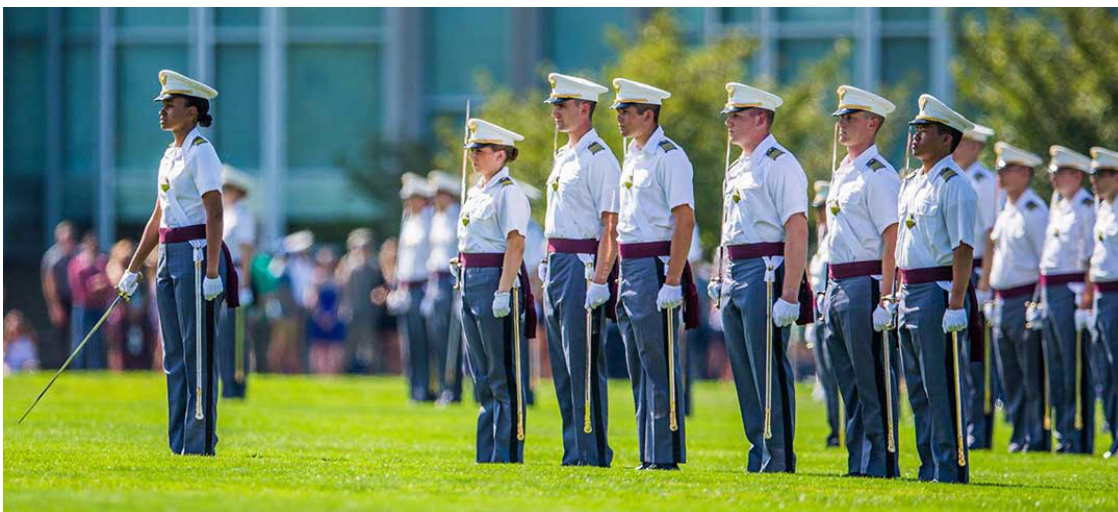
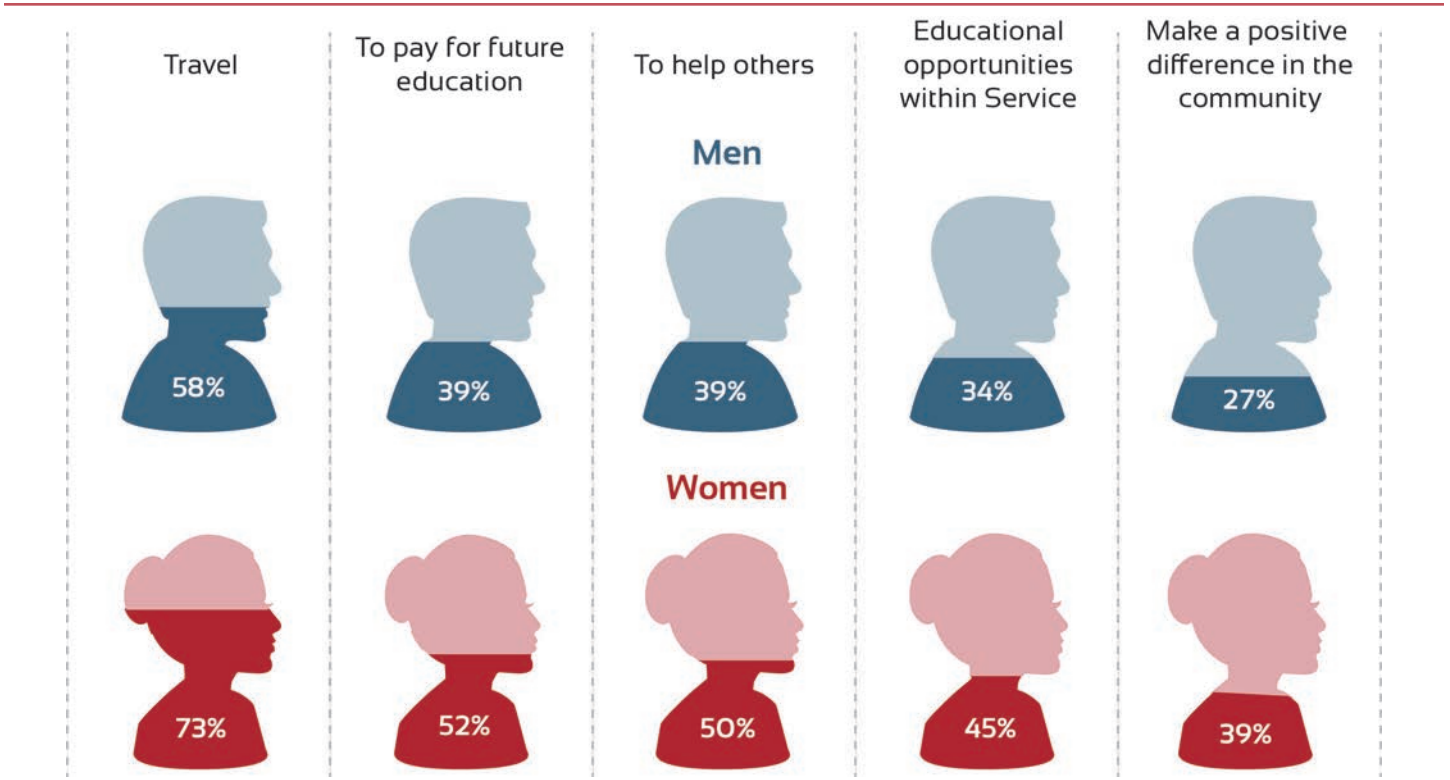




Figure 2.1. Percentage of Recruits by Gender and Reported Reason for Joining the Military

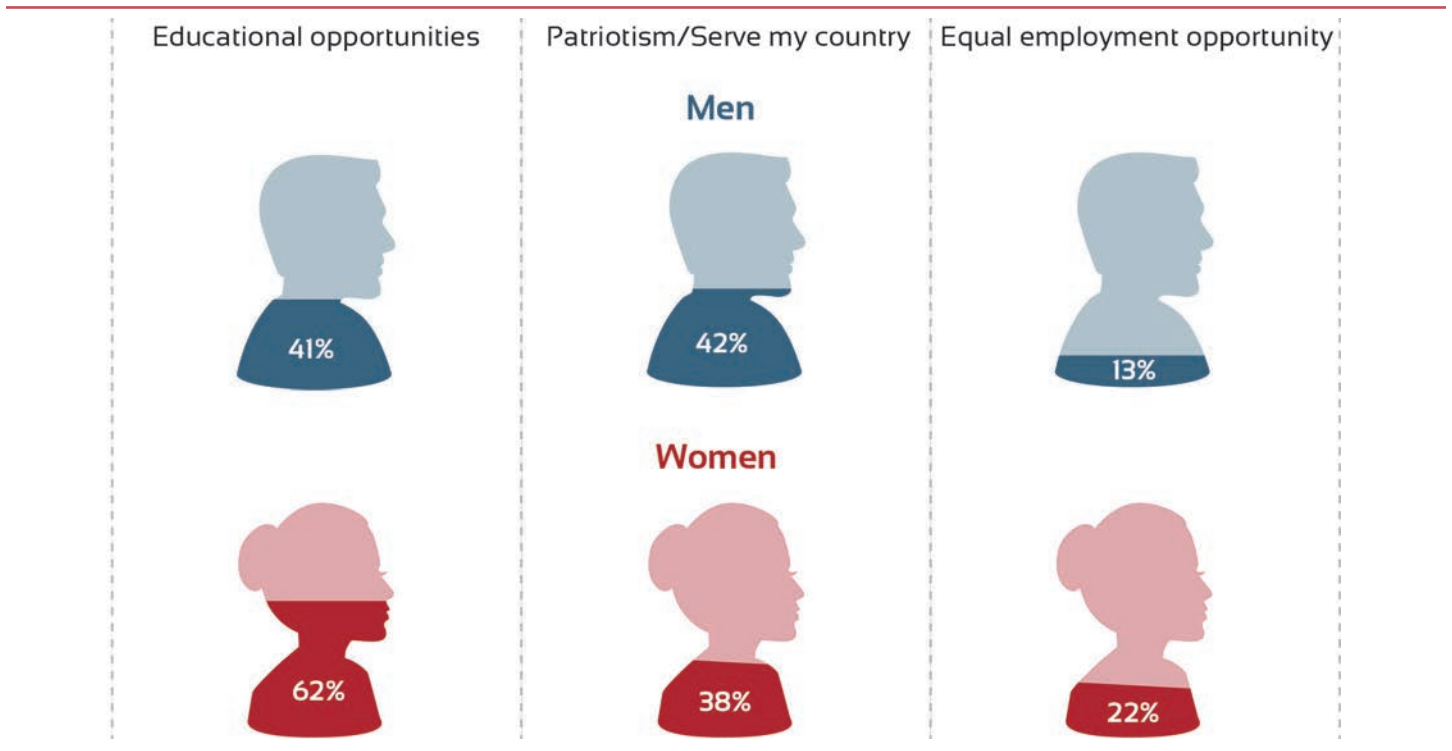


This figure shows data for all five of the reported reasons for joining the military for which there was at least a 10-percent difference in the rate of response by gender. More women than men endorsed each of these reasons.

Source: Unpublished internal JAMRS data

Findings from the Committee’s 2017 survey of focus group participants also showed men and women had different motivations for joining the military. Educational and equal employment opportunities were significantly more important for women than for men, whereas patriotism was significantly more important for men (see Figure 2.2).<sup>29</sup>

**Figure 2.2. Percentage of Focus Group Participants Who Rated Various Factors as Extremely Important When Thinking About Joining the Military**



*This Source: DACOWITS 2017 mini-survey (data from groups participating in propensity discussion only)*

Consistent with these survey results, female focus group participants commonly mentioned educational opportunities when discussing the factors that motivated them to join the military:<sup>30</sup>

*"I finished my bachelor's, but I wasn't done with school. I wanted to get a master's [degree], but it was just taking too long, and it was too expensive. So, I decided to join the military, and then they could pay for it, and I could just finish school while in the military."*

—Junior Enlisted Woman

*"[I joined for] my education. I'm a first-generation American. . . . Someone told me to go to school through the military. I was in the Academy. It was nice not having to work through college."*

—Female Officer

*"It was education . . . [that] was really important to me. . . . I wasn't considering the military before. I went to college for a year, and [the other college students] weren't mature. . . . I didn't like it, and I was looking for something different. I wanted something that would help me pay my bills and be structured, [and I thought the military would] be able to help with my education, too, so I locked in on that."*

—Senior Enlisted Woman

Taken together, data such as these can help the Military Services optimally tailor marketing messages to encourage more women to consider the many benefits of military service. Although a marketing strategy focused on patriotism may have been successful at recruiting men in the past, current data indicate that strategy does not align with the motivations of prospective female military members, and the data also illustrate more effective ways to recruit women. For example, the Military Services could attract and recruit more women if their marketing strategies highlighted the educational benefits the military offers.

## Summary

Research suggests several distinctions between men and women in terms of their motivation to serve in the military; for example, evidence suggests that women tend to be more likely than men to be motivated by travel, educational and employment opportunities, and helping others and their communities. Given evidence that advertising messages are more effective when they are tailored to reflect the motivations of the intended audience, the Committee believes that the Military Services should shape recruiting efforts to heighten the awareness of specific military service benefits among women to continue to increase recruiting success.

## Dual-Military Co-Location Policy

DACOWITS continues to be interested in the retention of servicewomen and believes the co-location of dual-military couples is a contributing factor to success in this area. Given the large proportion of female Service members in dual-military couples, the Committee wondered if additional steps could be taken to further support the co-location of such couples, thus removing one of the obstacles that might prevent women from continuing their service. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- A written response from the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD[P&R]) on co-location policies for married couples serving in different Service branches (December 2016)<sup>31</sup>



- A briefing from the Office of Family Policy/Children and Youth on the status of the expansion of military childcare resources (December 2016)<sup>32</sup>
- Briefings from the Military Services on the results of surveys about pregnancy and parenthood (June 2017)<sup>33,34,35,36,37</sup>
- Findings from focus groups with Service members about the factors that influenced Service members' mid-career retention (Focus Group Report, 2017)<sup>38</sup>

DACOWITS' recommendations and supporting rationale on dual-military co-location follow.

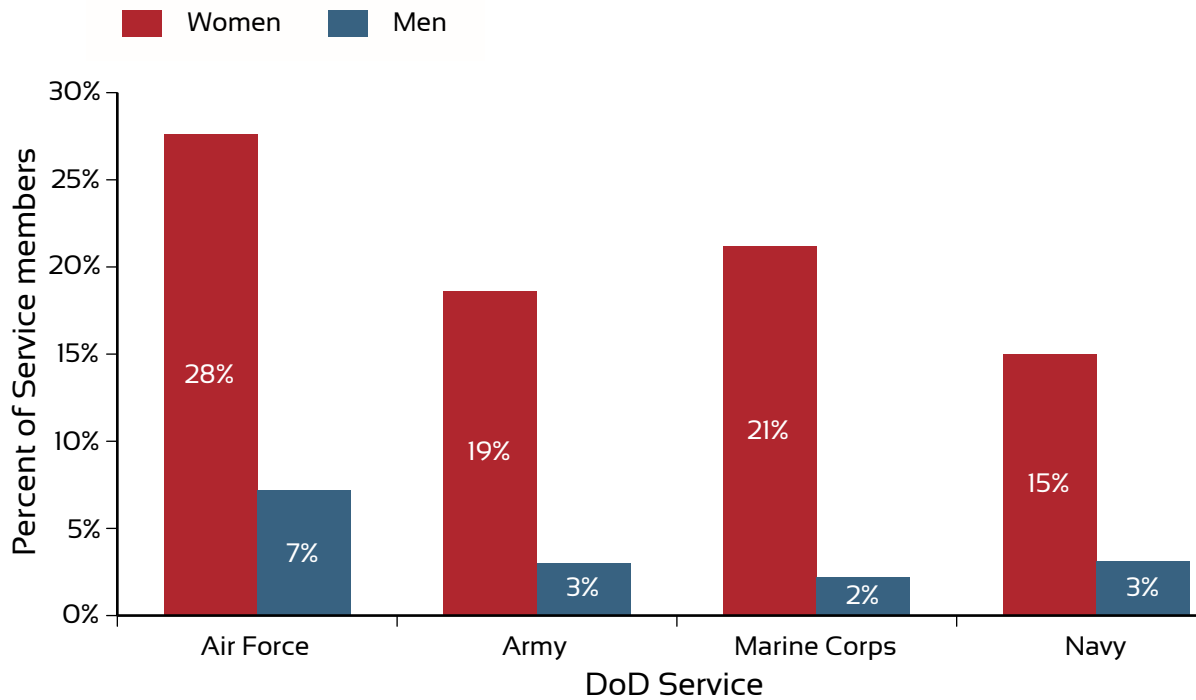
## Recommendations

1. The Secretary of Defense should direct the Military Services to review and consider revising their active duty dual-military co-location policies to incorporate the best practice from the Navy of establishing additional oversight from a higher level authority should an assignment manager/detailer be unable to accommodate co-location.
2. The Secretary of Defense should consider establishing a DoD policy that would make it mandatory for assignment managers/detailers to work across the Military Services to maximize the co-location of inter-Service active duty dual-military couples.
3. The Secretary of Defense should consider expanding the co-location policy to include any active duty dual-military parents, regardless of marital status, who share parental custody of the same minor child(ren) and desire to be assigned within the same geographic location for the benefit of his and/or her minor child(ren).

## Reasoning

Nearly half of married active duty female Service members (44.9 percent) have spouses also serving in the military. Moreover, among all married Service members, proportionally more women are married to a military spouse than are men, indicating that co-location policies can have a disproportionate effect on servicewomen compared with servicemen (see Figure 2.3).<sup>39</sup>

Figure 2.3. Percentage of Active Duty Members in Dual-Military Marriages by Gender and Service



Source: DoD, Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, n.d.<sup>40</sup>

The report that was the source of the data for this chart did not include similar data for the Coast Guard.

Importantly, research indicates that dual-military members are at particular risk of decreased retention. For example, one study examined the career intentions of more than 29,000 Air Force members and found that although dual-military members were initially highly motivated to stay in the Service, after 10 years of service, they were less motivated than Service members married to civilians to complete full careers.<sup>41</sup> Furthermore, there is some evidence to suggest that among dual-military marriages, servicewomen leave the military at higher rates than their male spouses.<sup>42</sup> DACOWITS 2017 focus group results bear this out; several participants, particularly women, reported that dual-military spouses felt pressured to prioritize one of their careers over the other.<sup>43</sup>

*"[Dual-military couples discuss] whose career is more important because you just don't see military marriages where both of them are [senior leaders]. That just doesn't happen very often. At some point, one career is just on a different path. I just think that's the reality of the military."*

—Female Officer

Similar to their civilian counterparts, dual-military couples experience challenges in balancing career and family duties. However, dual-military couples are also subject to unique stressors in navigating their work and family roles because they must contend with family separations resulting from deployments, temporary duty, and Permanent Change of Station (PCS). Indeed, DACOWITS 2017 focus group results suggest that the geographic separation of spouses is a substantial challenge to the retention of dual-military Service members:<sup>44</sup>

*"I'm a joint spouse. My husband and I have both been in for 19 years. . . . We stay in because we are called to do this. We don't stay in for rank or position because . . . there's just things you can't achieve when you are [part of a dual-military couple]. But, at 17 years, I almost got out . . . [because we were geographically separated]. . . . I want to serve. Find us any place together, I will happily do that. We'll be okay as long as you keep us together. . . . If you want command, you give up all your rights as a family."*

—Female Officer

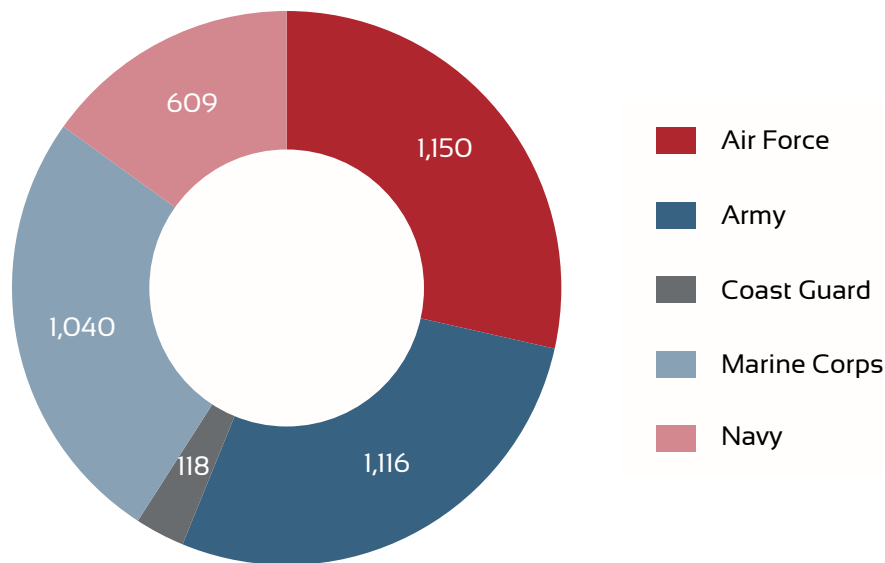
For these reasons, each of the Military Services has a policy addressing the co-location of dual-military couples.<sup>45,46,47,48,49</sup> DACOWITS recognizes that all assignments are contingent on the needs of the military and understands that co-location requests cannot always be fulfilled. Recently, however, the Navy implemented an approach that helps mitigate this challenge by requiring that "any assignment preventing military couple co-location be approved by Assistant Commander, Navy Personnel Command (ACNCP), Career Management Department (PERS-4)."<sup>50</sup> The Committee supports the application of comparable policies across all the Military Services establishing such oversight from higher level authorities should an assignment manager/detailer be unable to accommodate a co-location request.

### **Inter-Service Couples**

In 2016, more than 4,000 active duty Service members—6 percent of all married active duty Service members—were married to an active duty member of a different Service (see Figure 2.4)<sup>51</sup>



Figure 2.4. Number of Active Duty Service Members by Service Married to an Active Duty Member of a Different Service



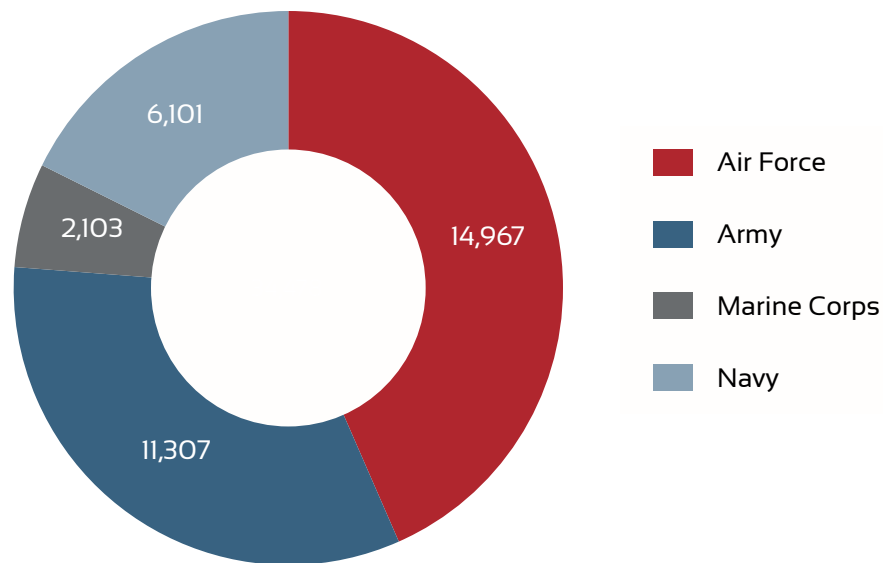
Source: Unpublished internal Defense Manpower Data Center data

Although research on inter-Service couples is lacking, it stands to reason that these couples face challenges similar to those for other dual-military couples. Each of the Military Services' policies encourages the co-location of inter-Service couples when possible,<sup>52,53,54,55,56</sup> but there are currently no formal agreements among the Military Services to facilitate this. The Committee believes DoD and its Service members would benefit from a policy mandating that assignment managers/detailers work together across the Military Services to maximize the co-location of active duty inter-Service couples.

### **Dual-Military Parents**

As of 2015, more than 34,000 active duty Service members—approximately 3 percent of all active duty Service members—were in dual-military marriages and had children (see Figure 2.5).<sup>57</sup>

Figure 2.5. Number of Active Duty Service Members in Dual-Military Marriages With Children by Service



Source: DoD, Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, n.d.<sup>58</sup>  
The report that was the source of the data for this chart did not include similar data for the Coast Guard.

Service members must consider the competing priorities of work and family when deciding whether and when to become parents. One literature review examining the effect of military service on the transition to adulthood and family formation<sup>59</sup> concluded that women leave the military earlier and more frequently than men because of these competing priorities:

*“Progress made by the military toward gender equality in some senses has outpaced gender equality in families. That the military allows women to do most of the things that men do, while society (and the military) still expects women to play the major role in childrearing, makes it difficult for women on active military duty to meet the demands at the intersection of the roles.”*

—Kelty, Kleykamp, and Segal (2010)<sup>60</sup>

DACOWITS 2017 focus group findings further highlighted Service members' concerns about co-location. The issue appeared to particularly affect dual-military households with children:<sup>61</sup>

*"Getting to the 20-year mark is . . . really important. . . . I was pregnant, and my husband was going to [a different location than I was]. If I could have gotten out at that point, I would have. The detailer was not working with us. Instead, I came here and have been [living in a different geographic location than my spouse] with an infant."*

—Female Officer

Focus group participants reported that geographically separated dual-military parents faced unique challenges with respect to obtaining childcare:<sup>62</sup>

*"When [the kids] have a fever, you have to pick them up immediately. . . . I'm basically a single mom, my husband is [stationed at a different location]. I don't have the option of having family here. If he had a fever, I'd be out of work, and my command doesn't have an option."*

—Junior Enlisted Woman

Finally, co-location policies for dual-military parents have important implications for military children. Data suggest that many new recruits are inspired by their parents and other family members to serve; in fact, more than three-quarters of new recruits across all Military Services reported having a parent, aunt, uncle, cousin, sibling, or grandparent who has served.<sup>63</sup> The Committee believes that efforts to facilitate the co-location of families may help foster positive feelings toward the military among Service members' children, thus increasing the likelihood that they may later serve.

Moreover, evidence suggests that separating dual-military families with children may have important implications for those children's well-being. For example, research examining geographic separation resulting from deployment suggests negative outcomes for military children, including decreased academic performance,<sup>64</sup> increased mental health problems,<sup>65</sup> increased behavioral difficulties,<sup>66</sup> and decreased personal and emotional adjustment.<sup>67</sup> Policies aimed at minimizing the separation of dual-military parents because of a PCS may help avoid some of these negative outcomes for military children.

Estimates of dual-military parents do not take into account unmarried dual-military parents (i.e., those who have children together but are divorced or were never married), for which data are not typically collected because of military regulations that govern family member dependent status. Still, unmarried dual-military parents likely face similar hurdles with respect to childcare, and children of unmarried dual-military parents are not immune to the impact of geographical separation from a parent. For example, a 2014 study of 144 children of divorce found that those whose fathers lived nearby exhibited fewer behavioral difficulties and more prosocial behavior than children whose fathers lived far away.<sup>68</sup> Although dual-military spouses with children are covered by each of the Military



Services' co-location policies,<sup>69,70,71,72,73</sup> unmarried dual-military parents who share custody of their minor children are not covered. To help address the challenges that all dual-military parents and their children face, the Committee supports the expansion of co-location policies to support dual-military parents who share parental custody and desire to be assigned to the same geographic location regardless of marital status.

## Summary

A larger percentage of women than men are part of a dual-military family, indicating that co-location policies can disproportionately affect servicewomen compared with servicemen. Evidence suggests that efforts to maximize the co-location of dual-military couples could minimize this challenge and thus improve the retention of female Service members. For this reason, the Committee firmly believes each of the Military Services should review and revise its co-location policies to require an additional level of oversight when an assignment manager cannot accommodate a co-location request; require assignment managers to coordinate across the Military Services to better support dual-military couple assignments; and expand co-location policies to support all dual-military parents who share custody of their minor child(ren) and desire to be assigned to the same geographic location regardless of marital status (i.e., including those who are divorced and/or unmarried).

## Mid-Career Retention

As part of its ongoing examination of the recruitment and retention of women into the Armed Forces, DACOWITS continues to be interested in the reasons why servicewomen decide to leave the military at various points in their careers and in the ways DoD might promote retention. The Committee believes the Military Services can improve the data they collect on why Service members leave the military. The Committee also believes that career flexibility is a contributing factor to retention. To inform its recommendations on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Briefings from the Military Services on the status of initiatives that focus specifically on reducing the attrition and increasing the retention of women (December 2016)<sup>74,75,76,77,78</sup>
- Briefings from the Military Services on when during the career timeline women leave the military at a greater rate than men (March 2017)<sup>79,80,81,82,83</sup>
- Written responses from the Military Services on the status of their use of the Career Intermission Program (CIP), including the gender ratio of and attrition data for participants (September 2017)<sup>84,85,86,87,88</sup>
- Findings from focus groups with Service members about the factors that influenced Service members' mid-career retention (Focus Group Report, 2017)<sup>89</sup>

DACOWITS' recommendations and supporting rationale on mid-career retention follow.

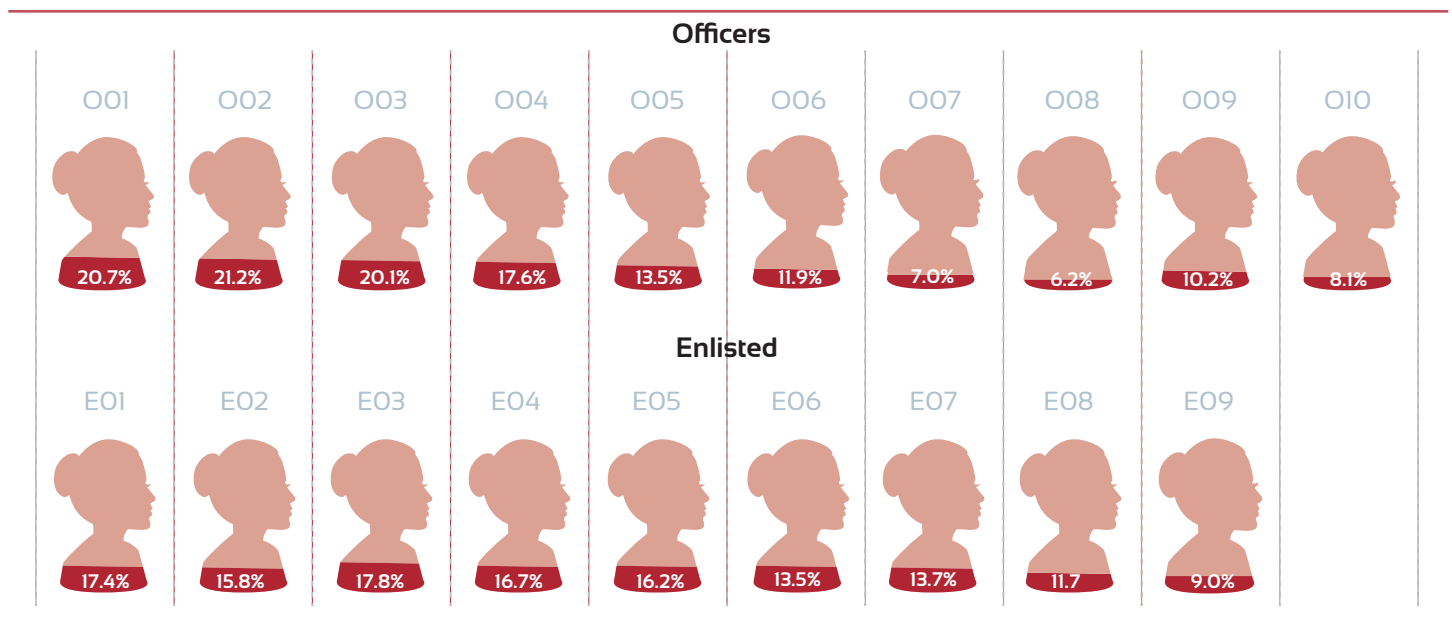
## Recommendation 1

The Secretary of Defense should direct the development and adoption of an exit survey or surveys to assess why the attrition level for women is higher than that for men at various career points.

## Reasoning 1

Women are underrepresented in all military ranks but particularly at more advanced stages of leadership. As of July 2017, the percentages of women in the highest ranks were much lower than in the lowest ranks, particularly among officers. The percentage of women declined by nearly two-thirds from the lowest to highest ranking officer position, and by nearly half from the lowest to highest ranking enlisted position (see Figure 2.6).<sup>90</sup>

Figure 2.6. Percentage of Each Active Duty Rank Filled by Women, July 2017



This figure does not include data for warrant officers, who in July 2017 made up 1.5 percent of the military. Among warrant officers, women made up a disproportionately low percentage of higher ranking officers. Women represented 9.0 percent of the lowest rank, WO1, and 7.0 percent of the highest rank, WO5.

Source: DoD, 2017<sup>91</sup>

One possible explanation for the lack of women in advanced ranks is that women are more likely than their male peers to separate from the military at the junior to mid/field grades. A 2011 literature review conducted by the Military Leadership Diversity Commission concluded that in general, both enlisted women's reenlistment rates and female officers' continuation rates were lower than those of their male counterparts.<sup>92</sup> When the Committee engaged with the Military Services on this issue, each Service confirmed that it had continued to experience challenges retaining women to a varying degree; examples follow:

- The Air Force reported that female officers were more likely than their male counterparts to attrite between 2 and 10 years of service.<sup>iii</sup><sup>93</sup>
- The Army reported that female enlisted Soldiers were more likely than their male peers to separate between 1 and 3 years of service; female officers were more likely than their male peers to separate after 4 years of service (i.e., after completing the initial service obligation).<sup>94</sup>
- The Navy reported that on average, female enlisted Sailors separated more than 2 years earlier than their male peers (after about 6 years of service versus about 8 years of service); female officers separated almost 3 years earlier than their male peers (after nearly 11 years of service versus nearly 14 years of service).<sup>95</sup>
- The Coast Guard reported that enlisted women's retention rates were consistently lower than those of their male counterparts from 5 years of service on.<sup>iv</sup><sup>96</sup>
- Although the Marine Corps reported that retention rates were generally similar for men and women, continuation rates among female officers were 4 percentage points lower than those of their male peers at 9 years of service.<sup>97</sup>

Notably, servicewomen in operational specialties often had even lower retention rates in comparison with those in support-oriented career disciplines. As an example, enlisted Navy female nuclear specialists retained at 48 percent, whereas their male peers retained at 61 percent.<sup>98</sup> In the Marine Corps, female electricians retained at just 18 percent compared with 33 percent for their male counterparts.<sup>99</sup>

Unfortunately, there is a lack of definitive data to illustrate why women separate from the Military Services at a higher rate than men. Although not generalizable to the larger Service member population, the Committees' focus group findings do suggest that work-life balance may be a key factor in women's mid-career retention. When asked to describe the reasons they planned to stay in or leave the military, tension between career progression and family life was the factor participants mentioned most frequently. Though men did express concern about this issue, it was mentioned more often by women.<sup>100</sup>

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<sup>iii</sup>There was little gender difference in the attrition of enlisted Airmen.

<sup>iv</sup>The Coast Guard did not provide retention rates for officers.



*"There is a heavy back-and-forth rotation to [deployments], and a lot of people get out as a result of that. You can't take your family and, even if you're single, it's still a constant back and forth that just wears on them over time, and so a lot of people decide to get out. You do make more money when you go over there, so there is that; but then if you have a family, you're separated from them for so long."*

**—Senior Enlisted Woman**

Drawing generalizable conclusions regarding the driving forces behind women's decisions to separate is not possible because of the lack of consistent exit survey data across the Military Services. Although each of the Military Services indicated that it does conduct and utilize an exit survey to some extent,<sup>101</sup> formal exit surveys are not currently required. However, as part of his Force of the Future initiative, former Secretary of Defense Ash Carter approved the implementation of "an exit survey in the Transition Assistance Programs to better understand retention trends."<sup>102</sup> The Committee encourages the execution of such surveys with every member separating from Service. By consistently conducting formal exit surveys of all Service members, the Military Services could better identify why their members—and women in particular—leave military service at various career points. In turn, results could be used to inform more effective programs and policies to mitigate undesirable attrition trends.

## **Summary 1**

Each of the Military Services experiences challenges retaining women to a varying degree, with a particularly wide gender gap in operational specialties. Concerns persist that this attrition will result in a disproportionate impact to mission readiness if left unresolved. The development, adoption, and consistent use of an exit survey or surveys would help DoD assess why more women than men leave the military at various career points as well as inform effective retention strategies.

## **Recommendation 2**

The Secretary of Defense should consider seeking legislation and making appropriate policy changes to facilitate the smooth transition of military members between the components of each of the Military Services, to include inter-Service transfers.

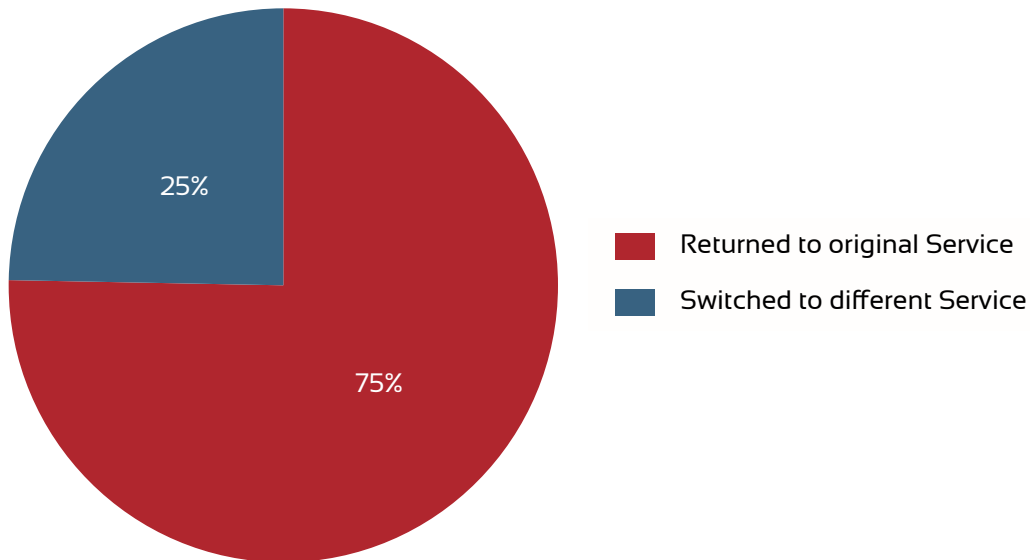
## **Reasoning 2**

Some evidence suggests that although female Service members separate at higher rates than their male counterparts, many would prefer to continue serving if the Military Services offered more career flexibility. Many women who participated in the DACOWITS focus groups suggested that the Military Services should afford their members greater flexibility to increase work-life balance to alleviate retention challenges.<sup>103</sup>

One attempt to offer such flexibility includes Service-specific programs which provide a mechanism for temporary separation from service to pursue personal or professional growth outside the military and allow for a seamless return to active duty for participants. Air Force, Army, Marine Corps, and Navy members can temporarily separate through the CIP respective to each Service, and Coast Guard members can temporarily separate through that Service's Temporary Separation Program. Such programs are disproportionately leveraged by women,<sup>v</sup> and, although nascent, preliminary data suggest most return to service upon completing the program.<sup>vi,104,105,106,107,108</sup>

Another option DACOWITS believes may improve the retention of servicewomen while allowing them to continue their service in a different capacity would be the option to transition between the Military Services and between Active or Reserve/Guard components of each of the Military Services. Relatedly, the Defense Manpower Data Center (DMDC) tracked more than 90,000 active duty Service members who completed 3 or more years of initial active duty service, separated for a gap or interim of at least 3 months, and later returned to active duty service. Of those individuals, nearly one in four (24.7 percent) returned to a different active duty Service after the gap/interim (see Figure 2.7).<sup>109</sup>

**Figure 2.7. Proportion of Service Members Who Joined Between FY 1990 and FY 2009 and Returned to Original Service Versus Different Service After a 3+ Month Gap/Interim**



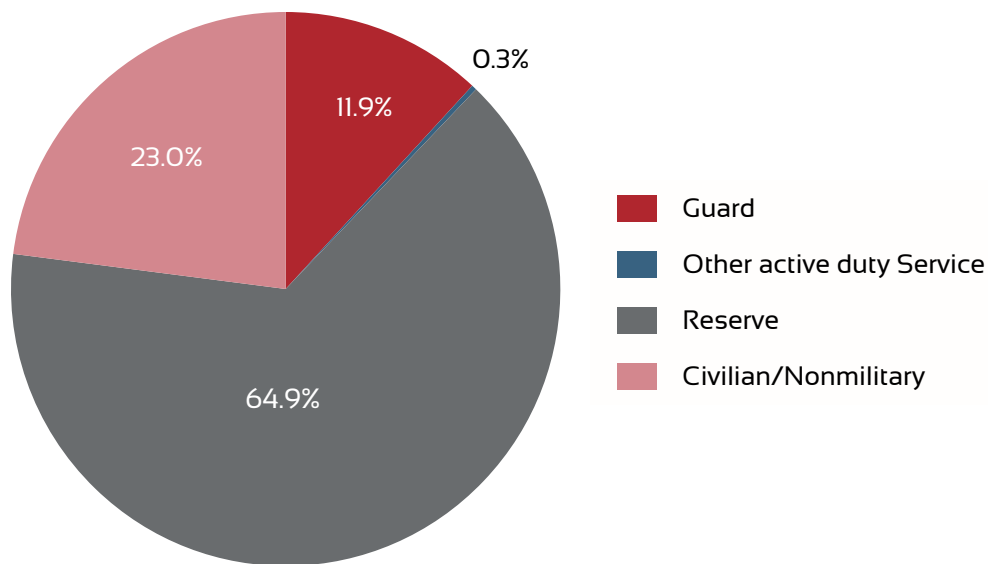
Source: Unpublished internal DMDC data

<sup>v</sup>Across the Military Services, 52 percent of participants in temporary separation programs have been women. Note that the Air Force, Army, Marine Corps, and Navy provided these data for the life of their programs (i.e., since 2014, 2013, 2009, and 2014, respectively). The Coast Guard provided data collected since 2015, although its program has been active much longer.

<sup>vi</sup>With the exception of rates for the Coast Guard, retention rates for the Military Services have been 92 percent or higher to date.

Of those who returned to the original Service, more than three-quarters (77 percent) spent the gap/interim in the Guard or Reserve (see Figure 2.8).<sup>10</sup>

**Figure 2.8. Interim Component of Service Members Who Joined Between FY 1990 and FY 2009 and Returned to Original Service for Active Duty After a 3+ Month Gap/Interim**



Source: Unpublished internal DMDC data

Although these data suggest that inter-Service and inter-component transfers may indeed be viable approaches for retaining Service members, they do not account for Service members who may desire flexibility without a break in service. Unfortunately, with few exceptions,<sup>vii,iii</sup> Service members typically cannot seamlessly transfer from one Service to another once on active duty.

The Committee believes that within the context of Military Service manpower requirements, retention could be improved by securing additional authorities that support lateral entry into another Service or component. Notably, DoD recently issued an Instruction affording Service members "the opportunity to apply for an inter-Service transfer to a Military Service or an inter-component transfer within the same Military Service without interruption in their service careers."<sup>12</sup> The Committee applauds this instruction and supports further efforts to facilitate seamless

<sup>vii</sup>For example, the Army's Blue to Green program allows members of the Navy and Air Force who are serving in overmanned jobs to request an early discharge in exchange for agreeing to a 3-year active duty enlistment in the Army.



transfers among all branches and components of the Armed Forces. Furthermore, the Committee encourages the Military Services to embrace the instruction and to educate their forces to implement it.

## Summary 2

There is evidence to suggest that fewer women would attrite from the Military Services if they were offered greater career flexibility. The Committee acknowledges the Military Services have policies that allow for temporary separation from service; data on these policies suggest that inter-component and inter-Service transfers could help reduce attrition. The Committee applauds recent DoD initiatives to increase retention and encourages the Military Services to embrace and implement them.

## Propensity to Serve

DACOWITS continues to be interested in the propensity of women to serve in the Armed Forces and believes engaging adults who influence young people is a contributing factor to success in this area. Given the decline in the proportion of Americans with military connections, the Committee wondered if the Military Services might be unnecessarily narrowing their potential pool of recruits by failing to engage and educate nonparental influencers of youth younger than the recruitable age. Moreover, the Committee wondered if the Military Services could better tailor their messages to emphasize opportunities young women value most and monitor ongoing outreach efforts. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Briefings from the Military Services on their efforts to increase the propensity to serve among women aged 17 to 24 (December 2016)<sup>113,114,115,116,117</sup>
- Briefings from the Military Services on their efforts to increase propensity among women (March 2017)<sup>118,119,120,121,122</sup>
- Briefings from the Military Services on specific community outreach/engagement programs, events, and activities programs being used to generate interest in military service among women younger than 17 (September 2017)<sup>123,124,125,126,127</sup>
- Findings from focus groups with Service members about the factors that influenced potential Service members' propensity to serve (Focus Group Report, 2017)<sup>128</sup>

DACOWITS' recommendation and supporting rationale on propensity to serve follow.

## Recommendation

The Secretary of Defense should require the Military Services to increase and measure outreach efforts that most effectively educate and leverage key influencers to positively impact women's propensity to serve.

## Reasoning

Young women's propensity to serve is affected by many factors, including the opinions and influences of adults that surround them from day to day. Research suggests that parents are a key influence on youth career decisions, including the decision to serve in the military.<sup>129</sup> A 2017 literature review conducted by the Center for a New American Security concluded that "the military family connection may be more significant than any other variable in determining propensity to serve,"<sup>130</sup> as more than three-quarters of new recruits across all Military Services reported having a family member (i.e., a parent, aunt/uncle, cousin, sibling, or grandparent) who has served.<sup>131</sup> DACOWITS 2017 focus group results bear this out. When asked when they first considered joining the military, several participants, particularly women, reported that the military was always an option for them or that they first considered joining the military during childhood. Results suggested that those who first considered joining during childhood often did so because they came from military families.<sup>132</sup>

*"I was raised by my grandparents, and my grandpa served in [World War II]. . . . I remember his stories about being overseas, and I was always interested in war stories, so [because of] him, I was always interested."*

—Senior Enlisted Woman

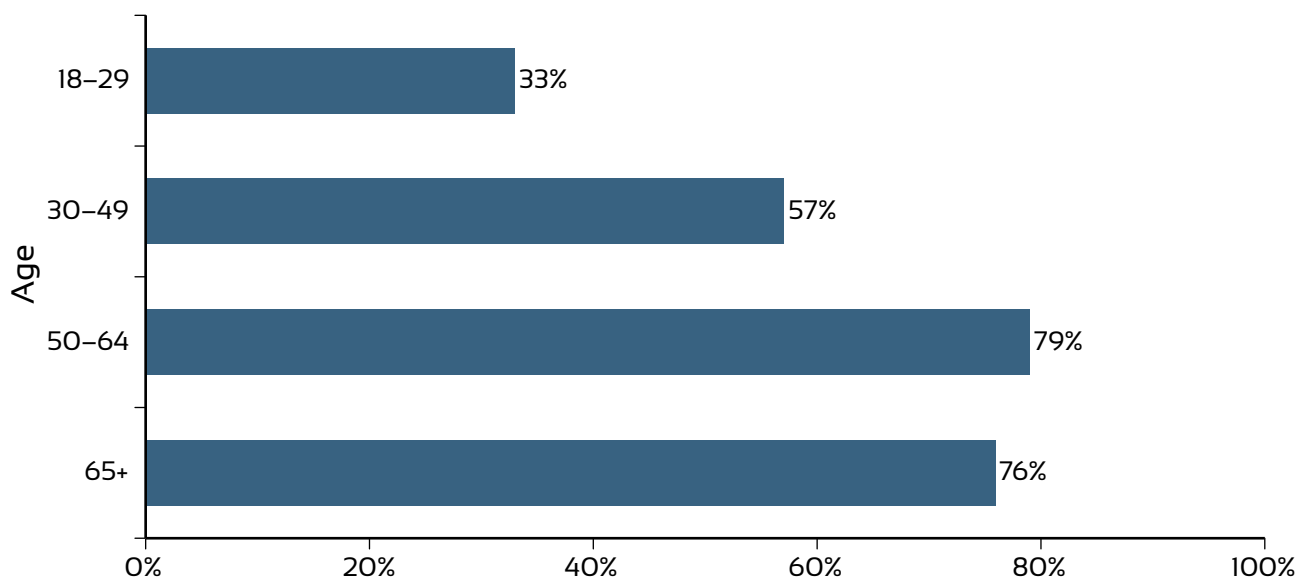
*"I knew I was joining the [Service] since I was 7. . . . My dad said it was when I got GI Joe sheets. I come from a strong military family background. My . . . great-grandfather was a general. . . . There's a sense of pride to continue that on."*

—Female Officer

## Engaging Nonparent Influencers of Youth

Family members often play an essential role in increasing the propensity of potential Service members.<sup>133</sup> However, recent trends suggest that the proportion of individuals with family ties to the military is dropping. Compared with their elders, far fewer young adults reported they had an immediate family member (i.e., a parent, spouse, sibling, or child) who served in the military (see Figure 2.9).<sup>134</sup>

Figure 2.9. Proportion of Americans With an Immediate Family Member Who Served in the Military



Source: Pew Research Center, 2011a<sup>135</sup>

Although parents are the earliest influencers in a young person’s life, other adults can have an important impact as well. For this reason, the JAMRS 2008 Influencer Poll defined influencers as “adults ages 25–85 who report that they directly influence youth ages 12–24. . . Influencers range from coaches and clergy to mothers and guidance counselors.”<sup>136</sup> One example came from a DACOWITS 2017 focus group participant who was encouraged to join by an influencer outside of the family:<sup>137</sup>

*“I was in college [and] living alone, and it was expensive. My cross-country coach was a retired [Service member], and he told me about the [Service], and I thought, ‘If I can get education for free, why am I doing this?’ If I didn’t join, I’d still be in school and paying for it.”*

—Junior Enlisted Woman

### Engaging Influencers of Youth Who Are Younger Than the Recrutable Age

The Committee acknowledges that the Armed Services already implement a variety of outreach programs in an attempt to reach the influencers of potential recruits, ranging from parents to teachers to coaches. However, most of these programs center on the “recrutable” age demographic (ages 17 through 24).<sup>138,139,140,141,142</sup> Individuals younger than 17 are not considered recrutable because federal regulations prohibit the enlistment of and the collection of



directory information pertaining to individuals younger than 17.<sup>143</sup> Perhaps this is why most of the DACOWITS 2017 focus group participants described being in high school when they first considered the military as a potential career option.<sup>144</sup>

*"[I learned about the military [through] recruiters coming to [high] school, and commercials and shows about it. . . . The sound effects and music in those commercials got to me, and it's just something I always wanted to do."*

—Junior Enlisted Woman

*"I thought about the military in high school when I saw the [Service] come to my school and do the pull-up challenge at our gym. I started looking into them after that. My friend was joining, and he took me with him to the recruiter, and that's pretty much how I started."*

—Junior Enlisted Woman

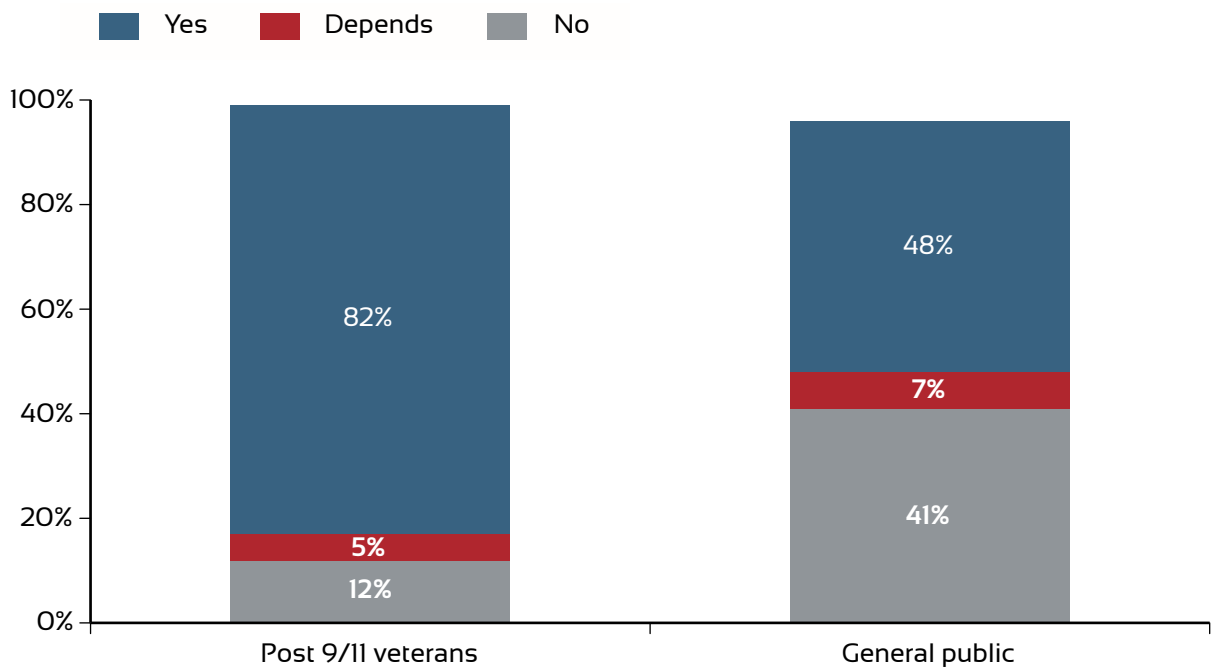
DACOWITS believes that by engaging influencers of elementary- and middle-school aged girls, the Military Services can begin shaping their propensity to serve even before a recruitable age. Early and continuous community engagement with the support of local organizations may help engender goodwill and cultivate more favorable views of military service among key influencers of young women. Some prime candidates for such engagement include the following:

- Girl Scouts
- Boys and Girls Club of America
- Girls' State
- Girls' Nation
- Girls Who Code
- Grace Hopper Program(s)
- Girls Who Run
- Girls, Inc.
- Girlstart

### ***Educating Influencers About Opportunities in the Military That Young Women Value***

As the proportion of veterans in our communities decreases,<sup>145</sup> key influencers will have less familiarity and connection with today's military. This can prove problematic because military recruiters face misperceptions and misunderstandings among the American public.<sup>146,147</sup> Such misperceptions may help explain why the general public is less likely than military veterans to recommend military service (see Figure 2.10).<sup>148</sup>

Figure 2.10. Proportion of Americans Who Would/Would Not Advise a Young Person Close to Them to Join the Military



Source: Pew Research Center, 2011b<sup>49</sup>

Percentages do not total to 100 because "Don't know/Refused" responses are not shown.

The Committee believes that educating key influencers about the opportunities—particularly those that young women value—available through military service could have a positive effect on women's propensity to serve. For example, the results of a 2016 survey of new recruits by JAMRS, along with suggestions from DACOWITS focus group participants on how the Military Services could improve the propensity to serve, point to one potential opportunity for improvement: an increased emphasis on the diversity of career opportunities afforded by the military.

The JAMRS study found that more than half (56 percent) of new female recruits reported that the opportunity to gain experience and work skills was one of their main reasons for joining the military.<sup>150</sup> However, the findings from the DACOWITS 2017 focus groups suggested that such opportunities are not well known among the general public. Several participants, particularly women, perceived that civilians had a limited understanding of the careers one can pursue in the military. They posited that more people might be likely to serve if they were aware of the full spectrum of career options available:<sup>151</sup>

*"Most civilians don't understand the array of careers available. You see the commercials and think everyone is a Navy SEAL<sup>viii</sup> and don't understand that there are nurses, cooks, [and people working in information technology]."*

—Senior Enlisted Woman

*"If I was the recruiter, I would talk about all the opportunities the [Service] can give you. I would talk about all advantages. You can learn skills—really, any skill you want to learn."*

—Senior Enlisted Woman

Expanding outreach with key influencers to heighten their awareness and understanding of current military career opportunities for women may help increase the propensity and successful recruitment of women to military service.

### ***Working Together to Monitor Ongoing Outreach***

Simply increasing outreach efforts to educate and leverage key influencers is not sufficient; it is imperative to systematically measure these efforts as well. Currently, there is no centralized database to track and facilitate the maintenance of influencers with whom the Military Services have already established effective relationships. DACOWITS believes that such a system would be key to facilitating continual engagement through the turbulence of personnel turnover among both the influencers and recruiting personnel<sup>152,153,154,155,156</sup>

Finally, there is evidence to suggest that the Military Services will have more success if they work together on such outreach and monitoring efforts. For example, research has shown that even when recruiting advertisements are effective, branch-focused advertisements can have detrimental effects on other branches of the military, making the advertisements less cost efficient than previously thought; the conclusion drawn from this research was that the focus of the advertisements should be on global military recruitment rather than branch-specific recruitment.<sup>157,158</sup> In fact, this strategy was recommended in 2003 by the Committee on the Youth Population and Military Recruitment, under contract with the National Academy of Sciences and the Marine Corps.<sup>159</sup> Relatedly, DACOWITS believes that a DoD-wide database of events and organizations that the Military Services are engaging would facilitate outreach to additional or inconsistently engaged events or organizations.

## **Summary**

Women's propensity to serve is affected by many factors. Chief among them are the influencers (e.g., parents, grandparents, teachers, counselors, coaches, pastors, mentors, role models) that affect young women's daily lives and decision making. These key influencers may have less of a connection with today's military given the decreasing family ties to the military and declining representation of veterans among the national population.

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<sup>viii</sup>Sea, Air, and Land team



A concerted outreach and education effort to engage these key influencers will increase their awareness and understanding of career opportunities for women in the military service and allow them to bring military service into women’s awareness at earlier ages. In turn, increasing and tracking such outreach efforts will help increase women’s propensity to serve.

## Recruiting Strategies

As part of its ongoing examination of the recruitment and retention of women into the Armed Forces, DACOWITS researched strategies used by foreign military services to recruit and retain women. As the Nation’s demographics shift and the need to attract more women persists, the Committee questioned whether the Military Services might be able to benefit from lessons learned from other countries that face similar logistical and cultural challenges to successfully recruit and retain women for military service. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Briefings from the Military Services on strategies for recruiting women aged 17 to 24 (December 2016)<sup>160,161,162,163,164</sup>
- A literature review from the DACOWITS research contractor on strategies militaries in other countries are using to attract and retain highly qualified female members (March 2017)<sup>165</sup>
- Briefings from the Military Services on their efforts to increase propensity among women (March 2017)<sup>166,167,168,169,170</sup>
- Written responses from the Military Services on their progress incorporating gender-neutral language in recruiting materials (June 2017)<sup>171,172,173,174,175,176</sup>
- Findings from focus groups with Service members about the factors that influenced potential Service members’ propensity to serve (Focus Group Report, 2017)<sup>177</sup>

DACOWITS’ recommendation and supporting rationale on recruiting strategies follow.

### Recommendation

The Secretary of Defense should require the Military Services to examine successful strategies in use by foreign military services to recruit and retain women, and to consider potential best practices for implementation in the U.S. military.

### Reasoning

According to the U.S. Central Intelligence Agency, women serve in the armed forces of at least 74 countries around the world; at least 36 of these rely on voluntary recruitment.<sup>178</sup> The Committee believes that the U.S.

Military Services could benefit from an examination of the successful strategies in use by foreign militaries to recruit and retain women. DACOWITS conducted a literature review in 2017 that summarized strategies used by foreign military services to successfully attract and retain highly qualified women. Case studies highlighted the strategies of the militaries of four countries, selected because their military forces face similar logistical and cultural challenges to successfully recruit and retain women for military service:

- Australian Defence Force (ADF)
- Canadian Armed Forces (CAF)
- Norwegian Armed Forces (NAF)
- South African National Defense Force (SANDF)

Table 2.1 presents a summary of the strategies used by these militaries.<sup>179</sup>

**Table 2.1. Strategies Used by Foreign Military Services to Recruit and Retain Female Service Members**

| Strategy    |   |
|-------------|---|
| Recruitment |   |
| 1.          | <p>Provide resources devoted to the recruitment of women, such as—</p> <ul style="list-style-type: none"> <li>▶ Recruitment materials targeted specifically to women (e.g., ADF’s “Do What You Love” marketing campaign and “Women in the Navy” Web page; CAF’s reenergized marketing strategy with an assigned line of advertising for women)</li> <li>▶ Personnel tasked specifically with the recruitment of women (e.g., ADF’s all-female specialist recruiting teams; CAF’s recruiting and diversity task force and advisory board of prominent Canadians)</li> <li>▶ Funding for incentives to entice female recruits (e.g., ADF’s “Chief of Air Force” flying scholarship, administered via the Australian Women Pilots Association)</li> </ul>  |
| 2.          | <p>Support women during the recruiting process with—</p> <ul style="list-style-type: none"> <li>▶ Pre-recruitment fitness and combat preparation training programs that help female recruits meet entry-level fitness requirements (e.g., ADF’s Army Pre-Conditioning Course)</li> <li>▶ Recruitment guides for female recruits (e.g., ADF’s “PropElle”)</li> <li>▶ Mentoring for female candidates (e.g., ADF’s “Women in the Navy” team)</li> </ul>   |
| 3.          | <p>Minimize obstacles to service for women by—</p> <ul style="list-style-type: none"> <li>▶ Fast-tracking highly qualified female candidates (e.g., ADF’s reduced initial minimum period of service program and “Recruit When Ready” initiative; CAF’s priority processing and enrollment of women)</li> <li>▶ Allowing for geographic flexibility (e.g., ADF’s “Recruit to Area” initiative, which allows a recruit to specify a particular location for his or her first posting)</li> <li>▶ Allowing for career track flexibility (e.g., ADF’s Gap Year Programme, which allows recruits to explore naval careers before committing to one)</li> <li>▶ Removing other barriers for those who want to serve (e.g., CAF’s initiative allowing female officers released in the past 5 years to return to military service)</li> </ul> |

## Strategy

4. Highlight the military lifestyle and opportunities open to women through—
  - ▶ Experiential camps allowing young women to gain first-hand experience intended to increase awareness of, and familiarity with, potential military employment opportunities (e.g., ADF’s camps for women aged 16–24 offering participation in either Flight Camp or Tech Camp)
  - ▶ Programs designed to inform and educate women about the benefits of a career in the military (e.g., CAF’s women’s employment opportunity program)
  - ▶ Initiatives emphasizing specific career fields (e.g., ADF’s “Graduate Pilot Scheme,” which aims to recruit female pilots from those actively pursuing careers as civilian pilots and working to obtain a bachelor’s degree in aviation from local universities)

## Retention

1. Ensure equal employment opportunities for women by—
  - ▶ Providing opportunities for women to complete the same physical demands as their male peers in training to perform special targeted missions (e.g., NAF’s Jegertroppen, the world’s first all-female Special Forces military training program, which was created to increase opportunities for servicewomen to work with civilian Afghan women and specializes in surveillance and reconnaissance in urban areas)
  - ▶ Increasing female representation on promotion boards (similar to ADF)

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2. Implement policies that facilitate work-life balance, including—
  - ▶ Flexible or extended parental leave (e.g., CAF offers flexible parental leave that can be taken any time during the first 52–109 weeks based on balancing personal needs and service requirement; SANDF offers women special leave with full pay for the period of time including late pregnancy, delivery, and postdelivery, which typically is up to 4 months.
  - ▶ Extended childcare (e.g., CAF’s Military Family Resource Centres provide regular childcare and emergency childcare, offering discounted rates for childcare that exceeds 24 hours because of lengthened shifts or other emergency situations)
  - ▶ Formal avenues toward flexible work arrangements (e.g., ADF’s Total Workforce Model makes it easier for individuals to move between active and reserve duty and to take and return from mid-career breaks)

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3. Avoid social segregation of women through—
  - ▶ Integrated lodging (e.g., NAF’s use of unisex lodging, which facilitated a teamlike atmosphere in training and yielded fewer sexual harassment reports compared with bases with segregated dorms)

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4. Monitor factors related to women’s retention, such as—
  - ▶ Career satisfaction and satisfaction with the recruitment process (similar to ADF)

Source: Trucano, Myers, Corbo, Hare, & Gaddes, 2017<sup>80</sup>

The Committee acknowledges that the U.S. military already employs various strategies (e.g., online advertising,<sup>181,182,183,184,185,186</sup> commercial marketing,<sup>187,188,189,190,191</sup> market research,<sup>192</sup> female recruiters,<sup>193,194,195,196</sup> and community outreach<sup>197,198,199,200,201,202</sup>) to reach highly qualified female candidates. Furthermore, mentoring



programs<sup>203</sup> and policies supporting parental leave,<sup>204,205,206,207</sup> career flexibility,<sup>208,209,210,211,212,213</sup> and geographic stability<sup>214</sup> aim to retain servicewomen. However, DACOWITS 2017 focus group results suggest there is still room for improvement and areas in which the United States may learn from the best practices of foreign militaries.

For example, when asked what recruiters or senior leaders in their Services could do to interest more people in joining the military, the top suggestion, particularly among female focus group participants, was for them to better explain the spectrum of career possibilities.<sup>215</sup> By failing to highlight the benefits of the military lifestyle and the opportunities available to women, the U.S. military may not be maximizing its full recruitment potential. The U.S. military could benefit from leveraging the lessons learned by the ADF, which has experienced success with experiential camps allowing young women aged 16–24 to gain first-hand experience and familiarity with and increase their awareness of potential military employment opportunities (see Table 2.1).

Furthermore, when asked what they thought the military might do to further entice individuals to continue their service, the top suggestion made by focus group participants, particularly among women, was that the Military Services should afford their members greater flexibility to increase work-life balance, including better childcare options. Relatedly, participants reported that obtaining childcare could be quite difficult for certain populations, such as single parents:<sup>216</sup>

*"I am a single parent of an 8-year-old. I do super long nights and early mornings and [have] no flexibility. . . . Luckily, he's a really good boy and goes with the flow. He has a beanbag chair in my office, and sometimes, he just has to hang out with me. My boss will let me work from home sometimes. I literally just have to have a computer with me and have my phone with me. . . . [My son] knows his mom is always working. The [Child Development Center] isn't open long enough for me. . . . Then you run the risk of when you get somewhere, you don't know anyone at all, and I've moved every year or two, and then you start all over again. As he's gotten older, it's gotten easier. I'm just really upfront with my bosses. Luckily, I put in the work, and they know I'm going to do it, but my baby comes first."*

—Female Officer

The limited childcare options the U.S. military currently offers may be deterring single parents from joining the military, thus reducing the potential pool of applicants.<sup>ix</sup> However, the U.S. military could benefit from leveraging the lessons learned by the CAF, which has experienced success by not only providing regular and emergency childcare but also offering discounted rates for childcare that exceeds 24 hours because of lengthened shifts or other emergency situations (see Table 2.1).

These examples illustrate some of the ways the examination of strategies used successfully by foreign militaries to recruit and retain women could yield insights and help the U.S. military identify best practices for doing the same.

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<sup>ix</sup>See Chapter 4 for a more detailed discussion of childcare resources.

## Summary

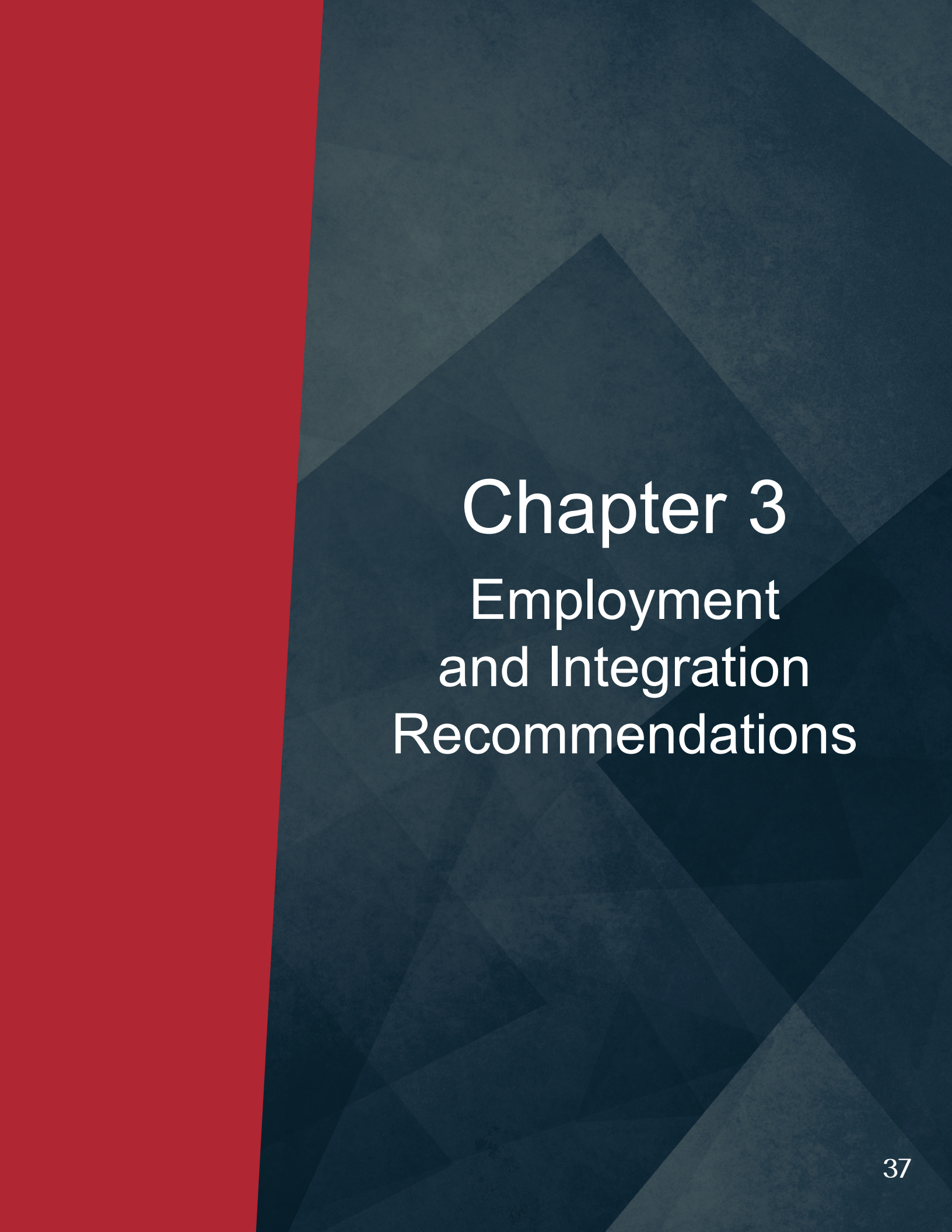
Examining successful strategies in use by foreign militaries to recruit and retain women could shed light on potential best practices for the U.S. military. The Committee acknowledges that the U.S. military already employs a variety of strategies for these purposes, but there is evidence to suggest that room for improvement remains. The U.S. military should leverage the lessons learned by foreign military services and apply them to improve its recruitment and retention of highly qualified women.











# Chapter 3

## Employment and Integration Recommendations

# Chapter 3. Employment and Integration Recommendations

This chapter presents DACOWITS' 2017 recommendations related to employment and integration organized alphabetically by topic. Each recommendation, or set of recommendations, is preceded by a brief overview of the information the Committee collected for the related topic during the past year. Following each recommendation is the Committee's reasoning for presenting the recommendation, which is based on its investigation of the topic in 2017.

## Gender Integration

Following the decision to open all previously closed units and positions to women, DACOWITS has closely monitored DoD's and the Military Services' efforts to execute their plans to fully integrate women into all occupational specialties. DACOWITS was interested in the Military Services' progress toward this goal, the barriers they faced, and the ways they were communicating about gender integration to Service members and the public. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Findings from focus groups with Service members to assess their perceptions of the gender integration effort (Focus Group Report, 2017)<sup>217,218</sup>
- Findings from a small number of focus groups at Fort Hood with participants from units that were integrating the first women into the newly opened combat arms specialties of infantry and armor (Focus Group Report, 2017)<sup>219</sup>
- Briefings from the Military Services on their Leaders First initiatives or similar approaches to integrating women into newly opened units and positions (September 2017)<sup>220,221,222,223</sup>
- Written responses from the Military Services on the effects of gender integration efforts and lessons learned to date (September 2017)<sup>224,225,226</sup>
- Briefings from the Military Services and USSOCOM on the status of their gender integration implementation plans, training attrition, and the Air Force's "Battlefield Airmen" recruiting initiative (June 2017)<sup>227,228,229,230,231</sup>
- Written responses from the Military Services on the progress made toward including gender-neutral language on Service-controlled web pages and outreach material (June 2017)<sup>232,233,234,235,236,237</sup>



DACOWITS' recommendation and supporting rationale on the status of the gender integration process within each Service follow.



## Recommendation

The Secretary of Defense should direct the Military Services to share lessons learned and best practices on the progress of their gender integration implementation plans and to communicate strategically that progress with the members of their Service as well as the general public.

## Reasoning

The Committee has found that gaps in communication have created persistent misperceptions among Service members and the general public regarding the Military Services' gender integration plans. DACOWITS recommends that the Military Services emulate communication and education strategies similar to those that were successfully implemented after the repeal of "Don't Ask, Don't Tell" (DADT) to strategically communicate to Service members and the general public about their respective gender integration plans.

### ***Need for Strategic Communication to Address Misperceptions About Gender Integration***

During DACOWITS focus groups with Service members in 2016 and 2017, it was evident that a noticeable number of participants were not informed about their respective Military Services' gender integration plans. Participants described being inundated with misinformation about gender integration and relying on rumors, biased reports on social media, and incomplete reports in news media to shape their impressions of these plans. When asked about the initial communications they received regarding gender integration, focus group participants said most of the early reactions to the change were negative. Participants tended to first hear about the decision to integrate women from media sources rather than official military sources. A couple of participants indicated their Military Services did not discuss gender integration with them at all.<sup>238</sup>



*"I've seen more articles from Facebook about what's going on in [my Service] than from my own command."*

—Junior Enlisted Woman

*"[I trust] something that is an official document, because you see stuff online from [satirical military blog] . . . , and it's all rumors. Until it comes out through an official message, I don't believe any of that."*

—Junior Enlisted Man



*"All I heard was negative comments—'Integrating women into combat arms, that's [terrible],' on and on. You name it, I heard it."*

—Senior Enlisted Woman

Some focus group participants felt too much attention had been directed toward the first women who were successfully integrated into newly opened career fields and training courses. The intense focus on these women was viewed to be just as destructive to morale in this effort as no attention at all.<sup>239</sup>

*"A while back, we had our first enlisted woman come through their schooling. We had a whole story done. The cameras were there. I'm all about the team concept, but you're also putting a whole lot of pressure on the women, There's been a couple that have come through and told me they feel the added pressure."*

—Senior Enlisted Man

*"The more low-key, the better. For example, two women graduated Ranger School, but that victory lap was too long. . . . It was good that they highlighted that, but . . . if we expect equality, it shouldn't be a big deal. . . ."*

—Female Officer

*"I think people think it's going to be more life changing than it actually will be. . . . It shouldn't be a big deal."*

—Junior Enlisted Woman

Focus group participants also mentioned that there was an enduring misperception that the physical standards for the positions recently opened to women had been lowered to ensure women passed the training courses for these positions and schools. Although incorrect, focus group participants indicated that rumors about lowered standards persist:

*"This past year, we had the first women graduate from Ranger School. There's been a lot of hate, lots of comments saying they weren't graded fairly, took it easy. . . . A lot of classmates, when it was coming out . . . , said they didn't want to be in the first class of women . . . because if they succeeded, they knew people would say it was only because the standards would have changed, that they made it easier. . . ."*

—Female Officer

As a result of these misperceptions, there is a noticeable number of military personnel who incorrectly believe standards have been lowered, requirements have been reduced, and women have been unfairly given early advancements to be able to integrate into combat roles.

## **Benefits of a Strategic Communication Plan**

Many DACOWITS focus group participants in 2016 and 2017 identified disparities between how well DoD educated Service members about the repeal of DADT compared with the perceived lack of information they received about gender integration. A few participants believed that very little was done to prepare either the units integrating women or the women themselves:<sup>240</sup>

*"There might have been some senior personnel [on] the officer side and command level that knew [gender integration] was in the works and that it would get pushed down, but hearing about it from my civilian spouse. . . . It loses a bit of its punch. Like when they were going to rescind 'Don't Ask, Don't Tell,' there was a lot of awareness and training. . . . The issue for me is that they didn't address female positions in combat arms in a similar fashion. . . . There is no guidance."*

—Senior Enlisted Man

*"Females . . . integrated perfectly fine. There was no plan; they just integrated like any other [Service members]."*

—Senior Enlisted Man

DACOWITS believes DoD did an exemplary job handling strategic communication around the repeal of DADT through its thoughtful and multifaceted approach. To address the repeal of this policy, DoD published "A Support Plan for Implementation," which included key implementation messages; recommended talking points; education and training framework, principles, guidance, and learning objectives; a recommended leadership guide; and frequently asked questions and vignettes to help facilitate the complex repeal process. The authors of this plan recognized that "education and communication will be important aspects of the implementation process. Accurate and timely information is important. People want to know 'What does this change mean to me?' Information that answers this very basic question will greatly assist in the implementation process."<sup>241</sup>

One cornerstone of the DADT repeal implementation plan was the deployment of a multitiered training program that informed and educated each level of military personnel to address rumors and provide details about the plan:

- Tier 1 (Experts) targeted individuals responsible for administration or policy implementation or whose respective occupational specialties required an understanding of the implications of any policy changes (e.g., judge advocate generals, chaplains, recruiters, military law enforcement personnel).
- Tier 2 (Leader) targeted those in leadership positions who were responsible for maintaining standards of conduct, good order and discipline, and military effectiveness (e.g., commanding officers, senior leaders, senior noncommissioned officers [NCOs], civilian supervisors).

- Tier 3 (Service member) was designed to be distributed to all members of the Military Services as soon as the repeal became effective and during accessions training for all personnel. At a minimum, DoD required all Service members be briefed on the new policy and expectations of personal conduct.

Each Service designed and executed its own training program following the issuance of the DoD guidance on the DADT repeal.<sup>242,243,244,245</sup> As former Chief Master Sergeant of the Air Force James A. Roy said about the program, “We need to ensure our changes in policy happen in a professional, deliberate manner. This training is an important part of making the transition, and it should answer many questions that Airmen at all levels have been asking.”<sup>246</sup> As one Army specialist who attended training described, “[The program] clarified all the questions Service members had about the [DADT] repeal. Everyone will have a better understanding of what changes have been made and what policies remained.”<sup>247</sup>

DoD also developed and publicized a one-page DADT quick reference guide providing high-level information and implications for the following topics: accessions and separations policies, standards of conduct, moral and religious concerns, personal privacy, benefits, equal opportunity, duty assignment, collections and retention of sexual orientation data, and release from service commitments.<sup>248</sup>

Together, these efforts have proven successful. DoD’s strategic communication and education facilitated the cultural change toward acceptance of lesbian, gay, and bisexual Service members by reaching all personnel, providing consistent information on policy implementation and timelines, and dispelling rumors. A former Under Secretary of Defense for Personnel and Readiness (USD[P&R]) and senior fellow at the RAND Corporation described how “opposition to repeal has all but disappeared” because of DoD’s strategic communication efforts.<sup>249</sup> This illustrates the ability of Service members to respond quickly and professionally to major DoD policy changes when well informed by leaders and educated in Service-specific implementation plans. Unfortunately, DACOWITS is not aware of a similar communication strategy across all Military Services for gender integration plans; the exception is the Army’s series of roadshow briefings on the Leaders First approach to integration.<sup>250,251,252,253</sup>

### ***The Need for Strategic Communication About the Leaders First Approach***

The Army Leaders First approach calls for integrating female leaders prior to assigning junior enlisted women to combat units. This process has been used successfully by the Navy in the past and is being employed by the Marine Corps as well.<sup>254,255,256</sup> However, some DACOWITS focus group participants felt qualified men were being passed over for leadership roles in these units so women could fill those positions. Nevertheless, participants generally favored the Leaders First approach and recognized that women were being placed in the leadership positions to fulfill the requirements of the approach. Participants believed leaders were doing their best to reassign those qualified men to other leadership positions on the installation. These focus group findings exemplify the need for strategic communication to dispel rumors and promote the rationale behind policy changes:<sup>257</sup>



*“[The women being integrated are] strong females, they’re all awesome; the way they are being integrated is the only concern. They are being integrated in cohorts of two, and you must also have a female officer. . . . This pushed experienced [men out] . . . , and that created animosity between Soldiers pushed out and females coming in. We were having issue with guys leaving [and] females coming in [and] pushing out experienced men.”*

—Senior Enlisted Man

*“The concern is with the influx [of] infantry officers; it seems like they are slotted straight into platoon leadership positions, and the males will have to wait, causing concerns from male perspectives.”*

—Female Officer

The Army Leaders First approach included an informational road show in which Army leaders briefed units and command leadership about recruiting women for combat roles. Although the road show was designed to entice women to enter combat roles, it is an excellent example of how a similar effort could be used to dispel misperceptions regarding changes in standards or that qualified men were passed over for leadership roles, or about other policies associated with gender integration.

At the DACOWITS September 2017 quarterly business meeting, the Army acknowledged lessons learned from poor implementation during other periods of gender integration and indicated its current careful, methodical approach was based on data and evidence on how to integrate the Service effectively while minimizing risks. All the Military Services gave informative briefings about their ongoing progress toward successful integration.<sup>258</sup> Data highlighting this progress that was shared with DACOWITS is well suited for inclusion in a road show to illustrate the equality and fairness in how gender integration is being implemented.

### ***Benefits of Collaborative Annual Gender Integration Meetings and Publicizing Integration Plans and Progress***

DACOWITS recognizes each Service’s unique missions and approaches to training. DACOWITS has observed during panel briefings at its quarterly business meetings that an effective solution employed by one Service to address a problem could also be useful to other Military Services. During these meetings, DACOWITS has also seen representatives from one Service share data that another Service could use to tackle its respective challenges. DACOWITS believes the USD(P&R) should convene a meeting at least once per year at which each of the Military Services briefs the others on its gender integration successes and challenges. This would be an opportunity for DoD and the Military Services to extend their resources, reduce workloads, and potentially reach their goals more quickly.

DACOWITS also recognizes that DoD and the Military Services are required to provide annual reports to the SecDef and Congress on their progress related to gender integration. This requirement, formerly called the Women in Service Review, mandates three annual reports:

- The “Annual Combat Integration Implementation Report,” which stems from former Secretary of Defense Ash Carter’s seven implementation tenets, requires the Military Services and USSOCOM each to provide an annual written assessment regarding their respective implementation efforts towards the full integration of women in the Armed Forces.<sup>259,260</sup>
- Section 593 of the National Defense Authorization Act for Fiscal Year 2017 (Pub. L. 114–328; hereafter referred to as the 2017 NDAA) requires the Army and the Marine Corps each to provide an annual report on their respective progress in integrating women into occupational specialties and units recently opened to women.<sup>261</sup>
- Section 597 of the 2017 NDAA requires the Armed Forces to provide an annual report on its career progression tracks for women in combat arms units.<sup>262</sup>

None of the above reports had been completed as of October 2017; however, DoD has enacted mandated processes to ensure the collection and publication of this important information. DACOWITS looks forward to seeing the results and encourages the Military Services to leverage the results for their strategic communications efforts. Although the Committee strongly supports these mandatory annual reports on the progression of gender integration implementation plans, to the Committee’s knowledge, there is no current plan to communicate these reports, their positive implications, and lessons learned to Service members and the public.<sup>263</sup>

## Summary

DACOWITS has identified gaps in communication around gender integration and sees a need for a strategic approach to conveying the importance of the efforts and addressing misperceptions among both Service members and the public. DACOWITS believes DoD’s communication and education about the DADT repeal was exemplary and urges DoD to consider making similar concerted efforts to communicate about gender integration implementation. Promoting the purpose of the Army Leaders First initiative is one topic that could benefit from further messaging and education. The Committee believes annual collaboration among the Military Services to share lessons learned on gender integration as well as thoughtful publication and promotion of DoD’s progress in the area could be beneficial.

## Gender-Integrated Boxing Programs at the Military Service Academies

As part of its review of the Military Services’ gender integration efforts, DACOWITS examined the gender-integrated boxing programs at the Military Service Academies (MSAs). In 2016, the United States Military Academy at West Point and the Air Force Academy integrated their boxing programs and made participation by female cadets mandatory (the Navy’s program was already integrated). To inform its recommendation on this topic,

DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Briefings from the Military Services on the success of gender-integrated boxing programs at the MSAs (December 2016)<sup>264,265,266</sup>
- Research briefings about the findings of an independent study into the effectiveness of gender-integrated boxing programs at the MSAs (March 2017)<sup>267</sup>
- Briefings from the Military Services about the rates of injury and lost training days at the MSAs (September 2017)<sup>268,269,270,271</sup>

DACOWITS' recommendation and supporting rationale on gender-integrated boxing programs within the MSAs follow.

## Recommendation

The Secretary of Defense should endorse the U.S. Military Service Academies' gender-integrated boxing programs as part of the broader curriculum and direct the Academies to standardize concussion event protocol, share lessons learned to promote safety and strengthen the learning objectives, and adapt their programs as needed based on emerging concussion protocol research.

## Reasoning

The Committee has found that instructional boxing programs offer a great deal of benefit to cadets and midshipmen both in terms of physical training and "intangibles" such as unit cohesion, training the fight or flight response, and reinforcing the warrior ethos. However, as outlined in this section, DACOWITS also recommends improvements in the areas of cross-academy coordination and standardized safety protocols.

### ***Benefits of Developing the Fight or Flight Response***

The psychological benefits of the integrated boxing program center on the way boxing trains and conditions the acute stress response system, commonly known as "fight or flight." Boxing trains the fight or flight response in ways that are beneficial in combat situations. As reported to DACOWITS in March 2017 by Ms. Katie Rose, a graduate student at the Harvard Kennedy School of Government, the work of Dr. Leonard Marcus emphasizes the importance of providing the brain with a "tool kit" of reactions to respond in physically and emotionally stressful environments<sup>272</sup> The boxing programs at the Academies are designed to systematically train the cadet or midshipmen to build resiliency in the face of acute stressors.<sup>273</sup>





Individuals who went through the program and later were engaged in close combat operations described this conditioned fight or flight response as life saving. The “immediate [and] confrontational situation” that exists in the boxing ring trains cadets and midshipmen to “stand [their] ground” in the face of adversity and stress.<sup>274</sup>

Training the acute stress response is an essential skill for young military officers. They need to be able to think clearly despite being under stress so they can not only protect themselves but also act on behalf of the young Service members under their command. Leaders who have engaged in training the acute stress response are more likely to better develop and lead their troops in stressful situations.<sup>275</sup>

The training of this conditioned response has a lasting impact. A well-trained acute stress response affects the resiliency of individuals beyond the combat environment. For example, combat veterans who have engaged in hand-to-hand combat as part of their initial combat training were found to be more mentally aware<sup>276</sup> and less likely to attempt suicide compared with those who did not participate in such training.<sup>277</sup>

Training the acute stress response in a co-ed environment also has the potential to help the MSAs overcome some of the cultural hurdles to gender integration. Many of the challenges to integration stem from culturally held views about roles that are considered appropriate for men and women. Women are often disadvantaged because some military activities are seen as “unconventional” or “inappropriate” for women.<sup>278</sup> It is during initial training that cultural beliefs about women are either reinforced or changed. Men and women engaging in physical warfighting activities in an integrated environment can alter previously held gendered stereotypes about the abilities of women, ultimately leading to more effective combat units.<sup>279</sup> These beliefs were echoed by participants in DACOWITS’ 2016 focus groups. Female participants of all ranks highlighted how societal perceptions of women hindered their military careers. These women described being treated differently and “babied” or expected to take on “caretaker” roles in their units.<sup>280</sup> Boxing provides an opportunity to break down these stereotypes and change cultural norms.

### ***Integrated Instruction Is a Comparatively Low-Risk Way to Develop the Warrior Ethos***

Boxing at the MSAs is instructional, well supervised, and part of a larger syllabus on military culture and skills. The boxing program is integrated into larger lessons on teamwork, mission accomplishment, and the warrior

philosophy. The instructors for the program hold degrees in physical education and are certified as boxing coaches by USA Boxing, which is the independent national governing body for Olympic-style amateur boxing.<sup>281</sup> This ensures that cadets and midshipmen are properly trained and supervised to achieve the maximum benefits while minimizing the potential risks. Punch restrictions,<sup>x</sup> time limits<sup>xi</sup> and updated safety equipment also help mitigate risk.

Though it is impossible to completely eliminate risks from boxing, it is important to contextualize those risks. Table 3.1 highlights the average percentage of injuries that resulted from a variety of activities, including boxing, at the MSAs from the 2012–2013 academic year through the 2016–2017 academic year. In general, boxing injuries constituted a small proportion of injuries sustained by cadets and midshipmen compared with other sources of injury.

**Table 3.1. Percentage of Injuries Resulting From Various Activities at the Military Service Academies**

| Military Service Academy        | Instructional Boxing | Liberty/Free Time | Military Training | National Collegiate Athletic Association Division 1 Sports | Club Sports |
|---------------------------------|----------------------|-------------------|-------------------|--|-------------|
| United States Military Academy  | 4%                   | 27%               | 18%               | 27%  | 23%         |
| United States Air Force Academy | 6%                   | 11%               | N/A               | 58%  | 24%         |

*Source: Written responses provided by the MSAs for the DACOWITS September 2017 quarterly business meeting.<sup>282,283</sup> Comparable data were not available for the United States Naval Academy.<sup>284</sup>*

Moreover, the injuries that were sustained through MSA boxing programs resulted in far fewer lost training days than injuries sustained through other activities. For example, 41 injuries that occurred during free time during the 2015–2016 academic year at the United States Air Force Academy resulted in 252 light duty days, during which cadets were required to perform work that was physically less demanding than normal job duties. The 41 injuries sustained from boxing during the same year resulted in 80 light duty days.<sup>285</sup>

These results suggest that boxing poses a less substantial risk compared with several other activities that cadets participate in during their time at the MSAs. The Committee also notes that the United States Military Academy and the United States Air Force Academy maintain data on injuries sustained in various training and activities. DACOWITS encourages the United States Naval Academy to collect and maintain such data to continue to track comparative injury rates and ensure best safety practices in all cadet and midshipmen activity.

<sup>x</sup>Restricting the types of punches that are allowable

<sup>xi</sup>Specifying the maximum time spent sparring or in a bout

## ***Importance of Standardizing Safety Gear and Utilizing Current Research on Concussive Events***

Though MSA instructional boxing takes place in a largely controlled and supervised environment, it is not without its risks. Injuries—including concussions—are possible, and cadets have lost training days because of injuries sustained during instructional periods. However, all military training is inherently dangerous, and the risks posed by instructional boxing should not overshadow its benefits. Given the risks, DACOWITS encourages the MSAs to standardize concussive event protocols and safety measures. At present, these protocols and measures are only partially aligned among the MSAs.<sup>286</sup> Although all the MSAs are taking important safety precautions and participating in a large study sponsored by the National Collegiate Athletic Association to better understand the neuropsychosocial nature of concussion, the lack of standardization makes sharing lessons learned difficult.<sup>287,288,289</sup> The MSAs must be able to share best practices to allow them to provide the best instruction to their midshipmen and cadets. This will help to promote safety and emphasize the learning objectives of the boxing program.

Furthermore, the MSAs should standardize and test safety equipment to meet the most stringent concussion-prevention standards, and they should consider gender differences when procuring such equipment. Evidence suggests that men and women, especially between their late teens and early twenties, experience concussive events in different ways.<sup>290</sup> In particular, women experience greater head accelerations upon impact, and men experience more blunt-force impact.<sup>291</sup> Proper headgear, however, can account for these differences and mitigate the potential harms from impacts to the head.

DACOWITS recognizes that the science regarding long-term effects of head trauma is nascent and evolving. Safety gear science is not always synchronized with research about concussive effects, and both are updated frequently. To this end, the Committee recognizes that safety requirements are evolving very quickly. The MSAs must stay attuned to the results of developing studies on head trauma and adjust their safety protocols to align with the most up-to-date findings.

## ***Fostering Task-Based Unit Cohesion***

Boxing provides an example of a successful gender-integrated training that reinforces task-based unit cohesion. Witnessing individuals struggle with both the physical and mental components of boxing and overcome those struggles through training is valuable. Research has found that what is most important to a unit's success is the ability to rally around a common task—particularly those that are physically arduous—rather than social activities.<sup>292,293</sup> Research suggests that from a combat-effectiveness perspective, gender-integrated teams who were built and trained around a task-based unit cohesion model were more successful than single-gender units at completing complex tasks in a combat environment with lasting positive impacts.<sup>294</sup> Establishing this cohesion early in an officer's training is thus beneficial for overall combat effectiveness and military success.



## Summary

DACOWITS supports the instructional boxing programs at the MSAs. In particular, the Committee recognizes the benefits of maintaining gender-integrated boxing instruction. DACOWITS sees great value in instructional boxing's ability to promote task-based unit cohesion, train the fight or flight response, and provide beneficial lessons on the warrior ethos, which compels Service members to fight through all conditions. However, DACOWITS also sees areas for improvement, especially with regard to safety protocols. The Committee recommends that the MSAs develop standardized safety protocols and a formal program to share lessons learned and that they ensure safety gear and practices are consistent with the latest research on the effects of head trauma.

## Key Job Opportunities and Assignments to Facilitate Promotion

In response to the challenges related to the employment, integration, advancement, and retention of female Service members that are consistently encountered by all Military Services, DACOWITS investigated the techniques utilized by the Military Services to build a more diverse force. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Findings from focus groups with Service members to assess their perceptions of the gender integration effort (Focus Group Report, 2017)<sup>295,296</sup>
- Briefings from the Military Services on when during the career timeline women leave the military at a greater rate than men (March 2017)<sup>297,298,299,300,301</sup>
- Briefings from the Military Services on if/how they are employing techniques similar to the Rooney Rule to facilitate promotions (June 2017)<sup>302,303,304,305,306</sup>
- A literature review from the DACOWITS research contractor detailing how approaches similar to the Rooney Rule are being utilized in the private sector (June 2017)<sup>307</sup>

DACOWITS' recommendation and supporting rationale on how to ensure diversity when recruiting for key developmental positions follow.

## Recommendation

The Secretary of Defense should direct the Military Services to create policies similar to the Air Force best practice of mandating diverse gender slates for key developmental/nominative positions such as those for aides and military assistants, which are routinely considered springboards to higher ranks.

## Reasoning

Although women officially began serving in 1948,<sup>308</sup> there continues to be only nominal gender diversity in the military, especially at the highest echelons of DoD leadership. As of July 2017, women made up 17.6 percent of all active duty officers and 15.8 percent of all active duty enlisted personnel. Although the overall percentage of women in the Military Services continues to increase slightly each year, the proportions of women in the highest ranks are still much lower than in the lowest ranks (see Figure 2.6).

### ***An Air Force Best Practice to Increase Diversity***

In 2015 the Air Force introduced several diversity initiatives, including efforts to increase diversity in key military development positions. The Air Force expanded upon these initiatives with a mandate to establish diverse slates for key military developmental positions. As the Secretary, Chief of Staff, and Chief Master Sergeant of the Air Force outlined in a 2016 memorandum for all commanders:<sup>309</sup>

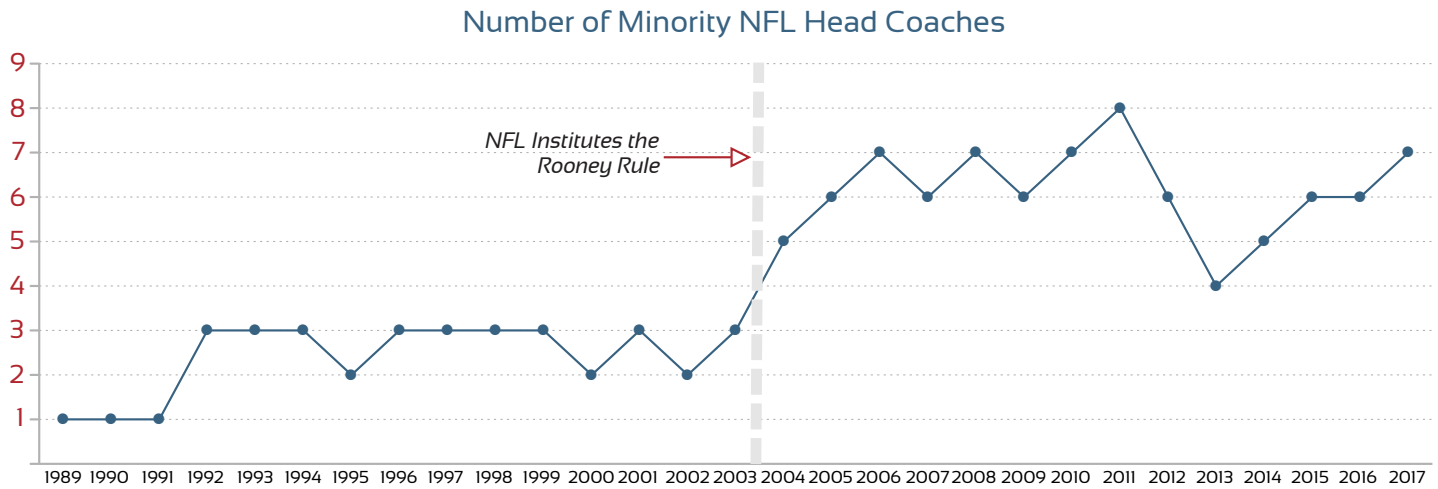
- “This initiative will require that the pool of Airmen considered for key military developmental positions (e.g., Aide-de-Camp, Military Assistant, Executive Officer, Career Field Manager, Senior Enlisted Advisor, Commander’s Action Group member) include at least one qualified, diverse candidate.
- This process will be used to make assignments at the Headquarters Air Force, Major Command, and Numbered Air Force level, and other locations where a formal slate for these types of positions is currently used.
- The process is designed to highlight the best eligible and qualified talent from a candidate pool during the interview stage but does not predicate or mandate hiring decisions.
- As these types of positions are used to help develop military leaders across DoD, this initiative seeks to help close persistent diversity gaps across the Air Force leadership.”

### ***Applications and Effectiveness of the Rooney Rule and Similar Approaches in the Civilian Sector***

The Air Force approach to promote diversity, which DACOWITS considers a best practice, is based on the Rooney Rule. Named for Dan Rooney, former chairman of the Pittsburgh Steelers and onetime head of the National Football League’s (NFL) diversity committee, the Rooney Rule was instituted by the NFL in 2003 for hiring head coaches and expanded in 2009 to include the hiring process for general managers and equivalent front-office staff positions. The rule mandates that an NFL team must interview at least one candidate who is a racial/ethnic minority for these jobs.<sup>310</sup> The policy also specifies penalties for lack of compliance.<sup>311</sup>

Research suggests that the Rooney Rule has had a positive impact on the hiring of racial/ethnic minorities.<sup>312</sup> Non-White candidates have been about 20 percent more likely to fill NFL head coaching vacancies under the Rooney Rule versus before the rule was enacted, a trend that one study found was directly correlated to the policy’s institution.<sup>313</sup> Figure 3.1 shows how the number of minority NFL head coaches increased after the rule was enacted.

Figure 3.1. Number of Minority Head Coaches in the National Football League, 1989–2017



Source: Gaines, 2017<sup>314</sup>

There are also initiatives similar to the Rooney Rule that the corporate sector employs to enhance the opportunity to recruit diverse talent. In most cases, these diversity initiatives stemmed from employee demographic reports that indicated an extreme lack of racial or gender diversity within the industry or field. Many reports have suggested workplace diversity improves performance and is generally positive for business; subsequently, companies have attempted a variety of initiatives to increase diversity in their ranks, including some initiatives similar to the NFL’s Rooney Rule. The following examples show how approaches comparable to this rule are being applied in the civilian sector:

- Technology Sector.** Women’s representation in the technology industry is among the lowest in all industries, with women making up 36 percent of all entry-level positions and 19 percent of all “C-suite,” or senior executive, positions.<sup>315</sup> To increase employee diversity, some large technology firms such as Facebook, Pinterest, Microsoft, and Amazon have implemented hiring practices that are similar to the Rooney Rule.<sup>316</sup> Although such practices result in longer search times and hiring processes because the companies search outside of their usual networks for candidates, such initiatives have shown promise. For example, Facebook and Pinterest have hired women for top executive positions.



- **Legal Sector.** Women’s representation in the legal sector also lags despite the fact that in recent years, nearly equal numbers of women and men have attended law school and received law degrees.<sup>317</sup> In private practices, men and women are nearly equally represented at the associate level, but men outnumber women nearly three to one at the managing partner, equity partner, and partner levels. This ratio holds for general counsel to Fortune 500 companies as well as members of the judiciary and deans of law schools. Women in law are collaborating to develop solutions, including the Mansfield Rule—named for Arabella Mansfield, the first female attorney to obtain a license in the United States—that would require participating firms to consider at least one woman for top positions and key opportunities such as practice group leadership, executive committee membership, client relationship lead, and managing partner.<sup>318</sup> As of December 2016, 36 law firms had signed on to implement one or more of these solutions to increase gender diversity.
- **Federal Government.** Compared with the private sector, in which women hold 14.6 percent of executive positions, women hold 34 percent of Senior Executive Services positions within the federal workforce. The U.S. Office of Personnel Management (OPM) attributes this larger proportion of female executives to government diversity initiatives that have been implemented in recent years. Following these diversity initiatives, women entering the workforce are more likely to be on the management track compared with those who joined a decade ago.<sup>319</sup> One such initiative is the Recruitment, Engagement, Diversity, and Inclusion (REDI) Roadmap, including the use of the Federal Employee Viewpoint Survey, which helps OPM collect the necessary data for its inclusion efforts. As part of the REDI strategy, OPM works with agencies across the Federal Government to help identify and remove the barriers that managers face in recruiting and hiring the diverse talent they need, including women. This includes meeting with groups that work to help women move up in federal leadership.

### ***Suggested Approach to Increase Diversity in Key Developmental Positions***

All the Military Services, to varying degrees, face integration and retention challenges for female officers in the junior and mid/field grades, particularly those in line and combat arms communities. For example, the Navy reported that the average length of Service before separating was nearly 11 years for female officers and almost 14 years for male officers.<sup>320</sup> The Army reported that after the initial service obligation, female officers separate at a rate 5 percentage points higher than male officers.<sup>321</sup> DACOWITS believes that losing disproportionately more female officers than male officers eventually impacts the percentage of women promoted to Service-wide senior leadership positions (see Figure 3.1). The Military Services lack a substantial number of female officers in leadership positions at pay grades O6 and higher.

DACOWITS is particularly concerned about hiring female junior officers in combat arms and line communities and believes that a directive for each Service to employ policies similar to the Rooney Rule when hiring for key

developmental/nominative positions could prove successful as it has in the private sector. The Committee believes such a directive could service numerous purposes:

- It could force the Military Services to widen the pool of candidates for key developmental and nominative positions.
- It could sensitize and educate senior leaders, who are primarily male, to the high potential of these female officers and create positive mentorship relationships.
- It could create added opportunities for female junior officers to gain valuable exposure to senior leaders through the slating and interview process. If subsequently selected, these women could build an early sense of commitment to their Military Services through close association with and observation of senior leaders. It could also help them better envision being successful in their own careers.

After piloting this approach with junior officers, such an approach could also be applied on a wider scale to encompass enlisted personnel. Although there are proportionally more senior enlisted women than senior female officers, DACOWITS believes challenges still exist in retaining female leaders at all levels. If the approach proves successful with junior officers, the lessons learned could be applied to increase the representation of enlisted women in key developmental positions as well. Applying this approach would require only that a female junior officer be included on the slate among other highly qualified candidates, not that she be hired. Final selections would continue to be merit based. Therefore, DACOWITS believes there would be no legal barriers inherent in this approach, particularly because a similar approach already has been applied in the Air Force. In recommending this approach, the Committee does not support its use in any statutory promotion, command screening, or other boards that are governed by precepts.

## Summary

Despite slight annual increases in the percentage of women in the Military Services, the proportion of women occupying the highest ranks is still lower than in the lower ranks. Moreover, women tend to leave the Military Services at disproportionately greater rates than their male counterparts, reducing the number of eligible women available to promote to Service-wide leadership positions. To address this issue, in 2015, the Air Force implemented several initiatives aimed at increasing diversity in key developmental positions, one of which required establishing a diverse slate for these positions. Based on the success of these and similarly promising initiatives in the private sector that are based on the Rooney Rule, DACOWITS believes that implementing similar efforts in each of the Military Services could serve to widen the pool of candidates, sensitize and educate senior male leaders, and expose female junior Service members to exemplars of senior leadership.

## Physiological Gender Differences

Although combat positions have been open to women since 2015, the full, successful integration of women into the combat force may require the Military Services to adapt physical training protocols and nutritional changes. Recent research suggests that gender-specific physical training and nutrition helps women meet the required occupational standards and improves readiness overall. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Briefings from the Military Services on the physiological differences between men and women and how this data is being used to inform decision making on gender integration efforts (March 2017)<sup>322,323,324,325</sup>
- Briefings from the Military Services on how each Service is incorporating the most recent science and new technologies to improve training methodologies and ensure women are prepared to succeed (June 2017)<sup>326,327,328,329</sup>
- Briefings from the Military Services on physiological gender differences with respect to training and iron deficiencies (September 2017)<sup>330,331,332,333</sup>

DACOWITS' recommendation and supporting rationale on gender-specific approaches to achieve required occupational standards follow.

### Recommendation

The Secretary of Defense should require all military organizations to use scientifically supported physical training methods and nutritional regimens that allow for gender-specific approaches to achieve the same required occupational standards.

### Reasoning

Through a detailed review of the scientific literature and from several briefings by the Military Services, DACOWITS has learned about the physiological differences between men and women and the implications for training to meet physical occupational standards.

### *State of the Science*

DACOWITS understands that each Service has in place experts in exercise physiology and physical training. The Committee has received detailed briefings from each Service on the physiological differences between men and women and the approaches each Service is taking to train its members to reach the standards. However, the Military Services and USSOCOM are taking different approaches to adjust their training and nutritional programs to



successfully integrate women into the combat force.<sup>334,335,336,337,338,339,340,341,342</sup> To meet the challenges of current and future warfare, DoD and the Military Services must adopt a scientific approach to standard development, physical training, and nutrition programs. Although physiological differences between men and women exist, proper training behaviors, training time, and nutrient intake can allow both men and women to reach peak performance.

### ***Physiological Differences Between Men and Women Exist***

According to briefings DACOWITS received from the Military Services in March 2017, there are noticeable differences in the physical performance of men and women.<sup>343,344,345,346</sup>

In some areas, women have historically been able to physically outperform men:

- Women have superior balance and flexibility
- Women have better maintenance of force or power output over repeated contractions at low intensities

In other areas, men and women have exhibited similar physical performance:

- Men and women have similar anaerobic power when adjusted for lean body mass
- Men and women have similar muscular endurance when adjusted for lean body mass

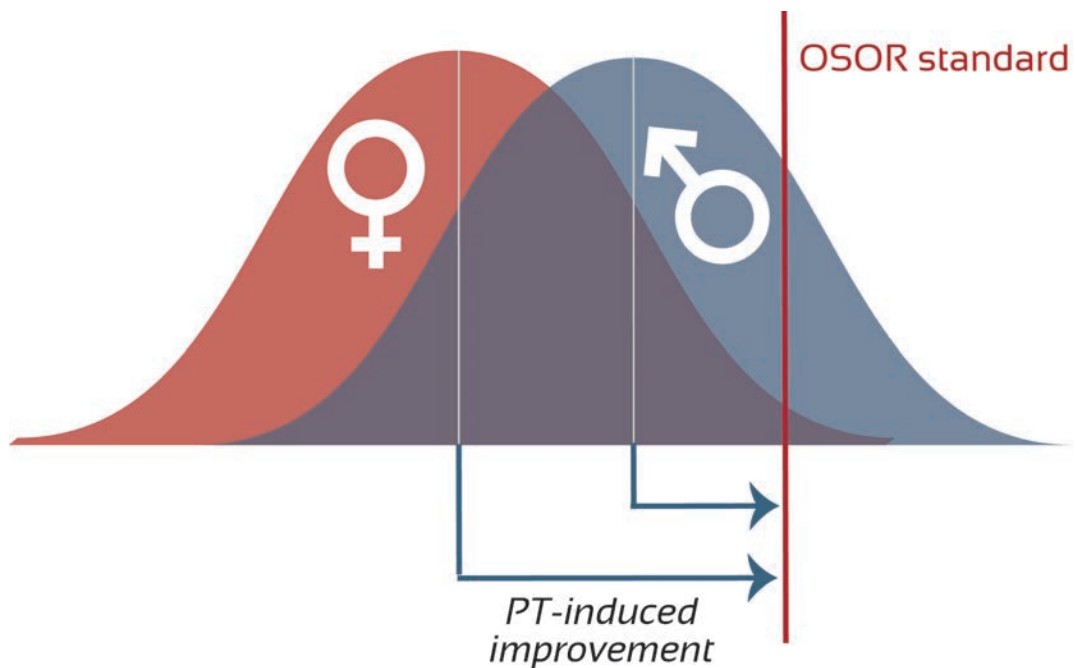
In other areas, women's physical performance has been less than that of men:

- Women have 25–30 percent less lower body strength
- Women have 40–60 percent less upper body strength
- Women have 15–30 percent lower maximal oxygen consumption, which results in earlier fatigue
- Women have 30–50 percent less muscle mass
- Women are 1–10 times more susceptible to overuse injuries and more than 1 ½ times more likely to sustain stress fractures

### ***Proper Training Can Help Women Increase Their Physical Performance to Meet That of Men***

As outlined by the Air Force, women may require a more focused and consistent training program than men to reach the same occupationally specific and operationally relevant (OSOR) physical standards. Figure 3.2 provides an illustrative example of typical performance distributions for women and men. The horizontal axis represents performance and the vertical axis represents the number of Service members. This figure illustrates that although men typically outperform women on average, some women can outperform some men. Moreover, some men and women who would initially not meet occupational standards can use physical training to improve their performance, thus enabling them to meet those standards. In other cases, regardless of the amount of training, some men and women may be physically unable to meet the standards.

*Figure 3.2. Sex Differences and Ability to Utilize Physical Training to Meet Occupationally Specific and Operationally Relevant Physical Standards*



Source: Baumgartner, 2017<sup>347</sup>

Research by Nindl and colleagues (2016) suggested some of the physical disadvantages women face can be significantly mitigated by implementing effective, comprehensive physical training regimens for women. He acknowledged that DoD's legacy approach to training, which focuses on field training to large groups, overemphasizes aerobic fitness and could be problematic when trying to fully enhance women's ability to perform physically demanding combat-centric jobs: "Efforts to close the sex differences in physical capacity by employing optimal training methods tailored to specific occupational demands will have the greatest impact in preparing women for combat-centric occupations."<sup>348</sup> Nindl noted that there is much scientific literature that clearly shows how planning and prescribing training can help women perform in physically demanding combat-centric occupations. One of the comprehensive studies (Kraemer et al., 2001)<sup>349</sup> Nindl highlighted in his review compared the pre- and post-training results for women with those for an untrained comparison group of 100 men. In the study population, after 6 months, trained women had developed load-carrying abilities equivalent to those of untrained men.

Nindl further explained how “military training paradigms should shift from mass unit-level training where often the unit is trained to the weakest individual, and move to more ‘customized’ training programs that follow human performance and sports science paradigms in which a mix of cardiovascular, strength, power, and flexibility training are implemented.”<sup>350</sup>

### ***The Importance of Nutrition***

Meeting Service members’ food and nutrition needs is also fundamental to mission readiness. Proper nutrition is instrumental in building the individual’s capacity to perform in combat-centric occupations. Although some of the scientific literature has suggested that the nutritional needs of women who are training are similar to those of men, there are some notable differences. Inadequate nutritional intake is more common in female athletes, and many restrict energy intake—specifically, fat consumption—to modify body composition.<sup>351</sup> Research has also shown female Service members to be deficient in mean energy, protein, calcium, and iron.<sup>352</sup> Women with low nutrient intake are susceptible to many complications, including fatigue, dehydration, decreased immune response that increases the frequency of upper respiratory tract infections, irritation, and poor performance.<sup>353</sup> Although the effects of occasional low nutrient intake during short training exercises may be inconsequential, they may be significant when inadequate intake occurs routinely or for extended periods during military conflicts.<sup>354</sup>

In a briefing to DACOWITS in June 2017, the Army indicated that 25 percent of women who begin Army entry training have an iron deficiency. After several weeks of training, the percentage of women who are iron deficient can double to 50 percent. This lack of iron hinders the body’s ability to carry oxygen to vital organs and can thus affect physical and cognitive performance. The Army now provides women iron supplements to address this. Testing has indicated the iron supplement can reduce a woman’s 2-mile run time by about 2 minutes.<sup>355</sup> During this same briefing, the Marine Corps described how it provides nutrition supplements to Marines after exercise. DACOWITS applauds these practical applications of nutritional science and encourages all Military Services and USSOCOM to investigate, share, and update their programs to incorporate the most up-to-date research.



### ***Services’ Current Approaches to Individualized Training***

Each Service has developed physical standards and corresponding tests for each occupational specialty. However, each Service has employed a different approach to training its members to meet the standards and acknowledges the physiological differences between men and women to a different degree. The Military Services also place varying levels of emphasis on individualized training (see Table 3.2).



**Table 3.2. Military Services' Emphasis on Individualized Training**

| Service      | Emphasis on Individualized Training   |
|--------------|---|
| Air Force    | The Air Force developed the Exercise Principles and Methods course, during which unit leaders are trained to then train their units. Although the majority of training is similar for men and women, to address the differences, the Air Force can tailor exercises to help women close the performance gap. For example, for stability and mobility exercises such as parachute landing, women can do plank- and single-leg squats to help improve their test results. The Air Force also provides nutritional consultants who are available to discuss topics such as iron intake and the effect of nutrition on bone density. <sup>356</sup> |
| Army         | Master Fitness Trainers advise units on physical readiness issues and monitor unit and individual physical readiness programs. <sup>357</sup> The Army adopted an individualized holistic health and fitness approach. Its new Physical Training Manual 7-22 incorporates individualistic training. <sup>358</sup>  |
| Marine Corps | The Marine Corps employed certified physical trainers and established the Force Fitness Instructor program, which aims to better inform Marines of the evidence-based methods for physical training. It also established a collaboration between civilian professionals and the Semper Fit group, which gives an evidence-based foundation for training. <sup>359</sup>   |
| Navy         | The Human Performance Program (HPP) provides individualized training and rehabilitation for all Sailors regardless of gender. All active-duty Sailors may participate in HPP, and the program's subject matter experts have experience working with and training both men and women. <sup>360</sup>   |

**The Marine Corps Grassroots Approach to Enable Women to Perform Pull-Ups Successfully**

In addition to these formal training approaches, there are also examples of grassroots efforts among servicewomen to improve their training and performance on physical tests. For example, Marine Corps Major Misty Posey developed a fitness training program to increase women's pull-up performance. Although her approach started unofficially, it soon caught the attention of the Marine Corps, which recognized it officially as a way to train for the upper-body exercises. As Posey explained, "It does not take months and months to learn a pull-up; it does not take a year or two to learn a pull-up; it's nonsense."<sup>361</sup> The plan has received validation from many women, including Col. Robin Gallant, 55, who was "unable to do a single pull-up without help from a rubber band before she embraced the approach. 'I got my first pull-up on April 27 of 2014. . . . I kicked it on my last [physical fitness test], I got 15; and now I'm up to an ugly 17, a pretty solid 16.' With the right diet, weight training, doing CrossFit and practicing pull-ups, Gallant said she has built a good deal of lean muscle."<sup>362</sup>

As Posey explained, "If you can't do a pull-up, do pull-up progressions, vertical pull-type exercises on a pull-up bar without any equipment . . . , ditch the pull-up assist machines and the bands. Not to say they are useless, but they don't train the motor-pattern of the pull-up as well as your own body weight and gravity. Exercises like ring-rows and push-ups are similar. They help, but the Marine is horizontal instead of vertical. Also, any time you spend on them is time you could spend on a pull-up bar."<sup>363</sup>

## ***Benefits of Collaboration***

DACOWITS believes it is beneficial for the Military Services and USSOCOM to collaborate centrally on issues related to physical training and nutrition. The Committee believes it is helpful for them to learn from each other during the DACOWITS quarterly business meetings as they do now but feels it would also be valuable for them to attend an annual meeting, sponsored by the Office of the Secretary of Defense, that would bring military experts together to discuss recent findings, successes, challenges, and opportunities in the rapidly developing field of military exercise physiology and nutrition. Leading training and nutrition experts could present recent findings for discussion. DACOWITS also recommends that representatives from the Military Services and USSOCOM regularly attend annual scientific meetings that address physiological and nutrition needs.

## ***Need to Develop, Update, and Adopt Science-Based Training and Nutrition Programs Across the Military Services***

DACOWITS acknowledges that expert scientists and exercise physiologists are in place at each of the Military Services and that these individuals are aware of the most recent findings and best practices to provide individualized training to Service members. However, DACOWITS sees an unmet need to develop, update, and adopt science-based training and nutrition programs across the Military Services. Panelists at the DACOWITS quarterly briefings have repeatedly emphasized the importance of not just learning and understanding the science but also communicating it to the force.<sup>364</sup> Although the handful of experts in each Service are well versed in the evidence-based training approaches, DACOWITS believes the approaches are not fully deployed across the Military Services. The Committee believes it would be beneficial to better communicate the information to all Service members to ensure the proper use and adoption of appropriate, individualized training and nutrition approaches.

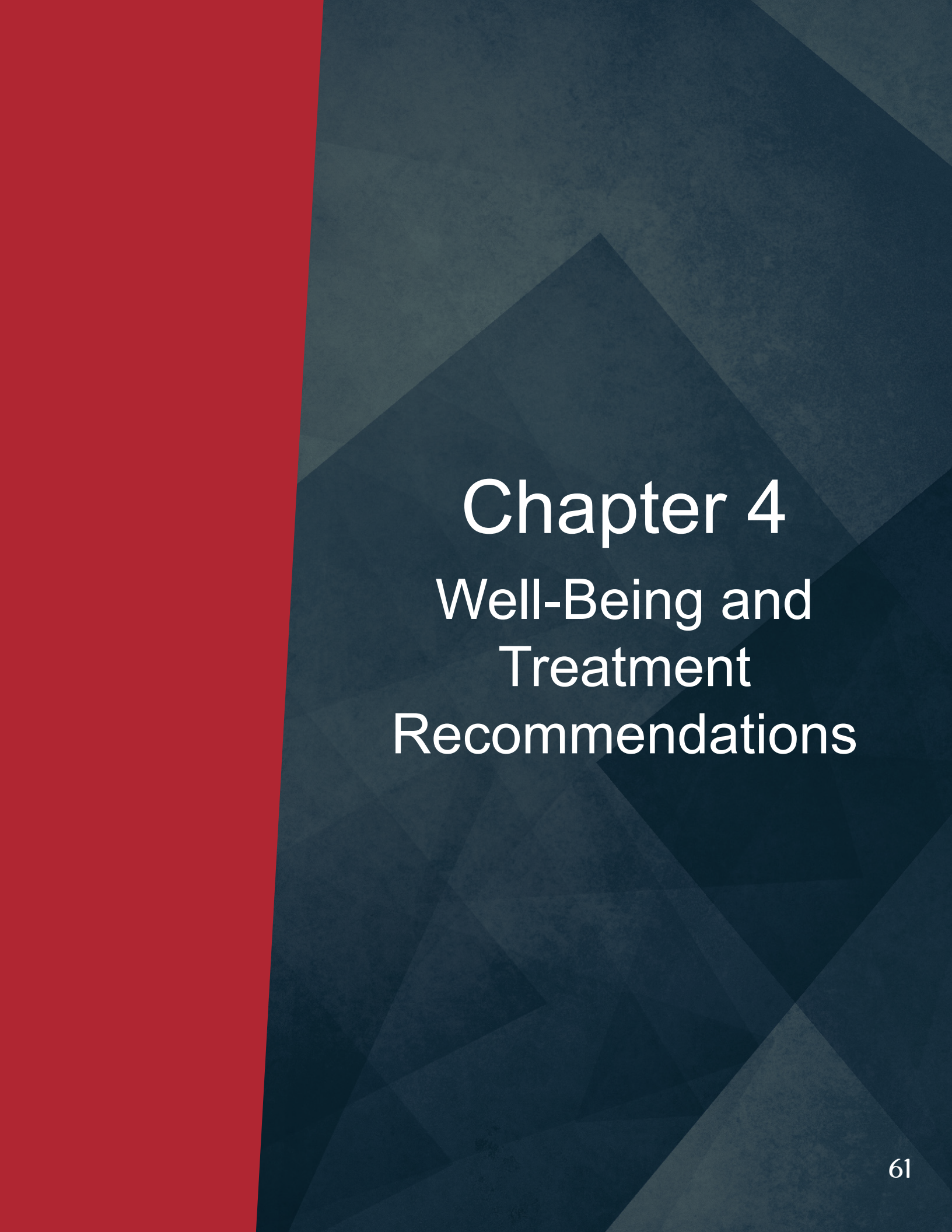
## **Summary**

Each Service and USSOCOM takes different approaches to ensure its Service members successfully meet physical occupational standards. Although physiological differences do exist between men and women, current research suggests that some of the physical disadvantages women face can be mitigated with effective, comprehensive physical training regimens and nutritional plans. DACOWITS encourages the Military Services to update and adopt new physical training and nutrition programs based on the most recent scientific research on a continual basis. DACOWITS also encourages collaboration among the Military Services in this area.









# Chapter 4

## Well-Being and Treatment Recommendations

# Chapter 4. Well-Being and Treatment Recommendations

This chapter presents DACOWITS' 2017 recommendations related to well-being and treatment organized alphabetically by topic. Each recommendation, or set of recommendations, is preceded by a brief overview of the information the Committee collected for the related topic during the past year. Following each recommendation is the Committee's reasoning for presenting the recommendation, which is based on its investigation of the topic in 2017.

## Childcare Resources

In 2017, DACOWITS was interested in better understanding Service members' experiences with childcare and the challenges they faced obtaining care, and how childcare might impact readiness. To inform its recommendation on this topic, the Committee collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Findings from focus groups with Service members to assess their perceptions and experiences related to child care (Focus Group Report, 2017)<sup>365</sup>
- A written response from the Office of Family Policy/Children and Youth on the use of CDCs by Service members as compared with civil servants (June 2017)<sup>366</sup>
- A briefing from the Office of Family Readiness Policy on childcare resources and updates, including a discussion of the [militarychildcare.com](http://militarychildcare.com) registration website (December 2016)<sup>367</sup>

DACOWITS' recommendation and supporting rationale on childcare resources follow.





## Recommendation

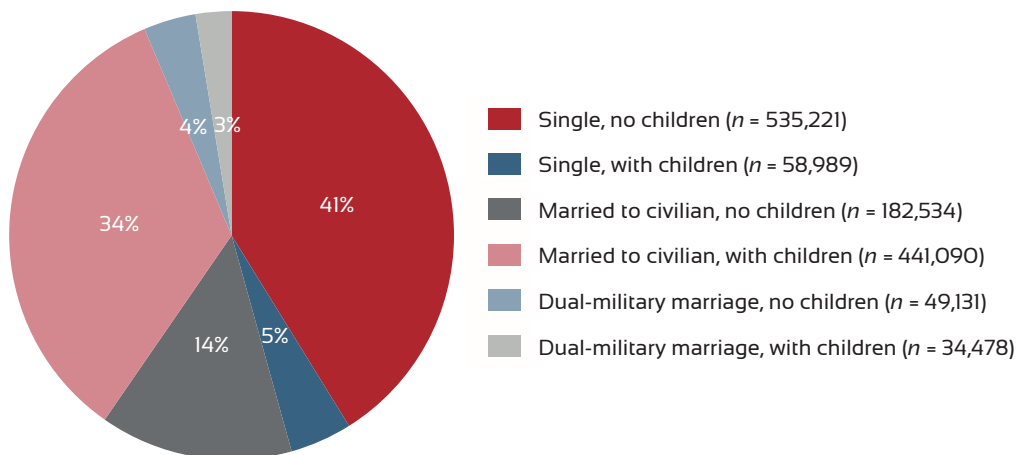
The Secretary of Defense should expand affordable, quality childcare resources and offer more 24-hour options to Service members to meet increasing demands.

## Reasoning

The Committee remains concerned about the availability of resources that affect the retention, morale, and readiness of Service members. Comprehensive childcare has been an ongoing challenge for Service members and has been highlighted as such by DACOWITS for more than 35 years.<sup>368</sup> Access to convenient, affordable, quality childcare is critical for military parents to remain focused on their missions. Although DoD has made great strides in addressing Service members' childcare needs, the Committee's research indicates that major gaps still remain. These gaps could particularly affect military mothers, who are less likely to have a stay-at-home spouse and more likely to feel the strain of balancing family and military responsibilities. The Committee believes that expanding hours of service at some CDCs and developing other flexible childcare options could address some of these gaps and ultimately increase operational readiness.

Service members with children represent a large percentage of the overall force, making adequate childcare critical to DoD's mission. As of 2015, 41 percent of active duty Service members had a child or children. This included 58,989 single Service members and 34,478 individuals in dual-military marriages (see Figure 4.1).<sup>369</sup>

**Figure 4.1. Active Duty Family Member Status, 2015**



*"Single" includes annulled, divorced, and widowed Service members. "Children" include minor dependents aged 20 or younger and dependents aged 22 or younger enrolled as full-time students.*

*Percentages do not total to 100 because of rounding.*

*Source: DoD, Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, n.d.<sup>370</sup>*



To serve military families, DoD operates more than 600 CDCs and care facilities for school-age children, serving more than 100,000 children at more than 200 installations. These numbers do not include family child care and community-based care options catering to military families.<sup>371</sup>

Providing childcare for Service members is a critical task, and the Committee has been pleased to see DoD make improvements in this area in recent years, such as establishing a website ([militarychildcare.com](http://militarychildcare.com)) that serves as a “single gateway” for parents to identify and request childcare if they move,<sup>372</sup> but more work remains to be done to meet Service members’ needs. During the Committee’s 2017 focus groups, participants cited general satisfaction with the value of DoD CDCs but acknowledged the lack of availability (e.g., associated wait lists) and limited operating hours as the biggest challenges in meeting their needs as highly mobile professionals who often work nonstandard or extended duty hours. These participants also noted that certain populations such as dual-military families, single parents, and junior enlisted members may face additional difficulty securing adequate childcare coverage, indicating these groups may require additional support:

*“I love the [CDC]. The caretakers are awesome . . . , but the wait list is long. I had to have my grandma come out for a month because I didn’t want to pay the \$300+ that it was for childcare off base.”*

—Junior Enlisted Woman

*“We looked into putting both kids in childcare [at the CDC] and didn’t because the wait list was crazy. Unbelievable how long it would take—you’re talking a year. [My wife] stays at home now. . . . Everywhere is completely booked.”*

—Senior Enlisted Man

*“This week, I’m having a problem. [The childcare facility is] open from 0600 to 1800, and . . . we have [physical training] at the last minute at 0500 or 0600, and I can’t drop my kid off, so I’m going to be late. They say that you can drop them off earlier with a 2-week notice [and] a description, but who gets that?”*

—Junior Enlisted Woman

*When I was at [installation], that was the best childcare ever . . . They have one daycare open from 0400 to 1900, and they have overnight care because they are [instructors who need to work long days and overnights]. It’s the best. . . . You bring an extra change of clothes [for the kids], and they can stay overnight [at the childcare facility] . . . All [installations] should have something like that. Sometimes, you need earlier or later [hours for childcare].*

—Female Officer

The most common challenges cited by focus group participants were availability and wait lists, followed by operating hours, cost, structure and programming, convenience and location, and provider and facility quality.



DACOWITS believes that childcare is not only a retention issue but also one that affects unit morale and readiness. This is particularly noticeable in military units with a high operating tempo and frequent exercises. A literature review on the needs of single parents serving in the Air Force, for example, found that “military occupational specialties [that] involve long work days (in some cases 12 hours or more) and weekly schedules that frequently involve working or training on weekends and holidays . . . may place inordinately high levels of stress on parents in general and single parents in particular as they struggle to balance their military responsibilities with their parenting.”<sup>373</sup> Easing this burden can help reduce the stress of balancing a family and the necessarily dynamic nature of military service. Expanding access to 24-hour childcare and providing other flexible childcare options can help military parents meet the nonstandard schedule typical of many operational units.

## Summary

Lack of access to convenient, quality childcare hinders the ability of military parents to maintain a stable work-life balance and remain focused on their missions. Although DoD has made strides in easing the process of registering for access to childcare, it is essential that the military focus more on expanding the hours of service at CDCs and developing other flexible childcare options.

## Family Care Plans

To build upon its study of childcare and emergent discussions from Committee focus groups over the last 2 years, DACOWITS explored Service member experiences with Family Care Plans (FCPs), which are written documents outlining how children will be cared for while military parents are away for work (e.g., during deployments and extended training periods or exercises). The Committee was interested in learning about the perceived utility of FCPs and related challenges Service members faced. To inform its recommendation on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS Website:



- Briefings from the Military Services on the application of the FCP policies of each respective Service branch (December 2016)<sup>374,375,376,377,378</sup>
- Findings from focus groups with Service members to assess their perceptions and experiences related to FCPs (Focus Group Report, 2017)<sup>379</sup>

DACOWITS' recommendation and supporting rationale on FCPs follow.

### Recommendation

The Secretary of Defense should conduct a review of the Military Services' implementation of the Family Care Plan Instruction (DoDI 1342.19) to ensure the policy is being utilized as intended for operational readiness and not used inappropriately.

### Reasoning

During the last 2 years, during the Committee's annual installation visits, focus group participants have shared concerns about the implementation of Department of Defense Instruction (DoDI) 1342.19, Family Care Plans.<sup>380</sup>



During this time, the Committee conducted research on FCPs to better understand associated challenges and areas for improvement.

### ***Military Services’ Implementation of Family Care Plan Instructions***

The FCP DoDI “establishes policy, assigns responsibilities, and prescribes procedures for the care of dependent family members of Service members, to include Reserve Component (RC) Service members.”<sup>381</sup> This DoDI was originally issued 25 years ago, in 1992, as a tool to help Service members with certain dependent caretaking responsibilities prepare for deployment and temporary duty.<sup>382</sup> The instruction was last updated in 2010, and currently applies to—

- Service members who are single parents (38,650 active duty men and 20,339 active duty women across the Military Services as of 2015)<sup>383</sup>
- Dual-military couples with dependents (34,478 total active duty members across the Military Services)<sup>384</sup>
- Service members who are married with custody or joint custody of a child whose noncustodial biological or adoptive parent is not the current spouse of the member, or who otherwise bear sole responsibility for the care of children younger than 19 or for others unable to care for themselves in the absence of the member
- Service members who are primarily responsible for dependent family members

Although DoD sets the overarching instruction, each Service is responsible for deciding how it will implement the instruction. For example, each Service may have slightly different guidelines for when the FCP must be created or updated, what documentation a Service member must provide along with the FCP, and when the FCP must be implemented. Table 4.1 summarizes current FCP policies.

***Table 4.1. Family Care Plan Policies for DoD and the Military Services***

| Governing Instructions |  |
|------------------------|--|
| DoD                    | DoDI 1342.19, Family Care Plan Instruction <sup>385</sup>  |
| Air Force              | Air Force Instruction (AFI) 36-2908, Family Care Plans <sup>386</sup>  |
| Army                   | Army Regulation (AR) 600-20, Army Command Policy <sup>387</sup>  |
| Marine Corps           | Marine Corps Order (MCO) 1740.13C, Family Care Plans <sup>388</sup>  |
| Navy                   | Office of the Chief of Naval Operations Instruction (OPNAVINST) 1740.4D, U.S. Navy Family Care Policy <sup>389</sup> |

## Governing Instructions

### Guidance Regarding When Family Care Plans Should Be Developed

|              |   |
|--------------|---|
| DoD          | <p>“All Service members on active duty and all Civilian Expeditionary Workforce (CEW) members shall submit the final family care plan through the chain of command within 60 days of the discussion with the Commander” (p. 10) and “Reserve Component (RC) members shall submit the final family care plan within 90 days of alert notification by the organizational function designated by the Military Department concerned” (p. 10).</p> <p>For changes in family circumstances, “all Service members on active duty and all CEW members shall notify their Commanders no later than 30 days after a change in family circumstances or personal status that generates the requirement for, or update of, a family care plan” (p. 11) and “Ready Reservists shall notify the authority designated by Military Department regulations no later than 60 days after a change in circumstance or personal status that generates the requirement for, or update of, a family care plan” (p. 11).</p> |
| Air Force    | <p>Airmen must “receive a copy of this instruction [AFI 36-2908] with an AF Form 357<sup>390</sup> to complete and return within 60 days of date notified of requirement (90 days for non-active duty). Commanders or first sergeants may grant the member an additional 30 days to submit an acceptable family care plan. Further extensions are not authorized” (p. 5).</p> <p>Airmen who must develop an FCP must “notify the commander or first sergeant immediately, or within 30 days (60 days for Selected Reserve) if changes in personal status or family circumstances require completion of an AF Form 357” (p. 9).</p>  |
| Army         | <p>Soldiers “must complete and have an approved DA Form 5305<sup>391</sup> showing their intentions for Family care not later than 60 days prior to the date of the birth of the child” (p. 41) and DA Form 535 must be “completed and approved within 30 days for Active Army (AA) Soldiers and 60 days for Army National Guard (ARNG) and U.S. Army Reserve (USAR) Soldiers from the date of counseling” (p. 42).</p> <p>The unit commander “may authorize an additional 30 days (60 days total from date of counseling) to all AA Soldiers and 60 days (90 days total from the date of counseling) to all Reserve Component (RC) Soldiers for completion, including submission and final approval of DA Form 5305 with attendant documents” (p. 41).</p>   |
| Marine Corps | <p>Marines must “ensure that the command is notified of a change in dependent status or circumstances within 30 days for Active Duty Marines (AD) or 60 days for Reserve Component (RC) and provide a current FCP within 60 days (AD) or 90 days (RC) after a change in circumstances or personal status that generates the requirement for, or update of, a FCP” (p. 6).</p>   |
| Navy         | <p>Sailors must “submit a new or updated family care plan to the Commanding Officer (CO), or designated representative, within 60 days (90 days for ready reservists) of the following:</p> <ol style="list-style-type: none"> <li>1. Upon change of a previously designated caregiver.</li> <li>2. Upon the birth, adoption, assumption of guardianship of a child, or assumption of sole care for an elderly or disabled family member.</li> <li>3. Upon change in personal or family circumstances.</li> <li>4. Upon reporting to a new duty station.</li> <li>5. Upon receipt of this instruction [OPNAVINST 1740.4D]” (p. 8).</li> </ol>   |

## Governing Instructions

### Guidance Regarding When to Implement Family Care Plans

|              |  |
|--------------|--|
| DoD          | Service members “shall plan for contingencies in the care and support of dependent family members, and shall develop and submit a family care plan within the timelines set forth in this Instruction [DoDI 1342.19]” (p. 2). Additionally, “all Members are responsible for the care of dependent family members during deployments and temporary duty, as at all other times” (p. 8).  |
| Air Force    | “Air Force members will implement their family care plan when required to be absent from their family members” and “this includes single parents or military couples assigned to a family-member-restricted area and activation of noncombatant evacuation operations (NEO) or other emergency evacuation situations if assigned overseas with family members” (p. 3).   |
| Army         | “Soldiers are responsible for implementing the Family care plan and thus ensuring the care of their Family members. When operational or security considerations prevent the Soldier from implementing the plan, it will be used by appropriate military or civilian authorities to obtain care for such Family members. DA Form 5305 may be executed at any time when conditions warrant and Family care is necessary due to the required military absence of the Soldier” (p. 40).  |
| Marine Corps | “To provide documentation of a family care plan to facilitate the care and support of dependent family members and enhance unit and family readiness during planned and unplanned contingencies” (p. 1_1).   |
| Navy         | <p>“Family care plans are mission planning tools that obligate the Service member to establish and document plans to care for minor children and adult family members/dependents while the Service member is absent” (p. 1).</p> <p>Additionally, among other considerations, “the family care plan shall include written provisions for:</p> <ol style="list-style-type: none"> <li>1. Short-term absences (e.g., temporary additional duty requirements, pre-deployment workups, training exercises, and periods of annual training or short-term involuntary recall for inactive reservists).</li> <li>2. Long-term absences (e.g., deployments, unaccompanied tours, and periods of long-term involuntary recall for inactive reservists)</li> <li>3. Other kinds of absences (e.g., normal/extended working hours, watches, weekend duty) are at the discretion of the CO. The CO’s decision should take into account the individual member’s level of responsibility” (p. 5).</li> </ol> |

*The Coast Guard is not included in this table because it is not governed by the FCP DoDI.*



## **Challenges Completing Family Care Plans**

The Committee has learned of several challenges Service members face while completing FCP documentation. The Army's FCP documentation may be cumbersome, and some requirements potentially violate personally identifiable information protections; for example, Soldiers are required to disclose their bank account information to their commands and others reviewing and signing the FCP package (i.e., DD Form 2558).<sup>392</sup> Moreover, Soldiers are initially given only 30 days to complete their documentation (though many do obtain an additional 30-day extension), whereas other Military Services allow their members at least 60 days.

Across the Service branches, many focus group participants shared frustrations about some of the tasks associated with completing their FCPs, including enrolling in life insurance and arranging for housing, food, and emergency needs for their dependents. They found it hard to find trusted individuals to list as alternate caregivers, struggled to keep the plans up-to-date, and described not having enough time to complete the documentation associated with their plans. Several senior enlisted and officer participants recommended the Military Services provide additional training on the proper use and purpose of FCPs to help ease some of these frustrations:

*"The reality is, if it had to be used, it's going to be something different than what's on that paper."*

—Female Officer

*"It's so restrictive. [You cannot list] a military person, and that's who we know and trust! We prayed we didn't have to use it!"*

—Female Officer

*"You get 30 days [to complete the plan] with the option to extend an additional 30 days, and I have never seen someone NOT do a 30-day extension."*

—Senior Enlisted Man

*"If they don't [complete their documentation] in 60 days they will be flagged, but if you just got to [the installation] and you don't know anyone . . . , [it's hard to put together an FCP]."*

—Senior Enlisted Woman

Once the often-challenging process of preparing an FCP is complete, Service members appear to face additional burdens as a result of inappropriate or inconsistent use of FCPs.

## ***Inappropriate and Inconsistent Use of Family Care Plans***

An article published in *Military Medicine* in 2013 explored supportive and nonsupportive military programs, processes, and policies related to deployment of military mothers and found that inflexibility with regard to FCP implementation, and the potentially detrimental consequences associated with not being able to find an adequate caregiver (i.e., becoming separated from the military), was particularly problematic.<sup>393</sup>

The Committee found indications that, across Military Services, local commanders or supervisors may use FCPs in ways that are inconsistent or deviate from Service members' expectations.<sup>394</sup> For example, during 2017 focus groups, participants indicated that some unit leaders directed Service members to enact their FCPs when their sick children needed to be picked up from daycare—a short-term emergency situation some participants felt should not have required an FCP:

*“When my son had a chronic ear infection and got the stomach flu—there were so many symptoms going on that I didn't know how to handle it. I asked to take leave and they didn't allow it. They said the [FCP] should kick in at that point. I had a doctor's note providing that he couldn't be at daycare. I had the full accountability for where I was and all, but I was not able to take leave.”*

—Senior Enlisted Woman

*“Leaders should be more understanding. I get 'What about your Family Care Plan?' but a younger child gets sick a lot of time, that just happens. If you know your [Service member] and their situation, if you're a single parent like me, and one comes home with a stomach virus, the whole house will get sick. . . . That impacts your mission, but what will you do? . . . I think at this point in my unit, they kind of got tired of me saying my child was sick [and said], 'What about your FCP?'”*

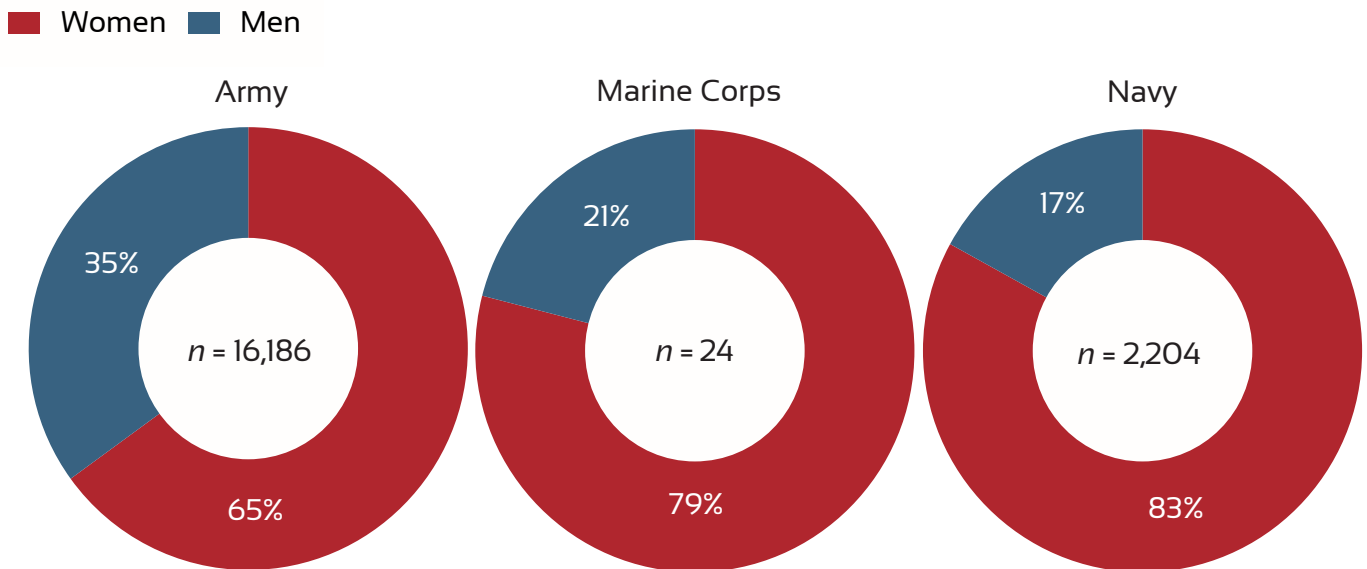
—Senior Enlisted Woman

Although potentially permissible among some Military Services, the Committee views this type of Service-level implementation as inconsistent with the DoD's intent. The Committee believes a thorough review of how policies are implemented across Services could help standardize approaches and prevent potential misuse.

## ***Noncompliance With Family Care Plans Disproportionately Affects Women***

Service members who are separated from the military because of issues related to parenthood, including FCPs, are disproportionately women. According to data provided by the Military Services,<sup>395</sup> between FY 2007 and FY 2016, women represented between 65 and 83 percent of parenthood-related discharges (see Figure 4.2).

Figure 4.2. Gender Distribution of Parenthood-Related Discharges, FY 2007–FY 2016



Army data are for discharges of enlisted Soldiers only; the Army does not have a distinct parenthood-related separation code for officers.

Source: Unpublished internal data from the Army, Marine Corps, and Navy

DACOWITS focus group participants also gave examples of how noncompliance with the FCP affected their careers. In some cases, noncompliance caused Service members to switch career fields; in others, it led Service members to separate from the military altogether. Participants noted how FCPs disproportionately affected certain populations, including dual-military families, single parents, younger or enlisted Service members, and women. They also commented on variation in how compliance with the FCP was determined and enforced by their leadership:

*"I think a lot of times they need that general training on the purpose of [the FCP] and the effectiveness of it. It's not for [situations in which] you can't do this last-minute thing because of your child, and now [they] can separate you."*

—Senior Enlisted Woman

*"Based on what I've seen, it depends on the [commanding officer]. It's at their discretion. . . . It blew my mind that you could literally be separated if it falls through. I hadn't seen that perspective before. When [a peer] was crying about not leaving his son with some random person, I got it."*

—Female Officer



*"The [FCP] is an excuse for leadership to bring up when they don't know how to deal with your situation."*

—Junior Enlisted Man

### **Concerns Regarding the Oversight of FCPs**

DACOWITS believes the implementation of FCP-related policies requires more oversight to ensure they are better understood by the entire chain of command and implemented as intended across Service branches. Improving the way FCPs are administered will require close monitoring by an entity with both the capacity and the authority to enforce proper and consistent FCP use. Oversight of DoDI 1342.19 currently falls under the Office of Military Family Readiness Policy (OMFRP), which is housed within the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD[MC&FP]). The Committee has several concerns regarding the current oversight of this instruction; an explanation of these concerns follows:

- ODASD(MC&FP) does not have the authority to hold the Military Services accountable for implementation of FCP policies and cannot require the Military Services to implement FCP policies in alignment with DoD's original intent.
- Implementation of DoDI 1342.19 is primarily a readiness and/or personnel issue rather than a family care issue because it is the Service member's responsibility to complete it.

The Committee recommends that DoD review how DoDI 1342.19 is currently being managed and suggests that oversight be shifted under the auspices of either Force Readiness (FR) or Military Personnel Policy (MPP). MC&FP, which currently oversees the instruction, is responsible for ensuring military community quality-of-life programs are designed and executed to support the needs of the total force.<sup>396</sup> FR, however, is responsible for advising the SecDef, Deputy SecDef, and USD(P&R) on key military readiness and training issues,<sup>397</sup> and MPP is responsible for overseeing all military personnel policies and programs and supporting the Military Services in accomplishing their assigned missions.<sup>398</sup>

The Committee believes that FR or MPP is better equipped to oversee the Military Services' implementation of this instruction. At present, the FCP instruction is aligned as a family readiness requirement under MC&FP; however, the way it is being implemented creates a force readiness and operational readiness requirement as it affects a Service member's ability to deploy. Maintaining an FCP is a Service member's responsibility and cannot be delegated to his or her family member for completion or compliance. Unit leadership approves and signs completed FCPs. If a Service member does not maintain an FCP, the member can be separated from the military because he or she is deemed nondeployable, creating force-wide readiness challenges.

The FCP instruction has serious operational readiness implications, and noncompliance is a dischargeable offense. This further demonstrates that FR or MPP is better suited to oversee the FCP instruction.

## **Potential Next Steps**

The Committee recommends that DoD conduct a programmatic review of DoDI 1342.19 to ensure it is being utilized as intended, identify the best office to oversee implementation, and identify FCP best practices in execution by the Military Services. During the Committee's study of this topic, it learned of several promising practices to improve FCP implementation. It encourages DoD to research the effectiveness of these approaches and consider augmenting them. Some examples of these practices follow:

- The Air Force utilizes its Management Internal Control Toolkit, a tracking system that allows commanders and first sergeants to establish procedures to maintain and update information in the Military Personnel Data System identifying all personnel requiring FCPs. As of December 2016, the Air Force was planning to increase the utility of the toolkit even further by implementing a fully automated system.<sup>399</sup>
- As of December 2016, the Marine Corps planned to streamline its approach to the FCP; these changes will include transitioning to an online system through the Marine Online portal, which houses individual personnel records and documentation. The new system aims to facilitate moving files and submitting required documentation. Moreover, the Marine Corps planned to implement new training for unit-level FCP validators, and update the FCP workshop curriculum to include information on automation and enhanced information on appropriate uses of the FCP.<sup>400</sup>

Promising practices identified by a systematic DoD review should be shared among the Military Services so they may recognize similarities and align their practices where appropriate.

## **Summary**

DACOWITS is concerned that the Military Services may be implementing FCP instructions in ways that stray from the original intent of these policies. Since the Military Services have different FCP policy requirements, DoD should review each branch's implementation of DoDI 1342.19 to identify best practices and ensure the instruction is being utilized as intended for operational readiness, and not used inappropriately as a mechanism to discharge military personnel. This review should result in an increased understanding of FCPs at all levels to improve implementation and ultimately enhance the resiliency of Service members.

## **Impacts of Social Media/Online Harassment**

In 2015, DACOWITS conducted a formal study on how social media affects Service members and made recommendations related to social media and sexual harassment online. In light of news stories published in early 2017 about scandals involving illicit photo sharing by Service members, the Committee revisited its 2015 recommendations to assess what progress has been made since 2015 and what work remains to be done. To

inform its recommendation on this topic, DACOWITS collected information from the following data sources during the past year. The following primary sources are available on the DACOWITS Website:

- Written responses from the Military Services on their progress related to five 2015 DACOWITS recommendations (September 2017)<sup>401,402,403,404,405</sup>
- A briefing from the Naval Criminal Investigative Service (NCIS) on Task Force Purple Harbor, a joint social media task force, as summarized in the meeting minutes (June 2017)<sup>406</sup>
- Findings from focus groups with Service members about their experiences with social media training and messaging (Focus Group Report, 2017)<sup>407</sup>

DACOWITS' recommendation and supporting rationale on the impact of social media/online harassment follow.

## Recommendation

The Secretary of Defense should endorse the 2015 DACOWITS recommendations on the impacts of social media and sexual harassment online and ensure the ongoing efforts of the Military Services continue to emphasize and enforce acceptable behavior and Service member accountability.

## Reasoning

Concerned about potential misuse of social media among Service members, including online bullying and harassment, the Committee conducted a comprehensive study of this topic in 2015. The Committee made two recommendations related to social media in its annual report that year,<sup>408</sup> which were based on results from the Committee's focus group discussions, data collected from the Military Services, and additional literature reviews conducted by the Committee. The Committee also issued three recommendations more broadly related to sexual harassment and sexual assault. These recommendations were as follows:

- The Department of Defense and the Military Services should revise their definition of sexual harassment and any regulations pertaining to the use of social media to clarify that conduct or speech that takes place wholly online can itself constitute sexual harassment.
- The Military Services should revise and implement sexual harassment training that addresses online harassment, anonymity, and the consequences of online behavior both on- and off-duty.
- The Secretary of Defense, Service Secretaries, and Joint Chiefs of Staff should communicate a united, passionate, and powerful message to the Armed Forces that sexual harassment and sexual assault are not part of our military culture.



- The Service Chiefs should send verbal and written communications to Service members emphasizing that sexual harassment and sexual assault are unacceptable and will not be tolerated. The message should embrace aggressive accountability of sexual harassment and sexual assault offenders, and those who were knowledgeable of the attacks and did nothing.
- The Department of Defense should require that the Military Services provide at least the same attention to preventing and responding to sexual harassment as they do to preventing and responding to sexual assault.

The Committee's efforts preceded several media accounts of online sexual harassment among active duty and retired Service members. Most notably, in spring 2017, news outlets broke the story about the Marines United scandal in which inappropriate photos of female Service members were posted to a Facebook group accessible to approximately 30,000 Marines.<sup>409</sup> Given the increased use of social media across the military and the constant evolution of online harassment, the Committee believes DoD must be explicit when outlining accountability and consequences for online harassment among Service members. Findings from the 2017 focus groups indicate that although most participants received some form of social media training or guidance on appropriate use, the amount of training was insufficient, and some of it was focused solely on operational security. Several participants felt that Service members were still not sufficiently cautious online and that standards for appropriate behavior were not consistently or sufficiently enforced. Strong encouragement from DoD could help maintain focus on these challenges.

DoD endorsement and oversight are particularly important given the disproportionately negative impact of social media on young Service members and women. As cited in the 2015 DACOWITS annual report, research from the Pew Research Center (2014) revealed that "Online harassment is a growing and pervasive part of our society, both inside and outside the workplace," and that an estimated 40 percent of all internet users, and 65 percent of internet users aged 18–29, have been harassed online.<sup>410</sup> Most new recruits entering into military service fall within this age group. Moreover, the report noted that women are more likely than men to be affected by the most severe forms of online harassment, including stalking and inferences of sexual assault. The Committee believes that when Service members carry out this type of harassment, it can directly affect unit cohesion and mission readiness.

There are challenges in regulating and prosecuting online harassment, as the online environment is constantly changing. The 24/7 nature of military service requires a broader view of the workplace environment. The military prides itself on being a family as well as a workplace. Sexual harassment is a destructive force and must be addressed and eliminated to retain the dignity and safety of all Service members. DACOWITS strongly believes that Service leaders at all levels, especially the Service Chiefs, must take overt actions to enforce strict accountability for such behavior as passionately and seriously as they enforce mission accomplishment.

Although the Committee encourages continued DoD oversight to ensure that the Military Services maintain an appropriate focus on acceptable behavior and accountability online, it acknowledges that the Military Services have made notable progress in addressing the Committee's 2015 recommendations. Table 4.2 summarizes the Military Services' descriptions of their activities relative to several DACOWITS recommendations related to social media,

military culture, the elimination of sexual harassment and sexual assault, and strengthening the effectiveness of each Service’s program to address sexual harassment.

**Table 4.2. Summary of Service Progress Related to 2015 Recommendations as of September 2017**

| DACOWITS 2015 Topic  | DACOWITS 2015 Recommendation   | Summary of Responses From Military Services <sup>a</sup>   |
|--|--|--|
| Social Media   | The Military Services should revise their definition of sexual harassment and any regulations pertaining to the use of social media to clarify that conduct or speech that takes place wholly online can itself constitute sexual harassment.  | The Military Services indicated that their policies relating to sexual harassment now address or are being updated to address the issues of social media and online behavior.                                |
|  | The Military Services should revise and implement sexual harassment training that addresses online harassment anonymity, and the consequences of online behavior both on and off-duty.   | The Military Services reported that their respective training now address or are being updated to address the issue of sexual harassment online.   |
| Military Culture and the Elimination of Sexual Harassment and Sexual Assault | The Service Secretaries and Joint Chiefs of Staff should communicate a united, passionate and powerful message to the Armed Forces that sexual harassment and sexual assault are not part of the military culture.   | The Military Services reported that their Service Chiefs have communicated strong messages regarding sexual harassment and sexual assault.   |
|  | The Service Chiefs should send verbal and written communications to Service members emphasizing that sexual harassment and sexual assault are unacceptable and will not be tolerated. The message should embrace aggressive accountability of sexual harassment and sexual assault offenders, and those who were knowledgeable of the attacks and did nothing. | The Military Services reported that verbal and written communications to Service members on sexual harassment and sexual assault are regularly transmitted through a variety of messaging platforms.         |
| Strengthening the Effectiveness of the Sexual Harassment Program             | The Military Services should provide the same attention to preventing and responding to sexual harassment as they do to preventing and responding to sexual assault.   | The Military Services reported they agree with DACOWITS that a culture of respect is crucial to unit cohesion and mission readiness and have incorporated this value in their respective training curricula. |

<sup>a</sup>Full responses from each Service branch are available on the DACOWITS Website.<sup>411</sup>

In addition to sharing its progress relative to DACOWITS' 2015 recommendations as noted in Table 4.2, the Marine Corps voluntarily requested to brief the Committee on its actions following the Marines United scandal. A team of briefers provided updates on Task Force Purple Harbor, a joint social media task force headed by NCIS, and affirmed the Marine Corps' commitment to "maintaining an organization in which each Marine is fully valued to enable the Marine Corps to reach the best members from across society, leverage each individual's strengths, and build capabilities to fight wars as a team."<sup>412</sup> They described the task force's formation in response to the crisis and its evolution to a soon-to-be-permanent fixture within NCIS. They also provided details about new or refined processes designed to better support victims of harassment, hold perpetrators accountable, and train all Marines to uphold standards of conduct and promote a positive, supportive culture across the Corps. The Committee supports this strategic approach to addressing both online harassment and the underlying culture that causes it and encourages continued reinforcement of these kinds of approaches across all Military Services.

## Summary

In the 2015 DACOWITS annual report, the Committee voted on and approved five recommendations related to the impacts of social media and sexual harassment online. The Committee is pleased that the Military Services have taken action to address these recommendations but feels strongly that DoD should endorse the 2015 DACOWITS recommendations, continue to define and educate military personnel on acceptable online behavior, and hold personnel accountable.

## Parental Leave Policies

Continuing its work from 2015 and 2016, DACOWITS examined issues and concerns surrounding pregnancy, the postpartum period, and parenthood. The Committee explored how recent adjustments to maternity leave policies, and proposed adjustments to parental leave have affected individual Service members and their units. To inform its recommendations on this topic, DACOWITS collected information from several data sources during the past year. The following primary sources are available on the DACOWITS website:

- Findings from focus groups with Service members to assess their knowledge, perceptions, and experiences related to parental leave policies (Focus Group Report, 2017)<sup>413</sup>
- Briefings about the Navy's<sup>414</sup> Pregnancy and Parenthood Survey and similar efforts from the other Military Services (June 2017)<sup>415,416,417,418</sup>

DACOWITS' recommendations and supporting rationale on parental leave policies follow.

### Recommendation 1

The Secretary of Defense should consider allowing the Military Services to permit flexible (noncontinuous) use of maternity and parental leave if requested by the military parent(s).



## Reasoning 1

To improve recruitment and retention of top military talent, DoD has increased its focus on family-friendly policies in recent years. In 2015, then-Secretary of Defense Ash Carter launched “Force of the Future,” an initiative designed to modernize the way DoD attracts and retains the best available personnel. He targeted military parents in the second wave of reforms under this initiative, establishing a DoD-wide 12-week standard for paid maternity leave and proposing expansions to leave for fathers and adoptive parents among other changes. These policy shifts acknowledged that “the stresses of military service on our families are heavy and well known and it is one of the top reasons people transition out of the military.”<sup>419</sup>

DACOWITS has followed the implementation of these family benefit reforms closely and applauds DoD’s efforts to help Service members balance family demands with a military career. The Committee believes these efforts will support the retention of qualified personnel and, in turn, the strength and preparedness of the force. However, work remains to be done. DACOWITS recommends that DoD continue to study these policies and adjust them as needed to ensure they meet the needs of both Service members and the Military Services. The Committee proposes permitting flexible (noncontinuous) use of maternity and other parental leave (including paternity leave) to improve Service members’ ability to balance their career and family obligations.

Each Service offers paid leave for military parents. DoD’s OUSD(P&R) recently implemented a policy to standardize 12 consecutive weeks of maternity leave following childbirth across Military Services. This represented a 6-week decrease in maternity leave for Sailors and Marines but a 6-week increase for Soldiers, Airmen, and Coastguardsmen at the time of implementation.<sup>420,421</sup> Paternity leave and adoption leave policies are in flux following changes proposed under the Force of the Future initiative<sup>422</sup> or in the approved 2017 NDAA. As of October 2017, the 2017 NDAA had approved an increase to 14 days of paternity leave; the Office of the Secretary of Defense was working with the Military Services to implement this change. The 2017 NDAA had also approved increases to adoption leave, which the OUSD(P&R) was working to implement.

### ***Service Members’ Leave-Related Needs Are Highly Varied and Individualized***

Service members face unique demands and challenges not encountered by the civilian workforce. These demands can vary widely depending on a range of personal and professional factors. The Committee believes that providing military parents with more customized, flexible leave policies, such as offering noncontinuous leave, can help Service members better balance the challenges they face in work and family life and support their ongoing commitment to their military careers.

Participants in the 2017 DACOWITS focus groups<sup>423</sup> discussed a range of factors that affected Service members’ needs and experiences regarding maternity and other types of parental leave. The circumstances surrounding a child’s arrival can vary widely; some families may need a great deal of support, whereas others can adjust

relatively quickly. Some units may be able to absorb the impact of a Service member taking leave without the absence affecting readiness, whereas others may struggle. Some parents might be able to return to work relatively quickly but could benefit from reserving some of the unused time to take young children to the doctor, address unexpected childcare challenges, or deal with other common situations that require parental time even after they return to work. Participants identified several personal and family factors that affected leave-related needs:

- **Child Health.** Participants described a greater need for time off to tend to children with health-related issues ranging from ordinary illnesses to medical complications or disabilities. For example, parents may need time to care for young children who contract colds or other illnesses at daycare. Similarly, parents of premature babies might need additional time to care for their children while they are in the neonatal intensive care unit (NICU) or intensive care nursery (ICN), as well as upon the babies' release from the hospital, in order to ensure they are healthy before returning to work.
- **Maternal Health.** Many participants noted that the need for leave would be greater for mothers with health challenges. Mothers recovering from cesarean sections would face longer recovery times than those who had vaginal births, for example, and mothers experiencing postpartum depression might require additional adjustment time before returning to work.
- **Availability of Partner and Family to Provide Support.** Returning to work might be easier for Service members with family nearby to assist with the transition. Conversely, those without family or a partner to provide support might need additional leave time to make arrangements.
- **Availability of Childcare.** Families struggling to find childcare might need to take more leave time to secure appropriate care.

Participants also noted several work-related factors that affected individuals' leave-related needs and the impact of leave on units:

- **Unit and position made a difference.** Participants described how smaller units had more difficulty adapting when Service members were on maternity or parental leave; larger units that routinely rotated personnel, however, had the flexibility to fill the gaps. Moreover, it was harder to cover absences for individuals in highly specialized positions compared with individuals in more common positions.
- **Maternity and parental leave were more difficult to accommodate for units with high operations tempo.** Taking leave was more challenging for individuals and units preparing to deploy, engaging in training exercises, or during similarly critical times, such as when units embarked on high-priority missions.

Other factors affecting maternity and parental leave-related needs included the rank of Service members and leadership within the individual's unit.

Given the wide variation in circumstances among individuals and units, many participants advocated for more flexible policies. They felt requests for parental leave should be considered on a case-by-case basis to account for each family's unique situation. Allowing Service members to take their maternity or parental leave nonconsecutively would be one way to help customize leave policies to better suit both Service members and the Military Services. Several participants commented on the need to individualize and customize leave for each individual.

*"It's hard to make [leave policies] blanket across [all Service members] if someone has a different situation. Some people need 4 weeks and they are up and running, and some people after 18 [weeks] are still struggling."*

—Senior Enlisted Man

*"[It] makes a lot of sense to me to go by a case-by-case basis [when determining parental leave]. . . . Maybe they need the full 12 [weeks]. [Conversely, with] my last child, 6 weeks later, my wife was back doing CrossFit."*

—Male Officer

*"I think a little more time wouldn't hurt, but I would leave that more on the command to say, 'Yes, this is appropriate,' or 'We can afford to do more time,' as opposed to a policy that you will take X number of days, so there can be some fluctuation."*

—Senior Enlisted Man

*"I would advise someone to take what they needed. . . . Some people do care about their career. . . . I wanted to get back in the cockpit. I was asking my [healthcare] provider to see me early to get me back to flying again. I wouldn't put that on someone. You can't presume to know what someone wants. . . . I will support people in their decisions."*

—Female Officer

Importantly, participants also noted that providing flexible policies can generate goodwill among Service members and help ensure their long-term commitment to military service. Some specifically cited the ability to "break up" leave into multiple segments as something that would have helped them.

### **Other Large Employers Offer Flexible Leave**

Although offering nonconsecutive leave would be a change for DoD and the Military Services, a few top companies across the United States have implemented similarly innovative policies. For example, in spring 2017, the National Partnership for Women & Families<sup>424</sup> catalogued some of the new and expanded paid leave policies announced by large companies in the past 2 years (see Table 4.3).



Table 4.3. Flexible Leave Policies Offered by Large Companies

| Company Policy and Date of Implementation                                    | Paid Leave Policy Details  | Additional Policy Details  |
|--|--|--|
| Barclays PLC<br>June 15, 2016<br><i>Financial services</i>                   | <p><b>Primary caregiver leave:</b> 16 weeks paid leave</p> <p>Secondary caregiver leave: 6 weeks paid leave, includes adoption and foster care</p>   | <ul style="list-style-type: none"> <li>▶ Provides primary caregivers the option of splitting their leave into two periods of leave taking</li> </ul>   |
| Etsy<br>March 15, 2016<br><i>Internet</i>                                    | <p><b>Parental leave:</b> 26 weeks paid leave, includes adoption</p>   | <ul style="list-style-type: none"> <li>▶ Leave can be taken over the 2 years after the birth or adoption of a child</li> </ul>   |
| DOW Chemical<br>January 20, 2016<br><i>Chemicals</i>                         | <p><b>Maternity leave:</b> 12 weeks paid leave for birth mothers</p> <p><b>Secondary caregiver leave:</b> 2 weeks paid leave</p> <p><b>Adoption leave:</b> 4 weeks paid leave</p>  | <ul style="list-style-type: none"> <li>▶ Leave can be taken in weeks/periods through the first year after the child’s birth</li> <li>▶ Allows mothers to transition back to full time and supports breastfeeding</li> <li>▶ Sets global minimum paid leave standard</li> </ul>                   |
| The Nation<br>December 16, 2015<br><i>Publishing</i>                         | <p><b>Parental leave:</b> 16 weeks paid leave, includes adoption</p>   | <ul style="list-style-type: none"> <li>▶ Leave does not need to be taken consecutively throughout the first year after birth or adoption of a child</li> </ul>   |
| Spotify<br>November 19, 2015<br><i>Music</i>                                 | <p><b>Parental leave:</b> 24 weeks paid leave</p>  | <ul style="list-style-type: none"> <li>▶ Leave can be used up to the child’s third birthday</li> <li>▶ “Welcome back” program to allow employees to transition back to work more easily</li> <li>▶ Employees can split their leave into separate periods</li> </ul>                              |
| Microsoft<br>August 5, 2015<br><i>Computer software</i>                      | <p><b>Maternity leave:</b> 8 weeks paid disability leave for birth mother plus 12 weeks paid parental leave (20 weeks paid leave in total)</p> <p><b>Parental leave:</b> 12 weeks paid leave</p>   | <ul style="list-style-type: none"> <li>▶ Leave can be taken in one continuous 12-week period or split into two periods</li> <li>▶ Birth mothers can use short-term disability 2 weeks before baby is due</li> <li>▶ Parents have the option of phasing into work on a half-time basis</li> </ul> |
| Netflix<br>August 4, 2015; revised December 10, 2015<br><i>Entertainment</i> | <p><b>Parental leave:</b> In some divisions, salaried employees receive “unlimited” paid leave during the first year after a child’s birth or adoption; hourly employees receive 16 weeks, customer-service employees receive 14 weeks, and DVD employees receive 12 weeks paid leave; includes adoption</p> | <ul style="list-style-type: none"> <li>▶ Employees can return full time or part time</li> <li>▶ Employees do not have to take leave consecutively</li> </ul>   |

| Company Policy and Date of Implementation                             | Paid Leave Policy Details   | Additional Policy Details                       |
|---|---|---|
| Johnson & Johnson<br>April 29, 2015<br><i>Hospital and healthcare</i> | <b>Maternity leave:</b> 9 weeks paid leave plus 8 weeks parental leave (17 weeks paid leave in total)<br><br><b>Parental and adoption leave:</b> 8 weeks paid leave | ▶ Leave does not need to be taken consecutively |

These kinds of policies are relatively new and rare in the United States, and evidence on their effectiveness is therefore limited at this stage. However, studies of other countries with better-established paid maternity and parental leave policies have found that permitting flexible leave is beneficial to families and employers alike. A report published by the Center for Economic and Policy Research reviewed the national policies of 21 high-income economies, for example, and found that flexible leave arrangements allowed families to “find an arrangement that fits their needs. . . . Parents who can take parental leave on a part-time basis can care for their children without severing their relationship with their employer, which allows professional parents (more likely to be fathers) to take leave without jeopardizing their seniority and career prospects.”<sup>425</sup> Allowing Service members to break up their allocated leave is one way to encourage this “part-time” approach in a way that should be minimally disruptive to the Military Services and allow Service members to fulfill both their family and work obligations.

## Summary 1

There is some evidence to suggest that Service members’ ability to maintain work-life balance plays a key role in their retention, as many 2017 focus group participants described difficulties balancing the demands of a military career and family life. Although current maternity and parental leave policies are a strong step in the right direction, more can be done to tailor leave to families’ unique situations. Allowing flexible (noncontinuous) use of maternity and parental leave is a strategy that has been mentioned by DACOWITS focus group participants and modeled in some companies in the private sector. Flexible leave is one potential way to support a Service member after a child joins the member’s family, whether through birth or adoption. The Committee believes allowing noncontinuous leave, when requested, could help Service members better balance their unique family needs during critical junctures of their lives and, in turn, help support retention efforts.

## Recommendation 2

The Secretary of Defense should consider removing the marriage stipulation from parental leave in order to be consistent with policies that recognize nonmarried parental benefits.

## Reasoning 2

DoD has made strides in promoting the importance of parental time off after the birth of a child, not just for the birth mother but for her partner as well. The congressional approval of expanding other types of parental leave (i.e., paternity leave and adoptive leave) via the 2017 NDAA affirms both the necessity of parental bonding and support time postpartum for non-birth parents. However, the Committee remains concerned that this important leave is not granted to Service members who become parents but who are not married (and who have not given birth to the child) at the time of the birth. Removing the marriage stipulation from parental leave policies would remove a significant challenge for some new parents and would help to emphasize the importance of the support fathers and non-birth parents provide to their partners and their contributions to their children's birth and early development. Findings from the 2017 DACOWITS focus groups, as well as independent research, support this recommendation.

### **More Americans Have “Nontraditional” Families**

The past several decades have seen a decline in “traditional” nuclear families in the United States as women's roles in the workforce and as heads of households have increased. Fewer households consist of a breadwinner father, a caregiver mother, and their children. For example, the percentage of babies born to unmarried mothers in the United States rose from 18 percent in 1980 to 41 percent in 2011 even as the birth rate among teens declined, and the marriage rate in the United States reached a 93-year low in 2014.<sup>426</sup> Furthermore, millennial couples are more likely than previous generations to build families without marriage and are more accepting of households headed by unmarried parents.<sup>427</sup> At the same time, women's participation in the workforce has increased, with women making up almost half (47 percent) of the U.S. labor force today.<sup>428</sup> Attitudes about fathers' involvement are also changing; a study of the civilian business workplace by researchers at Boston College's Center for Work and Family found that 89 percent of fathers in the United States believed it was important for employers to provide paid paternity or paternal leave, a reflection of how fathers today want to share caregiving and breadwinning responsibilities with their partners.<sup>429</sup>

Findings from the 2017 DACOWITS focus groups highlighted some of these cultural shifts. During discussions about parental leave, participants mentioned the military's requirement for a father to be married to the child's mother to take leave, noting the challenges some families faced when fathers wanted to be more involved but were not married and therefore unable to take leave. Some men and women felt the marriage stipulation was inequitable, as it does not recognize that unmarried parents require the same time to adjust to their parental responsibilities as those who are married, nor does it allow unmarried parents to provide critical support to their partners and children.

*“For paternal leave, you have to be married to the mother of the child. A fiancé doesn't get chargeable leave.”*

*—Senior Enlisted Woman*



*"I know if you're not married, you don't get it. I have a daughter, and [her mother and I] are not married, but we live together, and I don't get it."*

—Junior Enlisted Man

*"Command did not give [a Service member] leave . . . , so he had to get back on board the ship the day that his son was born because [he and the child's mother were] not married."*

—Senior Enlisted Man

Some participants added that the marriage stipulation for parental leave was contradictory, noting that marriage was not a requirement for other family-related benefits. For example, a male Service member who is not married to the mother of his child but can document that paternal relationship in the Defense Enrollment Eligibility Reporting System can obtain a basic housing allowance with dependents if he is named on the child's birth certificate or has signed a statement of parentage.<sup>430</sup> Such Service members can also receive TRICARE military health insurance for their children. Guidance from the Federal Government encourages unmarried Service members to pursue these benefits: a U.S. Department of Health and Human Services Handbook for Military Families encourages unmarried fathers to establish paternity so the child has the same rights as children born to married parents, such as "health care coverage, inheritance, and certain types of benefits such as social security, life insurance, pension payments, and veteran's benefits."<sup>431</sup>

For consistency across policies, and to promote parental engagement for all kinds of families, the Committee believes parental leave should be inclusive to all parents regardless of marital status.

### ***The Importance of Paternal Involvement***

Research indicates that providing adequate parental leave to fathers not only responds to current demographic trends but also supports family bonding, child development, and even gender equity. For example, the U.S. Department of Labor found that when fathers take paternity leave, and especially when they take longer leaves, it can lead to better outcomes for their children and the whole family. Longer paternity leave is associated with increased father engagement and bonding, improved health and development outcomes for children, a more egalitarian division of chores and childcare between mothers and fathers, and possible increases in employment and pay for mothers.<sup>432</sup> The Committee feels that these critical benefits help improve Service members' work-family balance and, in turn, support efforts to improve retention and mission readiness. These benefits should be available to all military parents regardless of whether they are married.

## **Summary 2**

DoD has made strides in promoting the importance of parental time off after the birth of a child, not just for the birth mother but for her partner as well. However, given the rise of nontraditional families in the United States, the Committee believes more should be done to support unmarried Service members following the birth or adoption of a child. For consistency across policies, and to promote parental engagement for all kinds of families, the Committee believes parental leave should be inclusive to all parents regardless of marital status.



# Appendix A

## DACOWITS Charter



# Appendix A.

# DACOWITS Charter

**Committee's Official Designation:** The Committee will be known as the Defense Advisory Committee on Women in the Services ("the Committee").

**Authority:** The Secretary of Defense, in accordance with the provisions of the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Committee.

**Objectives and Scope of Activities:** The Committee shall examine and advise on matters relating to women in the Armed Forces of the United States.

**Description of Duties:** The Committee shall provide the Secretary of Defense and the Deputy Secretary of Defense, through the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), independent advice and recommendations on matters and policies relating to women in the Armed Forces of the United States.

**Agency or Official to Whom the Committee Reports:** The Committee shall report to the Secretary of Defense and the Deputy Secretary of Defense, through the USD(P&R). The USD(P&R), pursuant to Department of Defense (DoD) policy, may act upon the Committee's advice and recommendations.

**Support:** The DoD, through the Office of the USD(P&R), shall provide support, as deemed necessary, for the Committee's performance and functions, and shall ensure compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, as amended) ("the Sunshine Act"), governing Federal statutes and regulations, and established DoD policies and procedures.

**Estimated Annual Operating Costs and Staff Years:** The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$975,000.00. The estimated annual personnel costs to the DoD are 4.0 full-time equivalents.

**Designated Federal Officer:** The Committee's Designated Federal Officer (DFO) shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures.

The Committee's DFO is required to be in attendance at all meetings of the Committee and its subcommittee for the entire duration of each and every meeting. However, in the absence of the Committee's DFO, a properly approved Alternate DFO, duly appointed to the Committee according to established DoD policies and procedures, shall attend the entire duration of all meetings of the Committee and its subcommittees.

The DFO, or the Alternate DFO, shall call all meetings of the Committee and its subcommittees; prepare and approve all meeting agendas; adjourn any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures; and chair meetings when directed to do so by the official to whom the Panel reports.

**Estimated Number and Frequency of Meetings:** The Committee shall meet at the call of the Committee's DFO, in consultation with the Committee's Chairperson. The estimated number of Committee meetings is four per year.

**Duration:** The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.

**Termination:** The Committee shall terminate upon completion of its mission or two years from the date this charter is filed, whichever is sooner, unless the Secretary of Defense extends it.

**Membership and Designation:** The Committee shall be comprised of no more than 20 members who are appointed by the Secretary of Defense or the Deputy Secretary of Defense and who have experience with the military or with women's workforce issues. The Secretary or the Deputy Secretary of Defense shall select and appoint the Committee's Chairperson from the total membership. All Committee member appointments must be renewed by the Secretary of Defense or the Deputy Secretary of Defense on an annual basis.

The Secretary of Defense or the Deputy Secretary of Defense may appoint the Director of the Center for Women Veterans for the Department of Veterans Affairs to serve as a non-voting ex-officio regular government employee (RGE) member, who participates in the Committee's deliberations. If appointed, he or she will not count toward the Committee's total membership or to determine whether a quorum exists.

The USD(P&R) may request the appointment of additional experts and consultants to advise the Committee as subject matter experts. If approved by the Secretary of Defense, these experts and consultants, appointed under the authority of title 5 U.S.C. § 3109, shall have no voting rights on the Committee or its subcommittees, shall not count toward the Committee's total membership, and shall not engage in Committee deliberations.

Committee members appointed by the Secretary of Defense or the Deputy Secretary of Defense, who are not full-time or permanent part-time Federal employees, shall be appointed as experts and consultants, under the authority of 5 U.S.C. § 3109, to serve as special government employee (SGE) members. Committee members appointed by the Secretary of Defense, who are full-time or permanent part-time Federal employees, shall serve as RGE members. Committee members shall serve a term of service of one-to-four years on the Committee. No member may serve more than two consecutive terms of service without Secretary of Defense or Deputy Secretary of Defense approval. This same term of service limitation also applies to any DoD authorized subcommittees.

All Committee members will be reimbursed for travel and per diem as it pertains to official business of the Committee. The Committee members, who are appointed by the Secretary of Defense or the Deputy Secretary of Defense as SGE members, will serve without compensation.

**Subcommittees:** The DoD, when necessary and consistent with the Committee's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Committee. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the USD(P&R), as the DoD Sponsor.

Such subcommittees shall not work independently of the Committee, and shall report all of their recommendations and advice solely to the Committee for full and open deliberation and discussion. Subcommittees, task forces, or

working groups have no authority to make decisions and recommendations, verbally or in writing, on behalf of the Committee. No subcommittee or any of its members can update or report, verbally or in writing, on behalf of the Committee, directly to the DoD or any Federal officers or employees.

The Secretary of Defense or the Deputy Secretary of Defense will appoint subcommittee members to a term of service of one to four years, even if the member in question is already a member of the Committee. Subcommittee members shall not serve more than two consecutive terms of service, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense.

All subcommittee members, if not full-time or permanent part-time Federal employees, will be appointed as experts and consultants, under the authority of 5 U.S.C. § 3109, to serve as SGE members, whose appointments must be renewed on an annual basis. Subcommittee members appointed by the Secretary of Defense, who are full-time or permanent part-time Federal employees, shall serve as RGE members. With the exception of reimbursement of official travel and per diem related to the Committee or its subcommittees, subcommittee members shall serve without compensation.

All subcommittees operate under the provisions of FACA, the Sunshine Act, governing Federal statutes and regulations, and established DoD policies and procedures.

**Recordkeeping:** The records of the Committee and its subcommittees shall be handled according to Section 2, General Records Schedule 26 and governing DoD policies and procedures. These records will be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

**Filing Date:** April 22, 2014







# Appendix B

## Research Methodology

# Appendix B.

## Research Methodology

This appendix provides an overview of DACOWITS' research methodology. The Committee bases its work on a yearlong research cycle.

### Study Topic Development

The current cycle began in December 2016. At this meeting, DACOWITS members identified study topics for the coming year based on current issues affecting servicewomen and lingering concerns carried over from the previous research cycle. Following this meeting, the Committee developed clear, testable research questions to guide its work on these topics. The Committee then identified the most appropriate methodologies to address each research question (e.g., soliciting Service input through RFIs, performing literature reviews, conducting focus group discussions). This methodology information was entered into a research plan matrix and was revisited quarterly to address new information obtained during the Committee's business meetings and new questions that arose. This research plan formed the basis for the development of the focus group materials and the RFIs the Committee released in preparation for each of its quarterly business meetings (see Table B.1).





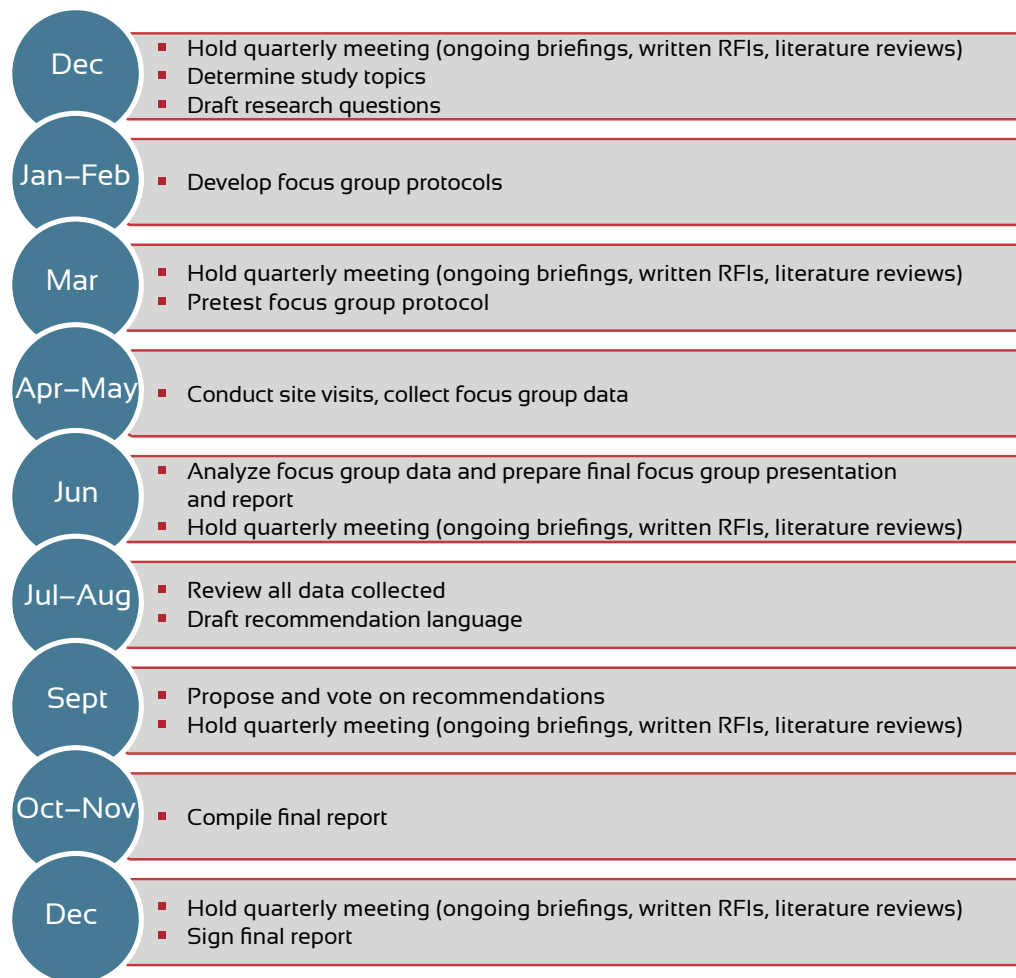
Table B.1. DACOWITS 2017 Study Topics and Data Sources

| Study Topic   | Data Sources      |                |               |
|---|-------------------|----------------|---------------|
|   | Responses to RFIs | Focus Groups   | Other Sources |
| <b>Recruitment and Retention Recommendations</b>                    |                   |                |               |
| Recruiting Strategies   | ●                 | ● <sup>a</sup> | ●             |
| Propensity to Serve   | ●                 | ● <sup>a</sup> | ●             |
| Accessions and Marketing  | ●                 | ● <sup>a</sup> | ●             |
| Mid-Career Retention  | ●                 | ● <sup>a</sup> | ●             |
| Dual-Military Co-Location Policy                                    |                   | ●              | ●             |
| <b>Employment and Integration Recommendations</b>                   |                   |                |               |
| Key Job Opportunities and Assignments to Facilitate Promotion       | ●                 |                | ●             |
| Gender-Integrated Boxing Programs at the Military Service Academies | ●                 |                | ●             |
| Gender Integration Implementation Plans                             | ●                 | ● <sup>a</sup> | ●             |
| Physiological Gender Differences                                    | ●                 |                | ●             |
| <b>Well-Being and Treatment Recommendations</b>                     |                   |                |               |
| Parental Leave Policies   | ●                 | ● <sup>a</sup> | ●             |
| Childcare Resources   | ●                 | ● <sup>a</sup> | ●             |
| Family Care Plans   | ●                 | ● <sup>a</sup> | ●             |
| Impacts of Social Media and Online Harassment on Service Members    | ●                 | ● <sup>a</sup> | ●             |

<sup>a</sup> The selected topics were primary study topics for the 2017 DACOWITS focus groups. The remaining topics listed in this column were raised spontaneously by participants during the open discussion period at the end of each focus group and occurred with enough frequency to allow the research team to use the input on these topics to draw conclusions.

As shown in the timeline presented in Figure B.1, data collection activities progressed once the Committee developed its research plan.

*Figure B.1. Timeline of Key Research Activities*



## Requests for Information

In advance of each meeting, DACOWITS prepares RFIs for DoD, the Military Services, and other entities as appropriate. These requests include targeted research questions and the preferred delivery method for each request (i.e., briefing during a quarterly meeting, written response). The Committee's RFIs take many forms, including data calls, policy briefs, literature reviews, and status updates. DACOWITS received responses to RFIs during each of its quarterly business meetings (held in December 2016, March 2017, June 2017, and September 2017). The Committee acknowledges each of the Service representatives for the numerous briefings and written responses they developed to respond to DACOWITS' requests. Appendix E presents all the DACOWITS 2017 RFIs and the corresponding responses.

## Focus Groups

Between the December 2016 and March 2017 meetings, the Committee worked with its research contractor to develop preliminary focus group protocols and mini-surveys to administer to focus group participants. Following the March meeting, DACOWITS pretested the focus group protocols and mini-surveys at a local military installation and adjusted them in preparation for data collection.

The Committee collected qualitative data during site visits to five military installations—representing all four DoD Service branches (Air Force, Army, Marine Corps, and Navy) and the Coast Guard—from April to May 2017 (see Appendix D for the full list of installations visited). During the focus groups at these sites, the Committee addressed five topics:

- Propensity to Serve
- Mid-Career Retention
- Parental Leave
- Childcare, including Family Care Plans
- Gender Integration

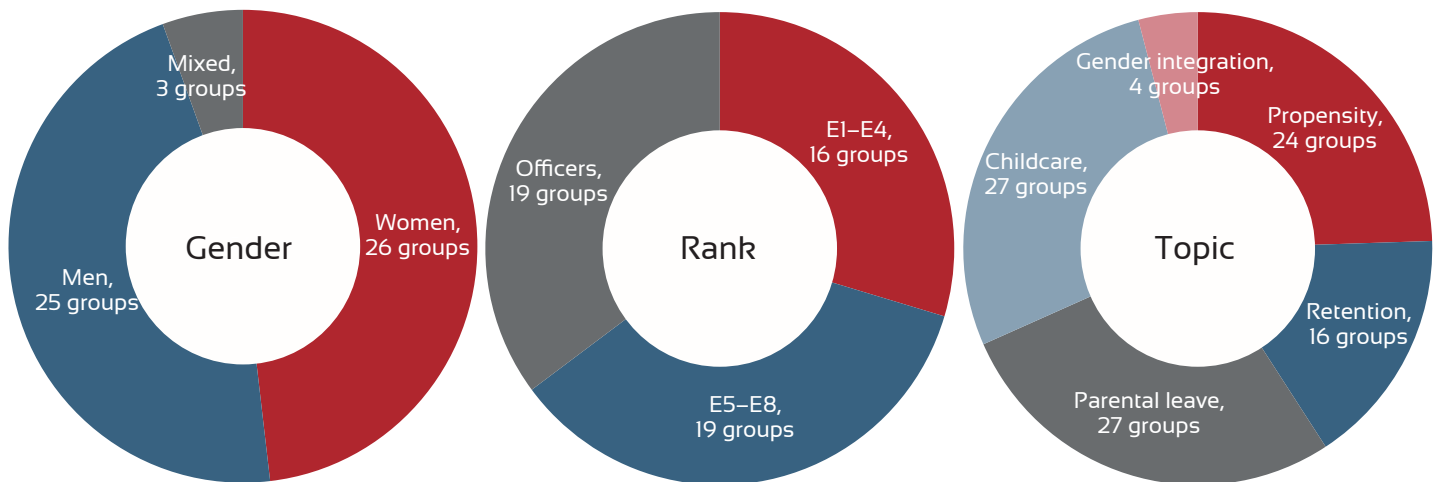
DACOWITS also conducted a case study for which it held focus groups at Fort Hood with participants from units that were integrating the first women into the newly opened combat arms specialties of Infantry and Armor.

Each protocol covered either one or two topics to ensure each study topic was addressed by each Service, gender, and military pay grade group as was relevant given the study topic. Protocols with two topic modules were used for 90-minute focus groups; protocols with one topic module were used for 60-minute focus groups. Committee members facilitated the focus group discussions to elicit and assess views, attitudes, and experiences of Service members regarding the study topics. The Committee also distributed mini-surveys to participants to determine the demographic composition of the groups. All data collection instruments were approved by the research contractor's Institutional Review Board, with concurrence from OUSD(P&R), and approval from the Washington Headquarters Services Directives Division, to ensure the protection of human subjects.



DACOWITS conducted 54 focus groups. Of the 54 groups, 25 were held with men, 26 were held with women, and 3 were comprised of participants of both genders. Sixteen groups were conducted with junior enlisted participants (E1–E4), 19 groups were held with senior enlisted participants (E5–E8), and 19 were conducted with officers. There were 563 participants with an average of 10 participants per session. DACOWITS used the gender integration module in 4 groups, the propensity to serve module in 24 groups, the mid-career retention module in 16 groups, the parental leave module in 27 groups, and the childcare module in 27 groups. Participants were asked to indicate their responses for selected questions by raising their hands, and focus group staff conducted a hand count of respondents. Each installation was responsible for recruiting focus group participants from the demographic categories specified by DACOWITS (see Figure B.2). The results of these focus groups were presented to the public at the Committee’s June business meeting and through a report posted to the DACOWITS Website (<http://dacowits.defense.gov>).

*Figure B.2. Focus Group Breakdown*



## Review of Other Data Sources

Throughout the year, Committee members reviewed data sources in addition to the focus group findings and responses to RFIs. DACOWITS staff prepared research reports and digests of timely news articles for Committee members. The DACOWITS research contractor conducted several formal literature views on DACOWITS’ behalf; these studies included detailed reviews of recent peer-reviewed literature and data on the civilian population and foreign militaries. In preparing the report, the support contractor team also worked with DACOWITS to conduct several ad hoc data analyses.

## Recommendation Development

During the September 2017 quarterly business meeting, the Committee members voted on their recommendations. Members developed these recommendations after reflecting upon their site visits, carefully reviewing the focus group findings, and revisiting the RFI responses and all other information received throughout the year. These recommendations were then compiled into this final report, which the Committee approved and signed at the December 2017 quarterly meeting before selecting new study topics for 2018.









# Appendix C

## Biographies of DACOWITS Members

# Appendix C. Biographies of DACOWITS Members

## **General Janet Wolfenbarger, USAF, Retired (Chair) • Mico, Texas**

Gen (Ret.) Wolfenbarger retired from the Air Force in July 2015. In her last assignment before retirement, she served as Commander, Air Force Materiel Command (AFMC), Wright-Patterson Air Force Base (WPAFB), Ohio. The command employs some 80,000 people and manages \$60 billion annually, executing the critical mission of warfighter support through leading-edge science and technology, cradle-to-grave life cycle weapon systems management, world-class developmental testing and evaluation, and world-class depot maintenance and supply chain management.

She was commissioned in 1980 as a graduate of the United States Air Force Academy and began her career in acquisition as an engineer at Eglin Air Force Base, Florida. She has held a variety of assignments at headquarters Electronic Security Command and Air Force Systems Command. Gen (Ret.) Wolfenbarger held several positions in the F-22 System Program Office at WPAFB, served as the F-22 Lead Program Element Monitor at the Pentagon, and was the B-2 System Program Director for the Aeronautical Systems Center, WPAFB, Ohio. She also commanded ASC's C-17 Systems Group, Mobility Systems Wing.

She was the Service's Director of the Air Force Acquisition Center of Excellence at the Pentagon, then served as Director of the Headquarters AFMC Intelligence and Requirements Directorate, WPAFB. She served as AFMC Vice Commander from December 2009 to September 2011. Prior to her last assignment, she was the Military Deputy, Office of the Assistant Secretary of the Air Force for Acquisition, the Pentagon, Washington, DC. After her retirement from the Air Force, in addition to serving as the Chair of DACOWITS, Gen (Ret.) Wolfenbarger was elected to serve on the AECOM board of directors and as a trustee for the Falcon Foundation.

## **Sergeant Major of the Army Kenneth Preston, USA, Retired (Vice Chair) • Mount Savage, Maryland**

SMA (Ret.) Preston served as the 13th Sergeant Major of the Army from January 15, 2004, to March 1, 2011. He retired as the longest serving Sergeant Major of the Army, with more than 7 years in the position.

He is a native of Mount Savage, Maryland. He entered the Army on June 30, 1975. Throughout his 36-year career, he served in every enlisted leadership position from cavalry scout and tank commander to his final position as Sergeant Major of the Army. Other assignments he held as a Command Sergeant Major were with the 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division; 3rd "Grey Wolf" Brigade, 1st Cavalry Division; 1st Armored Division in Bad Kreuznach, Germany; and V Corps in Heidelberg, Germany. His most recent assignment prior to serving as the 13th Sergeant Major of the Army was as the Command Sergeant Major for V Corps and Combined Joint Task Force 7 in Iraq.



SMA (Ret.) Preston's military education includes the Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, MI/MIAI Tank Master Gunner Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and the United States Army Sergeants Major Academy, Class 46. He holds a master's degree in Business Administration from Trident University International. His awards and decorations include the Distinguished Service Medal, Legion of Merit with oak leaf cluster, and Bronze Star Medal. He continues to support Soldiers and their families as the Vice President of Noncommissioned Officer and Soldier Programs at the Association of the United States Army.

## **Dr. Kristy Anderson • Dayton, Ohio**

Dr. Anderson is a Family Medicine Physician. As a TRICARE provider, she has seen the influence and impact of military service on every aspect of military families. Dr. Anderson's experience in medical practice covers the spectrum of life from birth to death, which gives her unique insight into the challenges that individuals experience during each stage of life. Her patients have included Service members, their dependents, and retirees from each branch of DoD.

Dr. Anderson attended medical school in San Antonio, Texas, where she completed clinical clerkships at both Willford Hall Medical Center and Brooke Army Medical Center. She served as a civilian primary care physician for the community of Fort Hood and the surrounding area from 2005 to 2009. She relocated again with her husband to WPAFB in 2009, where she joined a Family Medicine practice and, later, an Internal Medicine group, serving the extended WPAFB community. She also expanded the focus of her practice to include hospice and palliative medicine, which gave her insight into the issues facing veterans and their loved ones as life comes to an end. She currently provides medical care for the residents at Blue Skies of Texas (formerly known as Air Force Village).

She is a native of Dallas, Texas, and graduated from Garland High School as her class valedictorian, setting a record for the highest grade point average achieved by a student in Texas. She then attended Sweet Briar College, where she graduated Summa Cum Laude with a bachelor of science degree, majoring in both Biology and Dance. She was awarded the President's Medal by the college for her efforts above and beyond her degree program. She earned her doctorate in Medicine from The University of Texas Health Sciences Center at San Antonio in 2003. She completed her residency in Family Medicine with Scott & White Hospital/Texas A&M Health Sciences Center. She is board certified in Family Medicine as well as Hospice and Palliative Medicine.

Dr. Anderson is married to an active duty Air Force officer who serves as a squadron commander at Joint Base San Antonio. At their previous assignment, she served as his unit's key spouse. She is very involved in her children's extracurricular activities and highly values family time.



## **Colonel John Boggs, USMC, Retired • Phoenix, Arizona**

Col (Ret.) Boggs is an author, speaker, and leadership and strategy development expert.

An infantry officer with more than 30 years of service to the Nation, he is one of the rare few to command at every rank held. When not in command, he served the Marine Corps as a trainer, educator, or on high-level staffs.

As a trainer and educator, Col (Ret.) Boggs served at both of the Marine Corps' Recruit Training Depots, Officer Candidates School, and as the Head of the Marine Corps' Distance Learning Programs. He was also a Professor and Dean of Faculty and Academic Programs at the Industrial College of the Armed Forces.

He served as Chief of Staff of the National Defense University in Washington, DC, the world's leading institute for producing strategic leaders, and as a Fellow at the Council of Foreign Relations. He was also the senior Marine Readiness Advisor on the staff of DoD's Personnel and Readiness.

As a businessman, he was a Senior Vice President for a major nonprofit in Washington, DC, and partner in an international business development firm.

Today, Col (Ret.) Boggs provides leadership development for individuals as well as organizations of diverse size and complexity.

## **Major General Sharon Dunbar, USAF, Retired • Manassas, Virginia**

Maj Gen (Ret.) Dunbar retired from the Air Force in 2014. Prior to her retirement, she was dual-hatted as Commander of the Air Force District of Washington (AFDW) and the 320th Air Expeditionary Wing, headquartered at Joint Base Andrews, Maryland. AFDW is the Air Force component to the Joint Forces Headquarters National Capital Region and is responsible for organizing, training, and equipping combat forces for aerospace expeditionary forces, homeland operations, civil support, national special security events, and ceremonial events. AFDW also provides major command-level support for 60,000 military and civilian personnel assigned worldwide.

She was commissioned in 1982 upon graduation from the United States Air Force Academy and graduated with distinction from National War College. During her Air Force career, she served in a variety of acquisition, joint, political-military, and personnel positions. Her commands included a mission support squadron, Air Force Basic Military Training, an air base wing, and AFDW.

Maj Gen (Ret.) Dunbar serves as an executive with a large international aerospace and defense company. She also serves on the board of directors for the Armed Services YMCA, Girl Scout Council of the Nation's Capital, and Be The Change, and is a trustee with Union Institute and University.

## **Lieutenant General Judy Fedder, USAF, Retired • Mount Pleasant, South Carolina**

Lt Gen (Ret.) Fedder is an independent consultant focused on weapon system product support and logistics for national defense. Her previous position was as Director of Global Sales & Marketing for Boeing Integrated Logistics, where she was responsible for new business growth and for establishing and leading strategic and tactical planning, marketing coordination, and overall proposal support.

Prior to joining Boeing, she had a distinguished 34-year career in the Air Force. She most recently served as the Deputy Chief of Staff for Logistics, Installations, and Mission Support; in this role, she provided leadership, management, and integration of Air Force logistics readiness, aircraft, munitions, missile maintenance, civil engineering, and security forces. Lt Gen (Ret.) Fedder was also responsible for setting policy and budget estimates in support of productivity, combat readiness, and quality of life for Air Force personnel. A career aircraft maintainer, she commanded from squadron to wing levels in maintenance and depot organizations and served as the subunified commander of the U.S. Forces Azores.

Lt Gen (Ret.) Fedder holds a bachelor of science degree from Michigan State University and a master's degree in Business Administration from the Florida Institute of Technology. She serves as a Presidential appointee on the United States Air Force Academy Board of Visitors and is the Chairman of the Board of Governors for the Civil Air Patrol.

## **Ms. Sharlene Hawkes • Bountiful, Utah**

A specialist in strategic communications and business development, Ms. Hawkes is the Founder of Remember My Service (RMS) Productions and has served as President since 2005. RMS specializes in both interactive and traditional publications for military units and commemorations, including the recent major commemoratives (book and documentary) produced for the Korean War 60th, Desert Storm 25th, and Vietnam War 50th anniversaries, which were presented as free gifts to veterans in all States. In support of the troops, Ms. Hawkes has traveled to forward operating bases in Iraq and Afghanistan to better understand the service provided by dedicated Service members. She is an executive committee member for the Association of the United States Army/Utah region and is on the board of the AMAR International Foundation, which works to rebuild lives in the Middle East. In 2008, she founded "Project Gratitude", an annual program that brings the mothers, wives, and daughters of fallen heroes to a complimentary VIP weekend at the Miss America Finals, where they are formally recognized as Honorary Miss Americas. Ms. Hawkes is the daughter of a World War II Veteran.

Ms. Hawkes holds a bachelor's degree in Communications from Brigham Young University and a master's degree in Integrated Marketing Communication from the University of Utah. After college, she signed with ESPN and

spent 16 years as an award-winning sportscaster, covering such world-class events as World Cup Soccer, World Cup Skiing, the Kentucky Derby 1995–2004, the French Open, and Big 10 College Football 1990–1995. She was a host and a feature producer of “College Gameday,” “World Cup Soccer Today,” “Scholastic Sports America,” ESPN’s “Sailing,” and “Great American Events.”

Ms. Hawkes was born in Paraguay and later lived in Ecuador, Chile, and Mexico, but she spent most of her teenage years in Buenos Aires, Argentina. She is the only foreign-born Miss America (1985) and is an accomplished musician and published author. Ms. Hawkes and her husband, Bob, have four children and live in Bountiful, Utah, where they enjoy skiing, biking, and the great outdoors.

## **Sergeant Major Norma Helsham, USA, Retired • Arlington, Virginia**

SGM (Ret.) Helsham is an Army veteran with more than 32 years of active duty service. She began her Army career on August 24, 1979. It was during this time in history when the Army began expanding the roles of women in occupational specialties across the Service, which included making Aviation a separate occupational specialty and expanding roles for women to serve. She served as the First Sergeant of E Company, 214th Aviation Company, assigned to the Southern European Task Force in Aviano, Italy. This assignment constituted her as the first female First Sergeant assigned to this heavy-lift, 16-ship, 200-personnel Chinook helicopter company, the largest Aviation Company in the Army at that time. SGM (Ret.) Helsham became the first woman to serve as the senior Aviation trainer for all of Europe as the senior enlisted leader for the Falcon Team at Hohenfels, Germany.

Her military education includes the Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, Joint Air Operations Course, Army Safety Course, Creative Leadership Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and United States Army Sergeants Major Academy, Class 50. She holds a bachelor's degree in Professional Aeronautics from Embry Riddle University and a master's degree in Human Resource Development and International Relations from Webster University.

Her awards and decorations include the Legion of Merit, Army Meritorious Service Medal with five oak leaf clusters, Army Commendation Medal with three oak leaf clusters, Army Achievement Medal, Good Conduct Medal 10th award, National Defense ribbon with bronze star, Southwest Asia Service Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, NCOES Ribbon, Army Service Ribbon, Overseas Service Ribbon 5th award, and Department of the Army Staff Badge.

SGM (Ret.) Helsham is employed with the Association of the United States Army as NCO & Soldier Programs Communications & Social Media Program Manager. She is a business owner and President of NJH Holdings, a real-estate investment company. She is from the island of Guam.



## **Ms. Therese Hughes • Newbury Park, California**

Ms. Hughes' small business is dedicated to raising awareness of women veterans through interviews and photographs. In 2010, she began documenting the stories of 1,200 women who serve in defense of our Nation. To date, she has interviewed and photographed more than 800 military women. These serve as the basis of her project "Military Women: WWII – Present." In 2014, BG Wilma F. Vaught, USAF (Ret.), asked Ms. Hughes to create a photography exhibit. The exhibit "In a Heart Beat" consists of 113 women veterans in 98 portraits with details of their service and quotes from their interviews. It opened on Veterans Day 2014 and showed for a year.

Prior to owning a small business, Ms. Hughes worked in policy analysis and advocacy. She served a year of AmeriCorps/Vista at the Venice Family Clinic from 2000 to 2001 and was also a Policy Analyst for the clinic. She served at the District Office of Congresswoman Linda T. Sanchez as the Congresswoman's Senior Representative. Ms. Hughes also served as a member and the President of California Women Lead, Los Angeles Chapter.

She served as one of 14 citizens on the Wyden-Hatch Congressional Health Committee representing California's providers of primary, mental, and dental health care for underserved populations and their clinics. She is a founding board member of the National Association of Free Clinics and served as a Fellow in the California Women's Foundation Women's Policy Institute.

Ms. Hughes' other work and volunteer experience includes service as a Senate Summer Fellow in the Senate Health Education and Welfare Committee (Minority), which entailed working to increase access to organ transplants and raising awareness of transplant shortages with Fortune 500 Companies on behalf of the Honorable E. M. Kennedy (D-MA). She was also an Appointed Chair of the Ventura County Grand Jury's Health, Education and Welfare Committee and local Ventura County committees. She holds a master's degree from UCLA's Luskin School of Public Affairs.

She received the Patriotic Service Award from the Conejo Valley Chapter of the Military Order of the World Wars for her work on women veterans. Her mother (Marcelle Swanson) served in the WAVES during WWII, and her father (CDR. Harry Hicks, Jr., UUSN (Ret.) joined the Navy before WWII. He was onboard the USS PELIAS docked in Pearl Harbor on December 7, 1941. He retired after 23 years of service.

## **Dr. Kyleanne Hunter, USMC Veteran • Denver, Colorado**

Dr. Hunter is a Sie Center for International Security and Diplomacy Research Fellow and doctoral (Ph.D.) candidate (ABD) at the Josef Korbel School of International Studies at the University of Denver. Her research focuses on the impact on sociopolitical culture of women in the military and as politically violent actors, particularly on how and why States recruit women into combatant roles and the resulting impact on social culture and public policy.

Her work has been accepted for presentation by multiple domestic and international academic conferences and journals. She has been a contributor on gender and foreign affairs for the New York Times, Washington Post, CNN, Al-Jazeera, NPR, Fox News, and Huffington Post; guest posts for Political Violence at a Glance, Duck of Minerva, and Foreign Policy; and frequently contributes to local media.

She has also been involved with the Program on Terrorism and Insurgency Research and the Program on Nonviolent and Violent Campaigns and Outcomes, and she manages the Carnegie Corporation of New York's program on Nonviolent Action in Violent Conflicts. She has taught master's-level classes in international politics and diplomacy.

Dr. Hunter is the Co-Founder of Think Broader, a nonprofit aimed at ending gender bias in the media. She also serves on the board of Mountain2Mountain and has accompanied both the other co-founder and a film crew to Afghanistan to assist with the Women's Afghan National cycling team. She is also on the leadership committee for the Oregon Conservation Voter's League and chairs the veteran's outreach committee for the Central Oregon Community College board of trustees.

She spent more than a decade as an officer in the Marine Corps. She flew the AH-1W Super Cobra attack helicopter and completed multiple tours in support of Operations Enduring Freedom and Iraqi Freedom. She was the first female Cobra pilot in her squadron. Her nonflying tours included 3 years in the House of Representatives, where she served as both a Congressional Fellow and a Congressional Liaison Officer. During this tour, she planned and escorted congressional delegations to 52 countries, frequently dual-hatting as both an escort and a military liaison.

## **Command Sergeant Major Michele Jones, USA, Retired • Jacksonville, Florida**

CSM (Ret.) Jones is President and Chief Executive Officer of The Bones Theory Group. Previously, she was appointed under the Obama Administration as a member of the Senior Executive Service from July 2009 to December 2012. She served as the Special Assistant to the Secretary of Defense White House Liaison. She was the principal DoD contact with the Presidential Personnel Office and the White House Military Office and the principal DoD liaison for the White House Political Affairs Office, the White House Intergovernmental Affairs Office, and the President's Council on Women and Girls. She also served as the Special Assistant and Senior Advisor to both the Under Secretary of Defense and the Principal Deputy for Personnel and Readiness. During this time, she was selected for a special detail to the U.S. Office of Personnel Management (OPM) and served as a Co-Lead for the President's Veteran's Employment Initiative and the First Lady's Military Families Initiative.

As the Director of External Veterans/Military Affairs and Community Outreach, she developed strategies, operational plans, and policies and issued pertinent guidelines and instructions for recruiting, hiring, and retaining

veterans and military spouses in support of the President's Veterans Employment Initiative and the First Lady's Military Families Initiative. She also served as the OPM liaison and representative for the First Lady's Joining Forces Initiative.

In her military career, she was the 9th CSM of the Army Reserve from October 2002 through August 2006. She retired on March 1, 2007, after 25 years of service in both the Active and Reserve Components. A career Soldier, she held many positions of leadership responsibility: Squad Leader, Section Leader, Platoon Sergeant, First Sergeant, and Command Sergeant Major. She served during every major contingency operation, including Operations Desert Shield/Storm, Restore Hope, Provide Comfort, Joint Endeavor, Nobel Eagle, Iraqi Freedom, and Enduring Freedom. She toured extensively throughout Bosnia, Kosovo, Iraq, Afghanistan, Kuwait, Qatar, and Uzbekistan.

Her awards include the Legion of Merit, Meritorious Service Medal, Army Parachutist Badge, German Army Forces Airborne Wings, and Royal Thai Airborne Wings.

Ms. Jones holds a bachelor of science degree (Cum Laude) in Business Administration from Fayetteville State University, a constituent institution of the University of North Carolina. She is a member of numerous advisory boards across the country.

## **Ms. Priscilla Locke, USA Veteran • Springfield, Virginia**

Ms. Locke is originally from Detroit, Michigan, and graduated from Mumford High School in 1973. In 1974, she enlisted as an Army Communication Specialist at Fort Polk, Louisiana. In 1976, she was selected to attend the United States Military Academy Preparatory School, and then selected to attend West Point.

In 1980, Pat graduated from West Point with a bachelor of science degree in Engineering. She was in the first class to graduate women. She was the first African-American woman to graduate from West Point by Order of Merit.

Ms. Locke served in many leadership positions worldwide before retiring from the Army in 1995. After retirement, she continued to serve as an Army Family Team Building Program Master Trainer and a senior advisor to the Army Family Support Groups. Starting in 2008, she served as committee member and Co-Chair for the West Point Leadership and Ethics Conference at George Mason University. In 2011, she began working with the United States Military Academy as the liaison for the West Point Leadership Ethics and Diversity in STEM (LEADS) Program. Since 2007, she has served more than 10,000 students and educators in cities and States across the Nation, including Los Angeles; Detroit; Atlanta; New York City; San Antonio; Chicago; Oklahoma; Virginia; Indianapolis; Dallas; Jackson; and Washington, DC. Ms. Locke has had the privilege of presenting to audiences across the Nation about life and leadership. She especially has a passion for coaching students about not only preparing for the SAT and ACT exams but also achieving academic and professional excellence. She holds a master of science degree in Education from Loyola and a master of arts degree from Central Michigan University.



Ms. Locke is the Founder and President of the Seeds of Humanity Foundation, which supports underrepresented communities in leadership, ethics, STEM education, and development. She is a 2013 recipient of the Golden Torch Award from the National Society of Black Engineers. She has been inducted into the Army Women's Foundation Hall of Fame; received the Key to the City of Detroit; and is the Co-Author of the book *The Power of Civility*. She is the Ethics Chair for Rotary District 7610, a Rotary Leadership Institute Instructor, the past President of the Rotary Club of Springfield, Virginia, and is the Rotary Club's Youth Chairman. She was honored with the Wings To Succeed Award from the National Association of Multicultural Engineering Program Advocates on October 1, 2016, and on October 15, 2016, she received the Women of Color in STEM's Visionary Award. She has been a member of DACOWITS since March 22, 2017. She was honored as a Detroit Woman of Excellence and received the Trailblazer Award from the Michigan Chronicle in April 2017.

Ms. Locke lives with her husband of 30 years, Army Colonel Michael Locke (Ret.) and daughter, First Lieutenant Sarah Locke, USMA 2015, who serves at Fort Leavenworth, Kansas.

## **Major General John Macdonald, USA, Retired • Alexandria, Virginia**

MG (Ret.) Macdonald completed 33 years of service to the Nation, retiring on August 31, 2012. During his time in the Army, he served 17 years outside of the United States. He led troops in combat in Grenada, Saudi Arabia, Iraq, and (most recently) Afghanistan. An attack helicopter aviator, he served 5 years in the 82nd Airborne Division and 18th Airborne Corps, 10 years along the Demilitarized Zone in Korea, and 6 years in Germany before, during, and after the fall of the Iron Curtain. His last tour of duty was in Korea as the CJ3 Operations Officer for a Four Star, United Nations, Combined and Joint command, during which he was credited with significantly advancing the ROK US warfighting capability with creative exercises, tough negotiations, and great teamwork in tense crisis situations; the North Korean sinking of the ROKS Cheonan; the North Korean shelling of Y-P Do; and the launch of a North Korean failed satellite attempt.

He is now an independent consultant who focuses on War Gaming for DoD and other Federal Government agencies. He has provided motivational talks for Jiatong University, Gannett news, and Air War College, among other organizations. He is active in assisting Korean War veterans and will soon be helping Vietnam veterans by providing a commemorative book to show his sponsor's appreciation for veterans' sacrifices.

He is a Master Aviator, Master Parachutist, and Ranger Qualified. He was awarded two Distinguished Service Medals and 38 other military decorations. He has served as a member of five boards associated with the Army and DoD.

MG (Ret.) Macdonald graduated from the United States Military Academy at West Point in 1979. He holds a master of science degree in Business Administration from Central Michigan University and a master of arts degree in National Security and Strategic Studies from the Naval War College at Newport, Rhode Island.

He is most happily married to BG (Ret.) Anne Macdonald. They live in Alexandria, Virginia, from which they travel, ski, and powerboat.

## **Ms. Monica Medina, USA Veteran • Chevy Chase, Maryland**

Ms. Medina serves as a Fellow in the Environment Program at the Walton Family Foundation. Medina is also an Adjunct Professor in the School of Foreign Service at Georgetown University. Prior to joining the Walton Family Foundation, she was the Senior Director of Ocean Policy at the National Geographic Society. From 2012 to 2013, she served as Special Assistant to the Secretary of Defense, advising on all issues concerning women in the military, military sexual assault, the lifting of the combat exclusion rule, veterans' employment, wounded warriors, traumatic brain injury and suicides, military health care, same-sex partner benefits, and environment and energy issues. Previously, she served as the Principal Deputy Undersecretary of Commerce for Oceans and Atmosphere at the National Oceanic and Atmospheric Administration, where she led efforts on Arctic conservation and restoration of the Gulf of Mexico after the Deepwater Horizon oil spill. Earlier, she served on the Transition Team for the Obama Administration.

Ms. Medina has worked for nearly 30 years at the intersection of law and policy in Washington, DC. She is a member of the Council on Foreign Relations. She attended Georgetown University on an Army Reserve Officer Training Corps (ROTC) scholarship and began her legal career on active duty in the Honors Program of the Army General Counsel's office. For her service in the Army, Ms. Medina was awarded an Army Commendation Medal in 1989 and a Meritorious Service Medal in 1990. In 2013, then-Secretary of Defense Leon Panetta awarded Ms. Medina the Department of Defense Distinguished Public Service Medal.

## **Ms. Janie Mines, USN Veteran • Reston, Virginia**

Ms. Mines entered the United States Naval Academy at Annapolis as the only African-American female in the first class of women. She graduated in 1980 after serving in several leadership positions in the Brigade of Midshipmen. She was later selected to participate in the prestigious Sloan Fellows Program, through which she earned a master's degree in Business Administration from the Alfred P. Sloan School of Business Management at the Massachusetts Institute of Technology.

During her rewarding military career, she served as a Supply Corps Officer and held several supply chain positions, including a tour at the Navy Annex to the Pentagon and aboard the USS EMORY S. LAND (AS-39). She was among the first generation of women officers to serve on ships.

She held management positions of increasing responsibility in several corporations responsible for implementing large-scale change. Her final corporate position was as the Senior Vice President of Strategic Sourcing.

Ms. Mines served as the Senior Advisor, Business Process, Senior Executive Service in the Office of the Secretary of the Navy facilitating Flag Officers and Senior Executive Service leadership in the implementation of Lean Six Sigma and the resulting transformational programs across the Department of the Navy. She later served as the Contractor Chief of Staff for the DoD STEM Development Office.

She manages her own business as an executive consultant focusing on strategic planning, change management, quality and productivity, integrated business transformation, and project management. She is a Six Sigma Master Black Belt, a Project Management Professional, an American Management Association-certified Strategic Planner, and a Prosci-Certified Change Manager.

Ms. Mines is also a National Women of Color in Business Award Winner. She founded a nonprofit organization, Boyz to Men Club, after observing the needs of adolescent boys in the community. She was honored for her accomplishments by being selected as an Olympic Torchbearer, the Civic Volunteer of the Year, a winner of the 9 Who Care Award for the Charlotte Metropolitan Area, and a South Carolina Black History Honoree. She has served as a member of the Rotary Club International, the board of directors of the Founders Federal Credit Union, and the board of the Springs Close Foundation.

## **Mr. Brian Morrison, USN Veteran • Falls Church, Virginia**

Mr. Morrison is an executive with a large international aerospace and defense company.

Before entering the private sector, he served as Deputy Assistant Secretary of Defense (Legislative Affairs), work for which he was awarded the Defense Medal for Outstanding Public Service. He served in various positions with the United States House of Representatives' Permanent Select Committee on Intelligence, including as Deputy Staff Director and General Counsel. Prior to that, he was an Assistant General Counsel at the Central Intelligence Agency and an attorney with the law firm of Williams & Connolly LLP in Washington, DC. Mr. Morrison holds a master's degree in Business Administration from the Kellogg School of Management at Northwestern University, a juris doctorate from the Harvard Law School, and a bachelor of arts degree from Brandeis University. During the 1999–2000 term, he was a law clerk to the Honorable Hugh H. Bownes of the United States Court of Appeals for the First Circuit.

Mr. Morrison was an officer in the U.S. Navy Reserve for nearly a decade, including a tour mobilized to active duty in Iraq during the troop surge of 2007.



## **Fleet Master Chief JoAnn Ortloff, USN, Retired • Vista, California**

FLTCM (AW/SW; Ret.) Ortloff joined the Navy in 1982. After she completed basic training at Recruit Training Command in Orlando, Florida, and meritoriously advanced to E-2, she continued to Air Traffic Control "A" School in Millington, Tennessee.

Her early tours as an Air Traffic Controller included Naval Outlying Landing Field; San Nicholas Island, California; Naval Air Station Point Mugu, California; Fleet Area and Control Surveillance Facility, Hawaii; Naval Outlying Landing Field San Clemente Island, California; Naval Air Station Lemoore, California; and Naval Base Coronado. Aboard the USS JOHN C STENNIS (CVN 74), she was the OC Division Leading Chief and Carrier Air Traffic Control Supervisor. After advancing to Senior Chief, she was appointed as a ship's Section Leader and the Training Department Leading Chief.

Selected to the Command Master Chief program in 2003, she first served as Command Master Chief, USS MILIUS (DDG 69), from February 2004 to January 2007. After a successful WESTPAC deployment in 2005, she accepted orders to U.S. Naval Hospital, Guam, in June 2007. She next served as Commander, U.S. THIRD Fleet, Command Master Chief, from 2009 to 2012. She completed her 33-year naval career as the U.S. Naval Forces Europe and Africa Fleet Master Chief from May 2012 to April 2015.

FLTCM (Ret.) Ortloff's senior leader engagements included linking senior enlisted leaders from various naval communities, bridging communications, and enhancing engagement in maritime exercises. She assisted in policies that better prepared Sailors for overseas deployments and return, co-designed the Fleet CPO Training initiative, led the evolution of the enlisted advancement final multiple score, provided the early research for the Navy's current bystander intervention training, and established a progressive leadership training program to African and European Partner Nation Navies that encouraged further at-sea capabilities and NATO opportunities.

She was recognized in 2000 with the Captain Joy Bright Hancock Leadership Award and is a graduate of the Senior Enlisted Academy (Class 100 "Blue") in 2002, Command Master Chief/Chief of the Boat Course in 2004 (Class 5), KEYSTONE Senior Enlisted Leadership Course in July 2008, and the Executive Medical Department Enlisted Course in March 2009. She is also a Six Sigma Greenbelt.

FLTCM (Ret.) Ortloff retired in 2015 and now volunteers for organizations that benefit those still serving. She is President of the Enlisted Leadership Foundation, the Senior Enlisted Advisor for the Sea Service Leadership Association, an Ambassador for the Women in Military Services Museum for America, and an appointee to DACOWITS.

Her personal awards include the Legion of Merit, Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medal (two awards), Navy and Marine Corps Achievement Medal (four awards), Good Conduct Medal (nine awards), Humanitarian Service Medal, Military Outstanding Volunteer Service Medal, and various campaign/service ribbons. She and her husband, Rich, have been married 33 years.

## **Vice Admiral Carol Pottenger, USN, Retired • Jacksonville, Florida**

VADM (Ret.) Pottenger graduated from Purdue University in May 1977 and was commissioned as an ensign through NROTC. One of the first women selected for sea duty, she reported aboard the USS YOSEMITE (AD 19) in 1978. Subsequent sea tours included assignments aboard the USS YELLOWSTONE (AD 41) and USS KISKA (AE 35).

She assumed command of the USS SHASTA (AE 33) in 1996 and the USS BRIDGE (AOE 10) in 2001; she completed several deployments and was awarded the Battle E and the Arleigh Burke Fleet Trophy.

Shore tours encompassed various afloat staff and Headquarters assignments and at USNA as a company officer. During several tours in the Pentagon, she served as Executive Assistant, including for the Vice Chief of Naval Operations.

Upon selection to flag rank in 2005, VADM (Ret.) Pottenger established a new Type Commander for 40 combat logistics and special mission ships. In 2006, she became the first woman to command a strike group, Expeditionary Strike Group 7 / CTF 76, homeported in Japan. In 2008, she became the third Commander, Navy Expeditionary Combat Command, as a force provider of 40,000 Sailors.

In her final 3 years, she was promoted to VADM and served as the Deputy Chief of Staff, Capability Development at NATO Headquarters Supreme Allied Commander Transformation. She retired in May 2013 and now serves on corporate, private, and nonprofit boards, including as one of two external directors for PricewaterhouseCoopers's Board of Partners and Principals and for the U.S. Navy Memorial Foundation and Surface Navy Association.

In May 2007, VADM (Ret.) Pottenger received an honorary doctorate (Ph.D.) from Purdue University. Personal awards include the Defense and Navy Distinguished Service Medals and the Legion of Merit among other awards, and the Order of St. George, which was presented to her by Bulgaria.

## **Rear Admiral Cari Thomas, USCG, Retired • Arlington, Virginia**

Most recently, RADM (Ret.) Thomas was the Executive Director the Navy League of the United States. In this capacity, she was responsible for the oversight and management of the national staff, supporting the more than 39,000 civilians and 220 councils that work to assist sea Service members and their families. She was Publisher of SEAPOWERS magazine, one of the premier magazines that focuses exclusively on maritime-defense news. She is on the board of the Navy Mutual Aid Association.

She served her Nation as a career Coastguardsman, having achieved more than 32 years as a commissioned officer, culminating as a RADM. During her career, she earned command both afloat and ashore, including on the USCGC MANITOU and at the recruit Training Center Cape May. She also has experience in marketing, financial management, personnel, constituency services, and disaster management. She represented the United States in a spectrum of duties, including negotiating international agreements in the Arctic; providing capacity in the Central, Western, and Southern Pacific; and broadening the understanding of Coast Guard authorities in the Asia Pacific Indo region. Her flag assignments included Chief, Response (CG-5R); Chief, Human Resources (CG-1); and Commander, Coast Guard District 14, based in Honolulu, Hawaii. She was named a United States International Maritime Organization Ambassador in 2015.

RADM (Ret.) Thomas has also served her community through volunteering with programs such as English as a Second Language, building homes with Habitat for Humanity, gleaning crops to help feed families, and transporting shelter dogs. As a Board President, Chair, service advisor, or member, she has assisted many nonprofit boards, such as the U.S. Coast Guard Academy Alumni Association; Sea Services Leadership Association; United States Naval Institute; Red Cross of America, Hawaii Chapter; Girl Scouts of America, Hawaii Chapter; Coast Guard Mutual Assistance; and Coast Guard Non-Pay Compensation Board. She has been a stout advocate of the Coast Guard Auxiliary, which has a broad volunteer base of 30,000 men and women.

She graduated with distinction from the Naval War College with a master of arts degree in National Security and Strategic Studies. She earned a master of science degree in Educational Leadership from Troy State University and a bachelor of science degree in Civil Engineering from the Coast Guard Academy. She has completed U.S. Naval War College joint and combined force courses, as well as executive education through Harvard's National Preparedness Leadership Institute, at the Asia Pacific Center for Strategic Studies and through the U.S. Department of Homeland Security's Pacific Executive Leadership Program. She holds a Nonprofit Management Executive Certificate from Georgetown University.



RADM Thomas' personal awards include the Distinguished Service Medal; two Legions of Merit; the Department of State Superior Honor Award; the Sea Services Leadership Association's North Star award; and various other personal, unit, and campaign awards. She earned permanent cutterman status in 1994. She is married to Commander Gary Thomas, USCG (Ret.), and has an adult daughter and son-in-law.

## **Dr. Jackie Young • Honolulu, Hawaii**

Dr. Young is a consultant, speaker, advocate, and volunteer for projects and issues that inspire social change and healthy communities. She serves as the Chair of the Hawaii State Judicial Selection Commission; the Hawaii State Advisory Committee for the U.S. Commission on Civil Rights; a board member of the American Civil Liberties Union (ACLU) of Hawaii; and the American Cancer Society's Hope Lodge Hawaii Campaign Cabinet.

She holds a bachelor of science degree in Speech Pathology and Audiology from the University of Hawaii; a master of science degree in Speech and Education from Old Dominion University in Virginia; an Advanced Certificate in School Administration from Loyola College in Maryland; and a doctorate (Ph.D.) in Women Studies and Communication from Union Institute in Ohio. She later worked at the Hawaii Department of Education managing programs related to special education, gender equity, and Title IX compliance. She was also an adjunct professor at Hawaii Pacific University teaching courses in culture and communication.

In 1990, Dr. Young was elected to the Hawaii House of Representatives from the Windward Area and then elected by her peers as Vice Speaker, the first woman to hold that position. She became a founding member in 1992 of Hale Ola, a shelter for abused spouses in Windward Oahu, and continues to be active through her work with the Domestic Violence Action Center. She serves as a member of DACOWITS and also served on the Committee from 1993 to 1997 under then-Secretary of Defense William Perry.

From 1999 to 2013, she was an executive with the American Cancer Society Hawaii Pacific. She retired in 2013 as its Chief Staff Officer.

She has received awards from organizations such as the National Education Association, ACLU, and Hawaii Women Lawyers. The Korea Foundation presented her with the Light of the Orient Award. She received the President's Award from the Union Institute and the Fellow of the Pacific Award from Hawaii Pacific University. The YWCA honored her as an outstanding woman leader in Hawaii. In 2014, Punahou School's Alumni Association presented her with the Judd Award for Humanitarian Service. In 2016, she was named a Distinguished Alumni by the University of Hawaii.

Dr. Young was an Army wife for more than 20 years, moving frequently while raising four children.







# Appendix D

## Installations Visited



# Appendix D. Installations Visited

| Site  | Members  | Dates             |
|---|--|-------------------|
| Naval Base San Diego                              | Dr. Kyleanne Hunter and SGM (Ret.) Norma Helsham                 | April 3–4, 2017   |
| Naval Base San Diego                              | Ms. Sharlene Hawkes and CSM (Ret.) Michele Jones                 | April 6–7, 2017   |
| Camp Pendleton                                    | VADM (Ret.) Carol Pottenger and Ms. Therese Hughes               | April 10–11, 2017 |
| Camp Pendleton                                    | Gen (Ret.) Janet Wolfenbarger and Ms. Priscilla Locke            | April 13–14, 2017 |
| Fort Hood   | MG (Ret.) John Macdonald and Lt Gen (Ret.) Judy Fedder           | April 18–19, 2017 |
| Fort Hood   | SMA (Ret.) Kenneth Preston and FLTCM (Ret.) JoAnn Ortloff        | April 20–21, 2017 |
| Lackland Air Force Base at Joint Base San Antonio | Maj Gen (Ret.) Sharon Dunbar and Mr. Brian Morrison              | April 24–25, 2017 |
| Lackland Air Force Base at Joint Base San Antonio | Col (Ret.) John Boggs, Dr. Jackie Young, and Dr. Kristy Anderson | April 27–28, 2017 |
| Sector Hampton Roads                              | Ms. Janie Mines and Ms. Priscilla Locke                          | May 3–4, 2017     |





U.S. AIR FORCE



# Appendix E

## DACOWITS Requests for Information and Corresponding List of Responses Received



# Appendix E. DACOWITS Requests for Information and Corresponding List of Responses Received

This appendix presents a list of DACOWITS' RFIs and the corresponding responses. The list is organized chronologically, presenting the RFI from each quarterly business meeting that was part of the 2017 research year: December 2016; March 2017; June 2017; and September 2017. The RFIs are presented exactly as written by the Committee.

## December 2016

**RFI 1:** This year marks the first time that West Point and the Air Force Academy have integrated their boxing programs to include women. The Navy's boxing program has previously been integrated.

The Committee requests a briefing from each of the Military Service Academies regarding the gender integration of boxing, to include the following:

- Baseline explanation behind the program's history and design (e.g., curriculum development and objective, etc.);
- Identification of whether program is optional or a mandatory course requirement for graduation;
- Science based research of selected concussion protocol and potential value of standardizing a protocol amongst the Military Service Academies;
- Types of protective safety gear that are required to be worn during matches and other risk mitigation efforts; and
- How do you assess whether your boxing program is meeting your objectives?

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Mr. Jim Knowlton, Director of Athletics, Air Force Academy                                     |
| Army                    | BG Diana M. Holland, Commandant of Cadets, Military Academy at West Point                      |
| Navy                    | Dr. Tom Virgets, Senior Associate Athletic Director, Head of Physical Education, Naval Academy |

**RFI 2:** The Committee believes that the Military Services are losing women disproportionality to men at the mid-career point. There has been concern expressed by senior leaders that as the Military Services work to attract more women that this attrition will result in a disproportionate impact to the mission if left unresolved.

The Committee requests a briefing from the Military Services on the status of initiatives (e.g., Career Intermission Program, Navy's pilot program to bring in trained professionals from the civilian sector at the mid-grade level, bonuses, etc.) that focus specifically on reducing attrition and increasing retention of women. Additionally, what years in service do women normally leave your Service branch?

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | Ms. Emi Izawa, Deputy Chief, Military Force Management Division               |
| Army                    | SGM Mark Thompson, Senior Army Career Counselor, (USASOC)                     |
| Coast Guard             | LCDR Russ Mayer, Team Leader Military Personnel Policy and Standards Division |
| Marine Corps            | Capt Raul P. Garza, Officer Inventory Planner, Manpower and Reserve Affairs   |
| Navy                    | CDR Charles "Jon" Wilson, Branch Head, Outreach and Engagement                |

**RFI 3:** During the Committee’s annual installation visits, co-location is frequently addressed by both men and women as an important issue affecting Service members. Military women are less likely than their male counterparts to be married; however, almost half of all married military women are married to a fellow Service member. Additionally, the number of married couples serving in different Service branches will continue to grow joint operations increase world-wide.

The Committee requests a written response from the Office of the Undersecretary of Defense for Personnel and Readiness (OUSDP&R) on whether or not the Department has considered directing the Secretaries of the military departments to revise their co-location policies for married couples serving in different Service branches, making it mandatory for assignment managers to work across the Military Services.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| DoD                     | Office of the Under Secretary of Defense for Personnel and Readiness |

**RFI 4:** Attracting a more diverse recruitment pool from across the country is an important goal for the Secretary of Defense. He has stated many times that the majority of enlisted military recruits come from only six of our 50 states.

The Committee requests briefings from the Military Services on efforts to increase propensity to serve among women aged 17 to 24 (e.g., recruiting strategies).

Additionally, does your Service branch see the Junior Reserve Officer Training Corps (JROTC) as a viable avenue to facilitate increasing propensity to serve, while at the same time abiding by the prohibition against active recruiting?

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | MSgt Tiffany Bradbury, Air Force Recruiter Superintendent                 |
| Army                    | Ms. Crystal Deleon, Brand Manager, U.S. Army Marketing and Research Group |
| Coast Guard             | LTJG Joel Weise, Officer Programs Coordinator                             |
| Marine Corps            | Mr. Dan Weidensaul, Deputy Assistant Chief of Staff, Marketing            |
| Navy                    | CDR Christopher J. Chadwick, NRC Washington Liaison Officer               |

**RFI 5:** This topic remains a continuing concern for DACOWITS.

The Committee requests briefings from the Military Services on the current training that is provided to Service members to address sexual harassment and sexual assault, noting type and frequency. Additionally, with the integration of women into previously closed positions, is training on gender discrimination being conducted?

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | Mr. James H. Carlock, Jr., Director of Air Force Equal Opportunity, and Ms. Maritza Sayle Walker, Chief, Policy, Plans, and Programs Division, Air Force Sexual Assault Prevention and Response |
| Army                    | Mr. Mark A. Joyner, Branch Chief, Prevention and Training U.S. Army Sexual Harassment/Assault Response and Prevention (SHARP) Program Office  |
| Coast Guard             | Mr. Frank Gonzalez, Civil Rights Directorate, and CAPT John Garofolo, Coast Guard Liaison Department of Defense, Sexual Assault Prevention and Response Office                                  |
| Marine Corps            | Maj Moises Magdaleno, Operations Officer at Equal Opportunity Diversity Management Branch (MPE), and Ms. Melissa Cohen, Branch Head, Sexual Assault Prevention and Response Program             |
| Navy                    | CDR Jeremy L. Duehring, Deputy Director, Sexual Assault Prevention and Response   |

**RFI 6:** The anticipated increase in the number of women joining the Military Services will potentially increase the demand for childcare resources.

The Committee requests an updated briefing from the Office of Family Policy/Children and Youth, on the status of the expansion of on-base childcare facilities, 24-hour facilities, alternative childcare resources, the online enrollment pilot program, and cost mitigating strategies (e.g., subsidies, etc.). Additionally, what progress has been made to address state laws which effect childcare for Service members? Of note, the last briefing on this topic was provided to the Committee in March 2015.



| Responding Organization | Name and Credentials   |
|-------------------------|--|
| DoD                     | Ms. Barbara Thompson, Director, Office of Family Readiness Policy, Office of the Deputy Assistant Secretary of Defense |

**RFI 7:** During the Committee’s installation visits the past two years, Service members (both men and women) have reported potential issues with the way the Family Care Plan (FCP) policy (DoDI 1342.19) is being applied (e.g., child is running a fever, daycare or school requires child to be picked up, Service member told to utilize their FCP.).

The Committee requests briefings from the Military Services on the application of the FCP Policy in each respective Service branch and how the appropriate application of the FCP is verified down to the unit level?

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | MSgt Larry Anderson, Air Force/AISR  |
| Army                    | LTC Christine Rice, Headquarters, Department of the Army GI                                  |
| Coast Guard             | CDR Alex Foos, Assistant Commandant for Human Resources                                      |
| Marine Corps            | Ms. Kim Dean, Branch Head, Family Readiness, Marine and Family Division, U.S. Marine Corps   |
| Navy                    | Mr. James Stone, Navy Family Care Plan Management Analyst, 21st Century Sailor (OPNAV N170C) |

## March 2017

**RFI 1:** The Committee requests a briefing from each of the Military Services on the physiological differences between genders and how this data is used to inform decision making on women’s integration efforts. Request Military Services’ subject matter experts to brief (for example, the US Army Research Institute of Environmental Medicine (USARIEM) and The Natick Soldier Systems Center (“Natick Labs”).

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Dr. Neal Baumgartner, Chief, Exercise Science Unit, AF/AIP / AFPC/DSY, JBSA  |
| Army                    | Marilyn Sharp, Military Performance Division, U.S. Army Research Institute of Environmental Medicine                 |
| Marine Corps            | LtCol Lawrence Coleman, Manpower Integration Section Head, Manpower Plans and Policies, Manpower and Reserve Affairs |
| Navy                    | Dr. Karen Kelly, Physiologist, Naval Health Research Center  |

**RFI 2:** The Committee requests a briefing from the Military Services on the points in a career timeline that the Services see more women leaving the military than men? Differentiate retention data between genders and enlisted/officer (see Navy’s example from December 2016 (slide #5)). Also, breakdown by career fields to identify trends:

- Which career fields are having a hard time retaining personnel? When does this occur? Compare men to women.
- Provide the top 10 career fields with the highest retention rates and bottom 10 career fields with the lowest retention rates, broken by men and women.
- What are current retention rates for women in operational and non-operational career fields compared with men?

Additionally,

- If there is a gender difference in retention rates, what strategies is your Service using to address this issue?
- How does your Service use retention data to inform recruitment strategies?
- What opportunities are afforded to Service members for rebranching or reclassifying?

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | Ms. Emi Izawa, Deputy Chief, Military Force Management Division, Directorate of Force Management Policy, Deputy Chief of Staff, Manpower, Personnel, and Services |
| Army                    | MAJ Brian Miller, Personnel Strength Analyst, Chief of Staff of the Army  |
| Coast Guard             | LCDR Russ Mayer, Team Leader, Military Personnel Policy and Standards Division, Office of Military Personnel  |
| Marine Corps            | Capt Raul Garza, Manpower Analyst, Headquarters Marine Corps  |
| Navy                    | CDR Lee Levells, Deputy Branch Head, Office of Plans and Policy, and CDR J. Darrick Poe, Deputy Branch Head, Enlisted Plans and Policies                          |

**RFI 3:** The Committee requests a literature review in the form of a written response from the DACOWITS’ Research Contractor on any research related to successful strategies militaries in other countries are using to attract and retain highly qualified female members. What lessons can we learn from their efforts?

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Insight Policy Research | Ms. Rachel Gaddes, Project Director; Ms. Allyson Corbo, Research Assistant; Ms. Amanda Hare, Senior Researcher; Ms. Rebekah Myers, Technical Specialist; Ms. Meg Trucano, Senior Researcher |

**RFI 4:** The Committee requests briefings from the Military Services on efforts to increase propensity among women.

- How has your Service adjusted your recruitment strategies within the last year to attract the high caliber women needed to fill newly opened and other positions?
- In particular, how has your Service adjusted their marketing and branding?
- What unconventional or non-traditional methods is your Service using to recruit?
- What are the primary reasons newly accessed Service members gave for joining your Service branch and how do you regularly survey for this information? (Differentiate data by gender, enlisted vs officer, and other relevant demographic attributes.)

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | MSgt Tiffany Bradbury, Air Force Recruiter Superintendent, Air Force Enlisted Accessions Policy, Accessions and Training Division, Military Force Management Policy Directorate, Headquarters United States Air Force |
| Army                    | Ms. Andrea Zucker, Consumer Market Research Chief for the Army Marketing and Research Group   |
| Coast Guard             | LT Leslie Downing, Southeastern Regional Leader, Coast Guard Recruiting Command   |
| Marine Corps            | LtCol John Caldwell, National Director of Marketing and Public Affairs, Marine Corps' Recruiting Command  |
| Navy                    | CDR Chris Chadwick, NRC Washington Liaison Officer, Navy Recruiting Command   |

**Additional information:** The committee received a briefing on the boxing programs at the U.S. Military Academy, the Naval Academy, and the Air Force Academy by Ms. Katie Rose, a graduate student at the Harvard Kennedy School of Government who conducted research on the boxing programs at the MSAs. Her research was presented to the Committee for their consideration in their work on integrated boxing programs at the MSAs.



## June 2017

**RFI 1:** In 2016, as part of the Committee’s review of the Services’ gender integration efforts, DACOWITS examined strategic communication efforts relevant to the opening of all positions to women. The Committee conducted a comprehensive review of the images used on each Service’s primary website and recruiting website. Across all websites, only a small percentage of the images of people included women. Additionally, there were substantial differences in the imagery representation of servicewomen by Service. Of the images that included people, only 6 percent of those on the “.mil” sites and 4 percent of those on the “.com” sites portrayed women in nontraditional roles. Complete findings from the 2016 DACOWITS’ Annual Report are available online ([click here](#)).

The Committee requests a written response from the Military Services and USSOCOM on progress that has been made in this regard, to include changes made to incorporate gender neutral language on Service branch controlled webpages, social media, recruiting outreach, retention outreach, training materials and other Service branch verbal and non-verbal environments to encourage recruitment, retention, and lateral moves into the combat roles opened to women since December 3, 2015.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Air Force Recruiting Service (AFRS)  |
| Army                    | Mr. William Sharpe; Mr. G. Scott McConnell; LTC Naomi R. Mercer  |
| Coast Guard             | Coast Guard Recruiting Command   |
| Marine Corps            | Capt. Philip J. Kulczewski, Office of Marine Corps Communications (OMCC)                                     |
| Navy                    | Office of the Chief of Navy Information (CHINFO); Navy Recruiting Command (NRC); Naval Special Warfare (NSW) |
| USSOCOM                 | BG Robert A. Karmazin, U.S. Army Director, Joint Special Operations Forces Development                       |

**RFI 2:** The Committee requests a briefing from the Military Services and USSOCOM on how the Services are progressing through the timelines outlined in their gender integration implementation plans? Please include the following:

- Plan for the next 18 months to implement remaining integration.
- How is this plan being released, promoted, and available for review among leadership, personnel, and the public?
- Has your Service branch discovered any known limitations that may stall integration (e.g., berthing considerations, combat gear and/or equipment, etc.)?
- Service branch specialty schools, including graduations/completions that have occurred since March 2016.

- What schools, training, and/or advanced training have not seen women accession, graduation, or completion?
- Historical attrition rates, by gender, from 1 January 2007 to 1 May 2017 of candidates/students in Service branch schools, programs, or specialty courses integrated since 3 December 2015.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | LtCol Charles Bris-Bois, Personnel Recovery Branch Lead, Headquarters Air Force  |
| Army                    | LTC Christine Rice, Chief, Women in the Service Assignments Policy/Soldier 2020, Headquarters, Department of the Army G-1        |
| Marine Corps            | Maj Emma Wood, Manpower and Reserve Affairs Integration Section  |
| Navy                    | CAPT Christian Dunbar, Naval Special Warfare Center School House   |
| USSOCOM                 | LtCol Jeff Pavelko, Chief, Readiness Division, Directorate for Joint Special Operations Forces Development, Headquarters USSOCOM |

**RFI 3:** The Committee requests a briefing from the Military Services on techniques, like the “Rooney Rule,” that the Services are using to provide a broader look into creating a more diverse force? Are any ideas/approaches for growing a diverse force being inhibited by legal interpretation?

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | Ms. Emi Izawa, Deputy Chief, Military Force Management Division, Directorate of Force Management Policy, Deputy Chief of Staff, Manpower, Personnel, and Services |
| Army                    | Ms. Susan Gordon, Chief Diversity Officer, Office of the Deputy Assistant Secretary of the Army for Diversity and Leadership                                      |
| Coast Guard             | CDR Tim Margita, Career Counseling Branch Chief, Office of Personnel Management   |
| Marine Corps            | LtCol Scott O. Meredith, Manpower Management Officer Assignments  |
| Navy                    | CDR Chris Chadwick, Washington Liaison Officer, Navy Recruiting Command   |

**RFI 4:** The Committee requests a literature review from the DACOWITS’ Research Contractor on how the Rooney Rule is being used in industries. Specifically, request research on companies that would most closely resemble the military in terms of junior employees being assigned to developmental positions where they can be mentored, and gain exposure / visibility to more senior leadership in the organization. (<http://www.businessinsider.com/facebook-is-using-the-rooney-rule-to-increase-diversity-2016-1>)

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Insight Policy Research | Ms. Rachel Gaddes, Project Director; Ms. Allyson Corbo, Research Assistant |

**RFI 5:** The Committee requests a briefing from the Military Services on the following:

- Approved and published additional training for combat arms/combat communities/combat airmen Service members.
- What are the Services doing to ensure women are prepared to successfully complete their MOS producing school?
- How are the Services incorporating science and new technologies into improving the training methodologies? For example, tapping into the American Mountaineering Guide Association for how women move under load for long distances in rough terrain; fitness enhancement programs, such as Navy NOFFs; the Air Force Prototype Battlefield Airmen Occupational Specific Fitness Test; and leveraging Master Fitness Trainers.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Dr. Neal Baumgartner, Chief, Air Force Exercise Science Unit                               |
| Army                    | Mr. McConnell, Army Training and Doctrine Command (TRADOC), Headquarters                   |
| Marine Corps            | Mr. Brian McGuire, Deputy Director, Force Fitness Division, Training and Education Command |
| Navy                    | CAPT Christian Dunbar, Naval Special Warfare Center School House                           |

**RFI 6:** On March 14, 2017, the Commandant of the Marine Corps provided testimony to the Senate Armed Services Committee that he would evaluate the full integration of recruit training. Of note, the Marine Corps remains the only Service branch to not fully integrate men and women in recruit training. As soon as this decision has been made and is releasable to the public, the Committee requests a briefing from the Marine Corps that addresses the criteria upon which the decision was based and any resulting implementation plan.

The Marine Corps did not provide a response. The RFI was postponed until the September quarterly business meeting. The Marine Corps’ study of this topic was still ongoing at the time of the June meeting.

**RFI 7:** The Committee requests a written response from the Joint Advertising Market Research & Studies (JAMRS) Office on how JAMRS’ surveys on propensity are worded to prevent bias among respondents (i.e. bias for or against joining the military)?



| Responding Organization | Name and Credentials                           |
|-------------------------|--|
| JAMRS                   | Joint Advertising, Market Research and Studies |

**RFI 8:** The Committee requests a briefing from the Military Services on the following:

- Navy: The results of their 2016 Pregnancy and Parenthood Survey. Of note, the Navy will lead this panel briefing.
- Army, Marine Corps, Air Force, and Coast Guard: Similar data collection efforts to the Navy’s bi-annual Pregnancy and Parenthood survey.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Rick E. Bennett, Chief, Officer Accessions and Training Division                       |
| Army                    | COL Cynthia D. Sanchez, Headquarters, Army Medical Command (MEDCOM, HQ)                |
| Coast Guard             | CDR Patti Tutalo, Gender Policy Advisor, Coast Guard Office of Diversity and Inclusion |
| Marine Corps            | LtCol Karen Morrisroe, Family Advocacy Program Section Head                            |
| Navy                    | LCDR Richard McDevitt, Navy Office of Inclusion and Diversity                          |

**RFI 9:** The Committee requests a written response from the Office of Family Policy/Children and Youth on the use of Child Development Centers (CDCs) by Service members vs. Civil Servants. Please provide the following information:

- The policy that addresses use of CDCs by Service members vs. Civil Servants.
- Are there active duty Service members on the waiting list, while Civil Servants and their families utilize a CDC facility? If so, are there any provisions to address this situation?
- What is the rate of utilization between Civil Service and active duty Service members?
- How many CDCs authorize Civil Servants to utilize their facility?

| Responding Organization                        | Name and Credentials   |
|--|--|
| Office of Military Community and Family Policy | Child and Youth Programs, Office of Military Family Readiness Policy |

**Additional information:** The Marine Corps asked to address DACOWITS to provide an update on Task Force Purple Harbor, a joint social media task force headed by NCIS. The committee received a briefing by BGen William Seely III (Director Interim Social Media Task Force), Special Agent Russel Alberty (NCIS), and LtCol Marts (Branch Head for Military Justice, Headquarters Marine Corps). The task force was formed as a reaction to recent media accounts of the improper use of social media by several members of the Marine Corps.

## September 2017

**RFI 1:** The Committee requests a written response from the Army and Marine Corps on the progress that has been made to integrate combat skills schools:

- Army: When was recruit/entry level training first gender integrated and why? What have been the positive and negative effects on warrior ethos, current gender integration efforts, and on occupational standards? What have been the lessons learned from gender integration of the Infantry Officer Basic Course?
- Marine Corps: Since recruit training has not fully integrated, what have been the positive and negative effects on warrior ethos, current gender integration efforts, and on occupational standards? What have been the lessons learned from gender integration efforts of the Marine Corps Infantry Officers Course?

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Army                    | Dr. Elizabeth Rupprecht and Dr. Tonia Heffner, Army Research Institute; Mr. Gary Fox and BG Peter Jones, Maneuver Center of Excellence |
| Marine Corps            | LtCol William J. Matory, Operations Officer, TBS, and Mr. Mark Henderson, Marine Corps Recruit Depot, Parris Island, Deputy G3         |

**RFI 2:** The Committee requests a briefing from the Military Services on their policies, programs, and messaging to integrate women into previously closed positions. Specifically we would like details on the Army's "Leader First" program and similar programs within the other Military Services, which have implemented a "women in leadership first" policy towards integration efforts (i.e., women being placed in officer and/or NCO leadership positions prior to junior officers and/or junior enlisted women being integrated into a unit). Include the following: policy intent; execution; saturation points; cases in which women leaders leap frogged over similarly and/or more qualified men; the messaging of these policies at the Service level, Brigade, and Battalion level; and the intended and actual outcomes of these policies.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Lt Col Chadwick Sterr, Air Force Special Operations and Personnel Recovery Division                                |
| Army                    | LTC Naomi Mercer, Chief of Command Policy and Soldier 2020 in the Army G-1   |
| Marine Corps            | Lt Col Wesley A. Frasard, Deputy Director Manpower Policy Plans  |
| Navy                    | ISC (Chief) Jannel Lovett, Women in Special Operations Forces Action Officer at Naval Special Warfare Center (NSW) |

**RFI 3:** The Committee requests a written response from the Military Service Academies on injury rates among cadets and midshipmen. Specifically, the Committee is interested in the number of training days (e.g., academic and/or physical training) that are lost due to injury. In the last five years, how many training days were lost, and how many light duty days were issued, per year due to injuries (not illness) sustained during the following:

- Off-duty liberty;
- Participation in the boxing program;
- Participation in training;
- Participation in DI sports; and
- Participation in all other sports (i.e., club, intramural).

Additionally, of all boxing injuries, what percentage was from concussive events?

Are there any other major sources of injury that caused a loss in training/instructional days?

| Responding Organization         | Name and Credentials                              |
|---------------------------------|---|
| United States Air Force Academy | United States Air Force Academy Staff             |
| United States Military Academy  | LtGen Robert L. Caslen, Jr., Superintendent, USMA |
| United States Naval Academy     | United States Naval Academy Staff                 |

**RFI 4:** The Committee requests a briefing from the Military Services on the following:

- A descriptive layout of each of the operationally relevant gender neutral physical fitness tests and standards the Services have established for physically demanding military occupations at each of the following levels: recruit/accession, basic training, advanced training, and operational units. Please describe the physical fitness category/component or physical task tested and the linkage and progression at each level. For example, a test of muscular endurance, pull-ups, and the required repetitions at each level.



- The stage of development the Services are in (planning / research and development / field trials / implementation / draft policy-Congressionally mandated adaptation period / full implementation with official policy in place) with regard to the Services regarding the tests and standards at each level?
- How the Services are integrating the new tests and standards into policy and how are they are communicating these changes to their personnel at all levels and to potential recruits?
- With respect to the influence tests and standards have on physical training behavior, how the Services are developing physical training at each of the levels: recruit/accession, basic training, advanced training, and operational units, for physically demanding military occupations.
- For physically demanding military occupations, what specific training procedures and techniques are the Services employing that account for anatomical and physiological gender differences in the above training programs to aid women in the accomplishment of arduous operationally relevant physical tasks? For example, do physical training programs include a specific training technique for women designed to close the gender gap on overhead lift (muscular strength)?

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Dr. Neal Baumgartner, Chief, AF Exercise Science Unit, AF/AIP / AFPC/DSY, JBSA                     |
| Army                    | Mr. Scott McConnell, TRADOC G5 (Strategy, Plans, and Policy Analysis) Director                     |
| Marine Corps            | Col (Ret.) Brian McGuire, Deputy Director Force Fitness Division at Training and Education Command |
| Navy                    | Mr. Jason Jadgechew, Human Performance Program Manager at NSW                                      |

**RFI 5:** On March 14, 2017, the Commandant of the Marine Corps provided testimony to the Senate Armed Services Committee that he would evaluate the full integration of recruit training. Of note, the Marine Corps remains the only Service branch to not fully integrate men and women in recruit training. As soon as this decision has been made and is releasable to the public, the Committee requests a briefing from the Marine Corps that addresses the criteria upon which the decision was based and any resulting implementation plan.

The Marine Corps did not provide a response. The RFI was postponed until the December quarterly business meeting.

**RFI 6:** To cultivate a pool of women with the physical capabilities and cognitive skillsets necessary for military occupations, the Military Services must engage potential female recruits earlier in life. The Committee acknowledges that formal recruiting of minors is prohibited, but that informal community outreach/engagement programs, events, and activities for minors do exist. Two examples include: West Point’s Center for Leadership and Diversity in Science, Technology, Engineering, and Mathematics (CLD STEM), and the Army’s Performance Triad (P3) initiative. The Committee requests a briefing from the Military Services on specific community outreach/engagement programs, events, and activities programs being used to generate Military Service interest among women under the age of 17, including but not limited to the following:

- Geographic location where these programs, events, and activities are conducted.
- Frequency at which these programs, events, and activities are conducted.
- How do these programs, events, and activities encourage the influencers of young women (e.g., parents, coaches, pastors, teachers, local executive leadership) to become ambassadors for the Military Services.

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | Ms. Christine Millette, Chief, Strategic Communications, Diversity and Inclusion, Deputy Chief of Staff for Manpower, Personnel, and Services, Headquarters U.S. Air Force  |
| Army                    | Ms. Seema E. Salter, Deputy, Diversity and Leadership Office, Office of the Deputy Assistant Secretary of the Army Diversity and Leadership, Headquarters Department of the Army (Briefed by Ms. Margo Barfield, Outreach Program Director, Office of the Deputy Assistant Secretary of the Army Diversity and Leadership, Headquarters Department of the Army) |
| Coast Guard             | Chief Keiyon McCoy  |
| Marine Corps            | LtCol John Caldwell, Assistant Chief of Staff/National Director of Marketing and Communication Strategy, Marine Corps Recruiting Command  |
| Navy                    | CDR Allen Owens, Marketing Operations, Marketing and Advertising Department   |

**RFI 7:** The Committee requests a written response from the Military Services on the status of their use of the Career Intermission Program (CIP), to include the following:

- Overview of the Services' current CIP policy and how long it has been effective.
  - ✓ Final approval authority for applications.
  - ✓ Process for overseeing/managing participants while they are in the program (e.g., monthly mustering, personnel issues, etc.).
- Number of participants each fiscal year, by rank and occupational specialty; cumulative number of participants since the Service began offering the program.
- Gender ratio of approved applicants and corresponding justification for their CIP requests.
- Gender ratio of disapproved applicants and corresponding justification for their CIP requests, as well as justification for disapproval.
- Current number of participants currently in the program; the number of participants scheduled to enter the program; and the number of participants scheduled to return to active duty.
- Attrition data for CIP participants and for those who applied but were disapproved.

- Lessons learned (e.g., issues with pay/benefits/GI Bill funding; issuance of ID cards; etc.).
- Success stories (e.g., promotion/advancements after returning to program; conversion from enlisted to officer; etc.).

| Responding Organization | Name and Credentials  |
|-------------------------|---|
| Air Force               | Lt Col Matthew Huibregtse, Headquarters U.S. Air Force/AIPPS  |
| Army                    | LTC Naomi Mercer, Army GI   |
| Coast Guard             | U.S. Coast Guard Office of Diversity and Inclusion; U.S. Coast Guard Workforce Forecasting & Analysis, Officer Workforce Team |
| Marine Corps            | Major J.M. Wall, U.S. Marine Corps Manpower and Reserve Affairs   |
| Navy                    | RADM John B. Nowell, Jr., Director, Military Personnel Plans and Policy Division  |

**RFI 8:** DACOWITS continues to closely follow the implementation of leave new policies for parents (e.g., maternity leave, parental leave). The Committee requests a written response from the Military Services describing how current leave policies (e.g., maternity leave, parental leave, adoptive leave, etc.) are being used, and how units are affected when a parent takes leave, if at all. The response should include the following details:

- What is the average amount of leave taken by active members since the current policies were implemented? Please provide average leave amounts for enlisted women, enlisted men, female officers, and male officers.
- How are units (the smallest unit of an individual's assignment) affected when an individual takes leave? Please share any details the Committee should know about the impact of current leave policies on units.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Rick E. Bennett, Chief, Officer Accessions and Training Division   |
| Army                    | Clay A. Brashear, Director, Policy and Leadership, Office of the Deputy Assistant Secretary of the Army Diversity and Leadership |
| Coast Guard             | USCG Pay and Personnel Center, HR Business Analysis Team   |
| Marine Corps            | Capt William Dennis, MPO   |
| Navy                    | Pay and Personnel Department   |



**RFI 9:** The Committee requests a written response from the Military Services on the status of five 2015 DACOWITS' recommendations:

- The Services should revise their definition of sexual harassment and any regulations pertaining to the use of social media to clarify that conduct or speech that takes place wholly online can itself constitute sexual harassment.
- The Services should revise and implement sexual harassment training that addresses online harassment, anonymity, and the consequences of online behavior both on- and off-duty.
- The Service Secretaries and Joint Chiefs of Staff should communicate a united, passionate, and powerful message to the Armed Forces that sexual harassment and sexual assault are not part of our military culture.
- The Service Chiefs should send verbal and written communications to Service members emphasizing that sexual harassment and sexual assault are unacceptable and will not be tolerated. The message should embrace aggressive accountability of sexual harassment and sexual assault offenders, and those who were knowledgeable of the attacks and did nothing.
- The Services should provide the same attention to preventing and responding to sexual harassment as they do to preventing and responding to sexual assault.

| Responding Organization | Name and Credentials   |
|-------------------------|--|
| Air Force               | Audie K. Sanders, GS-14, DAF, Program Manager, Air Force Equal Opportunity |
| Army                    | LTC Naomi Mercer, Army GI  |
| Coast Guard             | LT Kristen Jaekel  |
| Marine Corps            | First Lt M.L. Chadwick, MPE, Manpower and Reserve Affairs                  |
| Navy                    | OPNAV N173, N172, N17Z   |



# Appendix F

## Gender Distribution of Active Duty Officers and Enlisted Service Members in each Service and across the Total Force, 2013–2017



# Appendix F. Gender Distribution of Active Duty Officers and Enlisted Service Members in Each Service and Across the Total Force, 2013–2017

This appendix presents the percentages of men and women in each rank for each Service and across the total force for the past 5 years. The tables in this appendix were calculated using DoD data.<sup>433</sup>

## 2013

*Table F.1. Gender Distribution of Active Duty Officers in Each Service, September 2013*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|
|              | % Female<br>(12,692) | % Male<br>(52,106) | % Female<br>(16,186) | % Male<br>(82,448) | % Female<br>(1,404) | % Male<br>(6,987) | % Female<br>(1,375) | % Male<br>(19,862) | % Female<br>(8,995) | % Male<br>(44,865) |
| O10          | 8.33                 | 91.67              | 0.00                 | 100.00             | 0.00                | 0.00              | 0.00                | 100.00             | 0.00                | 100.00             |
| O09          | 11.11                | 88.89              | 11.54                | 88.46              | 0.00                | 100.00            | 0.00                | 100.00             | 9.30                | 90.70              |
| O08          | 10.89                | 89.11              | 7.08                 | 92.92              | 11.11               | 88.89             | 0.00                | 100.00             | 7.25                | 92.75              |
| O07          | 6.80                 | 93.20              | 5.63                 | 94.37              | 5.88                | 94.12             | 3.13                | 96.88              | 11.30               | 88.70              |
| O06          | 13.14                | 86.86              | 11.52                | 88.48              | 8.16                | 91.84             | 2.65                | 97.35              | 12.58               | 87.42              |
| O05          | 14.24                | 85.76              | 12.55                | 87.45              | 12.70               | 87.30             | 2.90                | 97.10              | 11.61               | 88.39              |
| O04          | 17.06                | 82.94              | 16.68                | 83.32              | 16.51               | 83.49             | 5.27                | 94.73              | 14.56               | 85.44              |
| O03          | 21.90                | 78.10              | 20.02                | 79.98              | 21.39               | 78.61             | 6.57                | 93.43              | 18.44               | 81.56              |
| O02          | 24.79                | 75.21              | 19.25                | 80.75              | 24.97               | 75.03             | 7.91                | 92.09              | 20.77               | 79.23              |
| O01          | 23.31                | 76.69              | 19.57                | 80.43              | 26.97               | 73.03             | 11.17               | 88.83              | 21.64               | 78.36              |
| W05          | 0.00                 | 0.00               | 5.77                 | 94.23              | 0.00                | 0.00              | 4.26                | 95.74              | 7.79                | 92.21              |
| W04          | 0.00                 | 0.00               | 7.42                 | 92.58              | 5.63                | 94.37             | 4.17                | 95.83              | 5.94                | 94.06              |
| W03          | 0.00                 | 0.00               | 9.86                 | 90.14              | 4.75                | 95.25             | 5.39                | 94.61              | 5.17                | 94.83              |
| W02          | 0.00                 | 0.00               | 10.29                | 89.71              | 8.63                | 91.37             | 5.41                | 94.59              | 6.18                | 93.82              |
| W01          | 0.00                 | 0.00               | 9.63                 | 90.37              | 0.00                | 0.00              | 11.38               | 88.62              | 0.00                | 0.00               |
| <b>Total</b> | <b>19.59</b>         | <b>80.41</b>       | <b>16.41</b>         | <b>83.59</b>       | <b>16.73</b>        | <b>83.27</b>      | <b>6.47</b>         | <b>93.53</b>       | <b>16.70</b>        | <b>83.30</b>       |

*Table F.2. Gender Distribution of Active Duty Officers Across the Total Force by Service, September 2013*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    | Total Force          |                     |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|----------------------|---------------------|
|              | % Female<br>(12,692) | % Male<br>(52,106) | % Female<br>(16,186) | % Male<br>(82,448) | % Female<br>(1,404) | % Male<br>(6,987) | % Female<br>(1,375) | % Male<br>(19,862) | % Female<br>(8,995) | % Male<br>(44,865) | % Female<br>(40,652) | % Male<br>(206,268) |
| O10          | 2.70                 | 29.73              | 0.00                 | 32.43              | 0.00                | 0.00              | 0.00                | 10.81              | 0.00                | 24.32              | 2.70                 | 97.30               |
| O09          | 3.05                 | 24.39              | 3.66                 | 28.05              | 0.00                | 3.66              | 0.00                | 10.98              | 2.44                | 23.78              | 9.15                 | 90.85               |
| O08          | 3.33                 | 27.27              | 2.42                 | 31.82              | 0.61                | 4.85              | 0.00                | 8.79               | 1.52                | 19.39              | 7.88                 | 92.12               |
| O07          | 2.21                 | 30.24              | 1.77                 | 29.58              | 0.22                | 3.53              | 0.22                | 6.84               | 2.87                | 22.52              | 7.28                 | 92.72               |
| O06          | 3.83                 | 25.33              | 4.07                 | 31.30              | 0.26                | 2.92              | 0.15                | 5.35               | 3.37                | 23.42              | 11.68                | 88.32               |
| O05          | 4.79                 | 28.87              | 4.32                 | 30.08              | 0.37                | 2.54              | 0.18                | 6.18               | 2.63                | 20.03              | 12.29                | 87.71               |
| O04          | 5.03                 | 24.44              | 6.08                 | 30.35              | 0.52                | 2.63              | 0.42                | 7.58               | 3.34                | 19.61              | 15.38                | 84.62               |
| O03          | 6.37                 | 22.73              | 7.20                 | 28.74              | 0.69                | 2.52              | 0.59                | 8.37               | 4.20                | 18.59              | 19.05                | 80.95               |
| O02          | 5.59                 | 16.96              | 8.36                 | 35.08              | 0.60                | 1.82              | 0.87                | 10.18              | 4.27                | 16.27              | 19.70                | 80.30               |
| O01          | 6.41                 | 21.10              | 6.78                 | 27.88              | 0.67                | 1.81              | 0.98                | 7.77               | 5.75                | 20.84              | 20.60                | 79.40               |
| W05          | 0.00                 | 0.00               | 4.58                 | 74.82              | 0.00                | 0.00              | 0.48                | 10.84              | 0.72                | 8.55               | 5.78                 | 94.22               |
| W04          | 0.00                 | 0.00               | 5.15                 | 64.21              | 0.61                | 10.29             | 0.35                | 8.07               | 0.67                | 10.64              | 6.78                 | 93.22               |
| W03          | 0.00                 | 0.00               | 6.74                 | 61.66              | 0.47                | 9.50              | 0.56                | 9.87               | 0.58                | 10.62              | 8.36                 | 91.64               |
| W02          | 0.00                 | 0.00               | 7.80                 | 68.00              | 0.72                | 7.63              | 0.55                | 9.65               | 0.35                | 5.30               | 9.42                 | 90.58               |
| W01          | 0.00                 | 0.00               | 8.91                 | 85.58              | 0.00                | 0.00              | 0.85                | 6.66               | 0.00                | 0.00               | 9.76                 | 90.24               |
| <b>Total</b> | <b>5.14</b>          | <b>21.10</b>       | <b>6.56</b>          | <b>33.39</b>       | <b>0.57</b>         | <b>2.83</b>       | <b>0.56</b>         | <b>8.04</b>        | <b>3.64</b>         | <b>18.17</b>       | <b>16.46</b>         | <b>83.54</b>        |

*Table F.3. Gender Distribution of Active Duty Enlisted Service Members in Each Service, September 2013*

| Rank         | Air Force         |                  | Army              |                  | Coast Guard      |                 | Marine Corps      |                  | Navy              |                  |
|--------------|-------------------|------------------|-------------------|------------------|------------------|-----------------|-------------------|------------------|-------------------|------------------|
|              | % Female (49,111) | % Male (212,664) | % Female (55,660) | % Male (373,263) | % Female (4,648) | % Male (27,381) | % Female (12,826) | % Male (161,784) | % Female (46,991) | % Male (218,986) |
| E09          | 11.41             | 88.59            | 7.30              | 92.70            | 8.26             | 91.74           | 3.91              | 96.09            | 6.08              | 93.92            |
| E08          | 17.87             | 82.13            | 10.57             | 89.43            | 6.47             | 93.53           | 5.24              | 94.76            | 7.08              | 92.92            |
| E07          | 18.35             | 81.65            | 11.42             | 88.58            | 7.76             | 92.24           | 6.20              | 93.80            | 10.83             | 89.17            |
| E06          | 20.04             | 79.96            | 10.75             | 89.25            | 10.66            | 89.34           | 6.07              | 93.93            | 13.03             | 86.97            |
| E05          | 19.40             | 80.60            | 12.63             | 87.37            | 11.63            | 88.37           | 7.24              | 92.76            | 15.88             | 84.12            |
| E04          | 18.45             | 81.55            | 14.62             | 85.38            | 16.50            | 83.50           | 8.46              | 91.54            | 20.49             | 79.51            |
| E03          | 18.21             | 81.79            | 13.81             | 86.19            | 25.57            | 74.43           | 7.45              | 92.55            | 22.39             | 77.61            |
| E02          | 17.09             | 82.91            | 13.69             | 86.31            | 34.41            | 65.59           | 7.84              | 92.16            | 22.92             | 77.08            |
| E01          | 17.48             | 82.52            | 13.05             | 86.95            | 28.35            | 71.65           | 6.63              | 93.37            | 25.26             | 74.74            |
| <b>Total</b> | <b>18.76</b>      | <b>81.24</b>     | <b>12.98</b>      | <b>87.02</b>     | <b>14.51</b>     | <b>85.49</b>    | <b>7.35</b>       | <b>92.65</b>     | <b>17.67</b>      | <b>82.33</b>     |

*Table F.4. Gender Distribution of Active Duty Enlisted Service Members Across the Total Force by Service, September 2013*

| Rank         | Air Force         |                  | Army              |                  | Coast Guard      |                 | Marine Corps      |                  | Navy              |                  | Total Force        |                  |
|--------------|-------------------|------------------|-------------------|------------------|------------------|-----------------|-------------------|------------------|-------------------|------------------|--------------------|------------------|
|              | % Female (49,111) | % Male (212,664) | % Female (55,660) | % Male (373,263) | % Female (4,648) | % Male (27,381) | % Female (12,826) | % Male (161,784) | % Female (46,991) | % Male (218,986) | % Female (169,236) | % Male (994,078) |
| E09          | 2.72              | 21.11            | 2.54              | 32.18            | 0.27             | 2.97            | 0.58              | 14.28            | 1.42              | 21.93            | 7.52               | 92.48            |
| E08          | 3.26              | 14.97            | 4.60              | 38.94            | 0.16             | 2.36            | 0.74              | 13.34            | 1.53              | 20.09            | 10.29              | 89.71            |
| E07          | 4.92              | 21.87            | 4.62              | 35.84            | 0.27             | 3.15            | 0.55              | 8.25             | 2.22              | 18.31            | 12.57              | 87.43            |
| E06          | 4.84              | 19.33            | 3.90              | 32.37            | 0.41             | 3.47            | 0.54              | 8.28             | 3.50              | 23.36            | 13.19              | 86.81            |
| E05          | 5.41              | 22.47            | 4.09              | 28.30            | 0.38             | 2.91            | 0.83              | 10.63            | 3.97              | 21.01            | 14.68              | 85.32            |
| E04          | 3.61              | 15.98            | 6.59              | 38.49            | 0.43             | 2.16            | 1.03              | 11.12            | 4.22              | 16.38            | 15.88              | 84.12            |
| E03          | 4.64              | 20.83            | 3.92              | 24.47            | 0.65             | 1.90            | 1.77              | 21.93            | 4.45              | 15.43            | 15.43              | 84.57            |
| E02          | 0.85              | 4.11             | 5.10              | 32.13            | 0.15             | 0.29            | 2.53              | 29.77            | 5.75              | 19.32            | 14.37              | 85.63            |
| E01          | 2.51              | 11.85            | 4.84              | 32.24            | 0.07             | 0.17            | 1.50              | 21.11            | 6.50              | 19.22            | 15.41              | 84.59            |
| <b>Total</b> | <b>4.22</b>       | <b>18.28</b>     | <b>4.78</b>       | <b>32.09</b>     | <b>0.40</b>      | <b>2.35</b>     | <b>1.10</b>       | <b>13.91</b>     | <b>4.04</b>       | <b>18.82</b>     | <b>14.55</b>       | <b>85.45</b>     |



*Table F.5. Gender Distribution of All Active Duty Service Members in Each Service, September 2013*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|      | % Female<br>(61,803) | % Male<br>(264,770) | % Female<br>(71,846) | % Male<br>(455,711) | % Female<br>(6,052) | % Male<br>(34,368) | % Female<br>(14,201) | % Male<br>(181,646) | % Female<br>(55,986) | % Male<br>(263,851) |
| All  | 18.92                | 81.08               | 13.62                | 86.38               | 14.97               | 85.03              | 7.25                 | 92.75               | 17.50                | 82.50               |

*Table F.6. Gender Distribution of All Active Duty Service Members Across the Total Force by Service, September 2013*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                       |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|-----------------------|
|      | % Female<br>(61,803) | % Male<br>(264,770) | % Female<br>(71,846) | % Male<br>(455,711) | % Female<br>(6,052) | % Male<br>(34,368) | % Female<br>(14,201) | % Male<br>(181,646) | % Female<br>(55,986) | % Male<br>(263,851) | % Female<br>(209,888) | % Male<br>(1,200,346) |
| All  | 4.38                 | 18.77               | 5.09                 | 32.31               | 0.43                | 2.44               | 1.01                 | 12.88               | 3.97                 | 18.71               | 14.88                 | 85.12                 |



# 2014

Table F.7. Gender Distribution of Active Duty Officers in Each Service, September 2014

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|
|              | % Female<br>(12,404) | % Male<br>(49,945) | % Female<br>(16,162) | % Male<br>(81,135) | % Female<br>(1,432) | % Male<br>(6,892) | % Female<br>(1,426) | % Male<br>(19,488) | % Female<br>(9,248) | % Male<br>(45,190) |
| O10          | 9.09                 | 90.91              | 0.00                 | 100.00             | 0.00                | 0.00              | 0.00                | 100.00             | 10.00               | 90.00              |
| O09          | 11.36                | 88.64              | 10.42                | 89.58              | 0.00                | 100.00            | 0.00                | 100.00             | 11.11               | 88.89              |
| O08          | 10.42                | 89.58              | 5.31                 | 94.69              | 11.11               | 88.89             | 0.00                | 100.00             | 10.61               | 89.39              |
| O07          | 5.80                 | 94.20              | 6.57                 | 93.43              | 17.65               | 82.35             | 3.03                | 96.97              | 6.90                | 93.10              |
| O06          | 12.99                | 87.01              | 11.58                | 88.42              | 7.38                | 92.62             | 2.46                | 97.54              | 12.37               | 87.63              |
| O05          | 14.61                | 85.39              | 12.91                | 87.09              | 13.77               | 86.23             | 3.22                | 96.78              | 11.78               | 88.22              |
| O04          | 17.40                | 82.60              | 17.31                | 82.69              | 16.87               | 83.13             | 5.27                | 94.73              | 15.22               | 84.78              |
| O03          | 22.36                | 77.64              | 20.04                | 79.96              | 21.77               | 78.23             | 6.71                | 93.29              | 18.92               | 81.08              |
| O02          | 24.36                | 75.64              | 19.22                | 80.78              | 25.82               | 74.18             | 8.81                | 91.19              | 21.36               | 78.64              |
| O01          | 23.56                | 76.44              | 19.67                | 80.33              | 28.78               | 71.22             | 13.40               | 86.60              | 20.93               | 79.07              |
| W05          | 0.00                 | 0.00               | 5.95                 | 94.05              | 0.00                | 0.00              | 5.77                | 94.23              | 7.89                | 92.11              |
| W04          | 0.00                 | 0.00               | 8.37                 | 91.63              | 5.13                | 94.87             | 4.84                | 95.16              | 6.02                | 93.98              |
| W03          | 0.00                 | 0.00               | 9.78                 | 90.22              | 6.14                | 93.86             | 4.87                | 95.13              | 4.33                | 95.67              |
| W02          | 0.00                 | 0.00               | 10.14                | 89.86              | 8.13                | 91.87             | 6.45                | 93.55              | 7.86                | 92.14              |
| W01          | 0.00                 | 0.00               | 9.02                 | 90.98              | 0.00                | 0.00              | 5.88                | 94.12              | 0.00                | 100.00             |
| <b>Total</b> | <b>19.89</b>         | <b>80.11</b>       | <b>16.61</b>         | <b>83.39</b>       | <b>17.20</b>        | <b>82.80</b>      | <b>6.82</b>         | <b>93.18</b>       | <b>16.99</b>        | <b>83.01</b>       |

*Table F.8. Gender Distribution of Active Duty Officers Across the Total Force by Service, September 2014*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    | Total Force          |                     |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|----------------------|---------------------|
|              | % Female<br>(12,404) | % Male<br>(49,945) | % Female<br>(16,162) | % Male<br>(81,135) | % Female<br>(1,432) | % Male<br>(6,892) | % Female<br>(1,426) | % Male<br>(19,488) | % Female<br>(9,248) | % Male<br>(45,190) | % Female<br>(40,672) | % Male<br>(202,650) |
| O10          | 2.63                 | 26.32              | 0.00                 | 34.21              | 0.00                | 0.00              | 0.00                | 10.53              | 2.63                | 23.68              | 5.26                 | 94.74               |
| O09          | 3.33                 | 26.00              | 3.33                 | 28.67              | 0.00                | 3.33              | 0.00                | 11.33              | 2.67                | 21.33              | 9.33                 | 90.67               |
| O08          | 3.11                 | 26.71              | 1.86                 | 33.23              | 0.62                | 4.97              | 0.00                | 9.01               | 2.17                | 18.32              | 7.76                 | 92.24               |
| O07          | 1.81                 | 29.48              | 2.04                 | 29.02              | 0.68                | 3.17              | 0.23                | 7.26               | 1.81                | 24.49              | 6.58                 | 93.42               |
| O06          | 3.60                 | 24.09              | 4.11                 | 31.42              | 0.24                | 3.04              | 0.14                | 5.63               | 3.43                | 24.30              | 11.52                | 88.48               |
| O05          | 4.80                 | 28.07              | 4.35                 | 29.31              | 0.41                | 2.57              | 0.22                | 6.47               | 2.81                | 21.01              | 12.58                | 87.42               |
| O04          | 5.02                 | 23.82              | 6.37                 | 30.41              | 0.53                | 2.62              | 0.43                | 7.78               | 3.50                | 19.53              | 15.85                | 84.15               |
| O03          | 6.25                 | 21.70              | 7.44                 | 29.70              | 0.67                | 2.41              | 0.58                | 8.02               | 4.40                | 18.84              | 19.34                | 80.66               |
| O02          | 5.71                 | 17.73              | 7.97                 | 33.49              | 0.69                | 1.98              | 1.04                | 10.73              | 4.41                | 16.25              | 19.82                | 80.18               |
| O01          | 6.34                 | 20.58              | 6.75                 | 27.58              | 0.72                | 1.79              | 1.04                | 6.71               | 5.96                | 22.52              | 20.82                | 79.18               |
| W05          | 0.00                 | 0.00               | 4.67                 | 73.80              | 0.00                | 0.00              | 0.72                | 11.72              | 0.72                | 8.37               | 6.10                 | 93.90               |
| W04          | 0.00                 | 0.00               | 5.62                 | 61.50              | 0.60                | 11.12             | 0.42                | 8.27               | 0.75                | 11.72              | 7.39                 | 92.61               |
| W03          | 0.00                 | 0.00               | 6.75                 | 62.25              | 0.60                | 9.16              | 0.51                | 10.04              | 0.46                | 10.22              | 8.32                 | 91.68               |
| W02          | 0.00                 | 0.00               | 7.66                 | 67.92              | 0.69                | 7.80              | 0.62                | 9.01               | 0.49                | 5.80               | 9.47                 | 90.53               |
| W01          | 0.00                 | 0.00               | 7.99                 | 80.62              | 0.00                | 0.00              | 0.67                | 10.72              | 0.00                | 0.00               | 8.66                 | 91.34               |
| <b>Total</b> | <b>5.10</b>          | <b>20.53</b>       | <b>6.64</b>          | <b>33.34</b>       | <b>0.59</b>         | <b>2.83</b>       | <b>0.59</b>         | <b>8.01</b>        | <b>3.80</b>         | <b>18.57</b>       | <b>16.72</b>         | <b>83.28</b>        |



*Table F.9. Gender Distribution of Active Duty Enlisted Service Members in Each Service, September 2014*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|              | % Female<br>(46,696) | % Male<br>(203,408) | % Female<br>(53,840) | % Male<br>(352,679) | % Female<br>(4,523) | % Male<br>(26,607) | % Female<br>(12,781) | % Male<br>(154,196) | % Female<br>(48,079) | % Male<br>(219,080) |
| E09          | 12.56                | 87.44               | 7.37                 | 92.63               | 7.87                | 92.13              | 4.03                 | 95.97               | 6.53                 | 93.47               |
| E08          | 18.83                | 81.17               | 11.15                | 88.85               | 7.59                | 92.41              | 5.18                 | 94.82               | 7.48                 | 92.52               |
| E07          | 18.41                | 81.59               | 11.52                | 88.48               | 8.38                | 91.62              | 6.12                 | 93.88               | 11.41                | 88.59               |
| E06          | 19.80                | 80.20               | 10.79                | 89.21               | 11.03               | 88.97              | 6.32                 | 93.68               | 13.26                | 86.74               |
| E05          | 19.02                | 80.98               | 13.29                | 86.71               | 11.68               | 88.32              | 7.91                 | 92.09               | 16.67                | 83.33               |
| E04          | 17.96                | 82.04               | 14.61                | 85.39               | 17.57               | 82.43              | 8.28                 | 91.72               | 20.60                | 79.40               |
| E03          | 18.73                | 81.27               | 14.47                | 85.53               | 26.11               | 73.89              | 7.05                 | 92.95               | 22.89                | 77.11               |
| E02          | 18.60                | 81.40               | 14.38                | 85.62               | 17.67               | 82.33              | 9.64                 | 90.36               | 23.14                | 76.86               |
| E01          | 17.76                | 82.24               | 13.28                | 86.72               | 18.71               | 81.29              | 8.24                 | 91.76               | 25.01                | 74.99               |
| <b>Total</b> | <b>18.67</b>         | <b>81.33</b>        | <b>13.24</b>         | <b>86.76</b>        | <b>14.53</b>        | <b>85.47</b>       | <b>7.65</b>          | <b>92.35</b>        | <b>18.00</b>         | <b>82.00</b>        |

*Table F.10. Gender Distribution of Active Duty Enlisted Service Members Across the Total Force by Service, September 2014*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|---------------------|
|              | % Female<br>(46,696) | % Male<br>(203,408) | % Female<br>(53,840) | % Male<br>(352,679) | % Female<br>(4,523) | % Male<br>(26,607) | % Female<br>(12,781) | % Male<br>(154,196) | % Female<br>(48,079) | % Male<br>(219,080) | % Female<br>(165,919) | % Male<br>(955,970) |
| E09          | 2.97                 | 20.70               | 2.50                 | 31.42               | 0.26                | 3.10               | 0.59                 | 14.17               | 1.59                 | 22.69               | 7.92                  | 92.08               |
| E08          | 3.45                 | 14.88               | 4.76                 | 37.94               | 0.20                | 2.39               | 0.72                 | 13.19               | 1.68                 | 20.80               | 10.81                 | 89.19               |
| E07          | 4.80                 | 21.26               | 4.65                 | 35.70               | 0.29                | 3.21               | 0.52                 | 7.97                | 2.46                 | 19.14               | 12.73                 | 87.27               |
| E06          | 4.60                 | 18.62               | 3.93                 | 32.46               | 0.43                | 3.48               | 0.55                 | 8.23                | 3.67                 | 24.04               | 13.18                 | 86.82               |
| E05          | 5.15                 | 21.92               | 4.21                 | 27.45               | 0.38                | 2.85               | 0.91                 | 10.64               | 4.42                 | 22.08               | 15.06                 | 84.94               |
| E04          | 3.74                 | 17.08               | 6.28                 | 36.67               | 0.45                | 2.09               | 1.16                 | 12.89               | 4.05                 | 15.59               | 15.67                 | 84.33               |
| E03          | 4.46                 | 19.36               | 3.95                 | 23.36               | 0.53                | 1.50               | 1.61                 | 21.16               | 5.51                 | 18.56               | 16.06                 | 83.94               |
| E02          | 1.10                 | 4.83                | 5.75                 | 34.26               | 0.28                | 1.31               | 2.69                 | 25.20               | 5.69                 | 18.89               | 15.51                 | 84.49               |
| E01          | 2.69                 | 12.46               | 5.16                 | 33.68               | 0.22                | 0.95               | 1.70                 | 18.92               | 6.06                 | 18.16               | 15.82                 | 84.18               |
| <b>Total</b> | <b>4.16</b>          | <b>18.13</b>        | <b>4.80</b>          | <b>31.44</b>        | <b>0.40</b>         | <b>2.37</b>        | <b>1.14</b>          | <b>13.74</b>        | <b>4.29</b>          | <b>19.53</b>        | <b>14.79</b>          | <b>85.21</b>        |

*Table F.11. Gender Distribution of All Active Duty Service Members in Each Service, September 2014*

| Rank | Air Force         |                  | Army              |                  | Coast Guard      |                 | Marine Corps      |                  | Navy              |                  |
|------|-------------------|------------------|-------------------|------------------|------------------|-----------------|-------------------|------------------|-------------------|------------------|
|      | % Female (59,100) | % Male (253,353) | % Female (70,002) | % Male (433,814) | % Female (5,955) | % Male (33,499) | % Female (14,207) | % Male (173,684) | % Female (57,327) | % Male (264,270) |
| All  | 18.91             | 81.09            | 13.89             | 86.11            | 15.09            | 84.91           | 7.56              | 92.44            | 17.83             | 82.17            |

*Table F.12. Gender Distribution of All Active Duty Service Members Across the Total Force by Service, September 2014*

| Rank | Air Force         |                  | Army              |                  | Coast Guard      |                 | Marine Corps      |                  | Navy              |                  | Total Force        |                    |
|------|-------------------|------------------|-------------------|------------------|------------------|-----------------|-------------------|------------------|-------------------|------------------|--------------------|--------------------|
|      | % Female (59,100) | % Male (253,353) | % Female (70,002) | % Male (433,814) | % Female (5,955) | % Male (33,499) | % Female (14,207) | % Male (173,684) | % Female (57,327) | % Male (264,270) | % Female (206,591) | % Male (1,158,620) |
| All  | 4.33              | 18.56            | 5.13              | 31.78            | 0.44             | 2.45            | 1.04              | 12.72            | 4.20              | 19.36            | 15.13              | 84.87              |



# 2015

*Table F.13. Gender Distribution of Active Duty Officers in Each Service, September 2015*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|
|              | % Female<br>(12,367) | % Male<br>(48,637) | % Female<br>(15,948) | % Male<br>(78,662) | % Female<br>(1,483) | % Male<br>(6,816) | % Female<br>(1,456) | % Male<br>(19,192) | % Female<br>(9,413) | % Male<br>(44,791) |
| O10          | 15.38                | 84.62              | 0.00                 | 100.00             | 0.00                | 0.00              | 0.00                | 100.00             | 10.00               | 90.00              |
| O09          | 4.88                 | 95.12              | 8.33                 | 91.67              | 20.00               | 80.00             | 0.00                | 100.00             | 8.57                | 91.43              |
| O08          | 10.31                | 89.69              | 6.50                 | 93.50              | 11.11               | 88.89             | 0.00                | 100.00             | 11.11               | 88.89              |
| O07          | 3.45                 | 96.55              | 5.22                 | 94.78              | 15.79               | 84.21             | 3.03                | 96.97              | 9.26                | 90.74              |
| O06          | 13.67                | 86.33              | 11.40                | 88.60              | 7.75                | 92.25             | 2.38                | 97.62              | 12.13               | 87.88              |
| O05          | 14.88                | 85.12              | 13.41                | 86.59              | 14.77               | 85.23             | 3.85                | 96.15              | 11.59               | 88.41              |
| O04          | 18.83                | 81.17              | 17.73                | 82.27              | 17.93               | 82.07             | 5.59                | 94.41              | 15.49               | 84.51              |
| O03          | 22.09                | 77.91              | 20.22                | 79.78              | 22.13               | 77.87             | 6.58                | 93.42              | 19.59               | 80.41              |
| O02          | 24.53                | 75.47              | 19.20                | 80.80              | 27.31               | 72.69             | 10.06               | 89.94              | 22.15               | 77.85              |
| O01          | 23.90                | 76.10              | 20.36                | 79.64              | 30.13               | 69.87             | 11.60               | 88.40              | 20.82               | 79.18              |
| W05          | 0.00                 | 100.00             | 6.14                 | 93.86              | 0.00                | 0.00              | 2.83                | 97.17              | 8.33                | 91.67              |
| W04          | 0.00                 | 100.00             | 8.65                 | 91.35              | 3.74                | 96.26             | 5.36                | 94.64              | 5.79                | 94.21              |
| W03          | 0.00                 | 100.00             | 9.07                 | 90.93              | 6.32                | 93.68             | 4.71                | 95.29              | 4.35                | 95.65              |
| W02          | 0.00                 | 100.00             | 10.31                | 89.69              | 9.24                | 90.76             | 7.05                | 92.95              | 8.93                | 91.07              |
| W01          | 0.00                 | 100.00             | 9.51                 | 0.00               | 0.00                | 0.00              | 5.85                | 94.15              | 0.00                | 0.00               |
| <b>Total</b> | <b>20.27</b>         | <b>79.73</b>       | <b>16.86</b>         | <b>83.14</b>       | <b>17.87</b>        | <b>82.13</b>      | <b>7.05</b>         | <b>92.95</b>       | <b>17.37</b>        | <b>82.63</b>       |



*Table F.14. Gender Distribution of Active Duty Officers Across the Total Force by Service, September 2015*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    | Total Force          |                     |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|----------------------|---------------------|
|              | % Female<br>(12,367) | % Male<br>(48,637) | % Female<br>(15,948) | % Male<br>(78,662) | % Female<br>(1,483) | % Male<br>(6,816) | % Female<br>(1,456) | % Male<br>(19,192) | % Female<br>(9,413) | % Male<br>(44,791) | % Female<br>(40,667) | % Male<br>(198,098) |
| O10          | 5.26                 | 28.95              | 0.00                 | 28.95              | 0.00                | 0.00              | 0.00                | 10.53              | 2.63                | 23.68              | 7.89                 | 92.11               |
| O09          | 1.37                 | 26.71              | 2.74                 | 30.14              | 0.68                | 2.74              | 0.00                | 11.64              | 2.05                | 21.92              | 6.85                 | 93.15               |
| O08          | 3.05                 | 26.52              | 2.44                 | 35.06              | 0.61                | 4.88              | 0.00                | 8.23               | 2.13                | 17.07              | 8.23                 | 91.77               |
| O07          | 1.14                 | 31.89              | 1.59                 | 28.93              | 0.68                | 3.64              | 0.23                | 7.29               | 2.28                | 22.32              | 5.92                 | 94.08               |
| O06          | 3.78                 | 23.87              | 4.06                 | 31.59              | 0.27                | 3.17              | 0.14                | 5.63               | 3.33                | 24.16              | 11.58                | 88.42               |
| O05          | 4.98                 | 28.45              | 4.42                 | 28.56              | 0.43                | 2.49              | 0.26                | 6.41               | 2.78                | 21.22              | 12.87                | 87.13               |
| O04          | 5.31                 | 22.88              | 6.49                 | 30.09              | 0.59                | 2.72              | 0.47                | 7.90               | 3.65                | 19.90              | 16.51                | 83.49               |
| O03          | 6.08                 | 21.45              | 7.54                 | 29.77              | 0.67                | 2.37              | 0.54                | 7.71               | 4.67                | 19.19              | 19.51                | 80.49               |
| O02          | 6.01                 | 18.51              | 7.71                 | 32.43              | 0.73                | 1.95              | 1.18                | 10.59              | 4.62                | 16.26              | 20.26                | 79.74               |
| O01          | 6.40                 | 20.39              | 6.80                 | 26.60              | 0.77                | 1.79              | 1.04                | 7.95               | 5.88                | 22.37              | 20.90                | 79.10               |
| W05          | 0.00                 | 0.00               | 4.77                 | 72.90              | 0.00                | 0.00              | 0.38                | 12.92              | 0.75                | 8.28               | 5.90                 | 94.10               |
| W04          | 0.00                 | 0.00               | 5.72                 | 60.41              | 0.47                | 12.13             | 0.47                | 8.33               | 0.72                | 11.75              | 7.38                 | 92.62               |
| W03          | 0.00                 | 0.00               | 6.36                 | 63.70              | 0.59                | 8.68              | 0.49                | 9.82               | 0.45                | 9.92               | 7.88                 | 92.12               |
| W02          | 0.00                 | 0.00               | 7.61                 | 66.21              | 0.85                | 8.34              | 0.73                | 9.64               | 0.59                | 6.02               | 9.78                 | 90.22               |
| W01          | 0.00                 | 0.00               | 8.64                 | 82.22              | 0.00                | 0.00              | 0.53                | 8.60               | 0.00                | 0.00               | 9.18                 | 90.82               |
| <b>Total</b> | <b>5.18</b>          | <b>20.37</b>       | <b>6.68</b>          | <b>32.95</b>       | <b>0.62</b>         | <b>2.85</b>       | <b>0.61</b>         | <b>8.04</b>        | <b>3.94</b>         | <b>18.76</b>       | <b>17.03</b>         | <b>82.97</b>        |

*Table F.15. Gender Distribution of Active Duty Enlisted Service Members in Each Service, September 2015*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|              | % Female<br>(46,289) | % Male<br>(200,033) | % Female<br>(53,405) | % Male<br>(338,922) | % Female<br>(4,334) | % Male<br>(26,457) | % Female<br>(12,625) | % Male<br>(150,144) | % Female<br>(49,855) | % Male<br>(219,273) |
| E09          | 13.57                | 86.43               | 8.08                 | 91.92               | 7.42                | 92.58              | 3.70                 | 96.30               | 6.22                 | 93.78               |
| E08          | 19.78                | 80.22               | 11.15                | 88.85               | 8.12                | 91.88              | 4.95                 | 95.05               | 8.29                 | 91.71               |
| E07          | 19.30                | 80.70               | 11.80                | 88.20               | 8.49                | 91.51              | 5.76                 | 94.24               | 11.67                | 88.33               |
| E06          | 19.68                | 80.32               | 10.60                | 89.40               | 11.33               | 88.67              | 6.63                 | 93.37               | 13.20                | 86.80               |
| E05          | 18.93                | 81.07               | 13.60                | 86.40               | 12.53               | 87.47              | 8.26                 | 91.74               | 17.57                | 82.43               |
| E04          | 17.75                | 82.25               | 14.75                | 85.25               | 18.70               | 81.30              | 8.28                 | 91.72               | 20.87                | 79.13               |
| E03          | 19.16                | 80.84               | 15.38                | 84.62               | 20.60               | 79.40              | 7.77                 | 92.23               | 23.91                | 76.09               |
| E02          | 19.30                | 80.70               | 15.54                | 84.46               | 14.08               | 85.92              | 8.86                 | 91.14               | 23.77                | 76.23               |
| E01          | 18.79                | 81.21               | 14.55                | 85.45               | 11.72               | 88.28              | 7.06                 | 92.94               | 27.28                | 72.72               |
| <b>Total</b> | <b>18.79</b>         | <b>81.21</b>        | <b>13.61</b>         | <b>86.39</b>        | <b>14.08</b>        | <b>85.92</b>       | <b>7.76</b>          | <b>92.24</b>        | <b>18.52</b>         | <b>81.48</b>        |

*Table F.16. Gender Distribution of Active Duty Enlisted Service Members Across the Total Force by Service, September 2015*

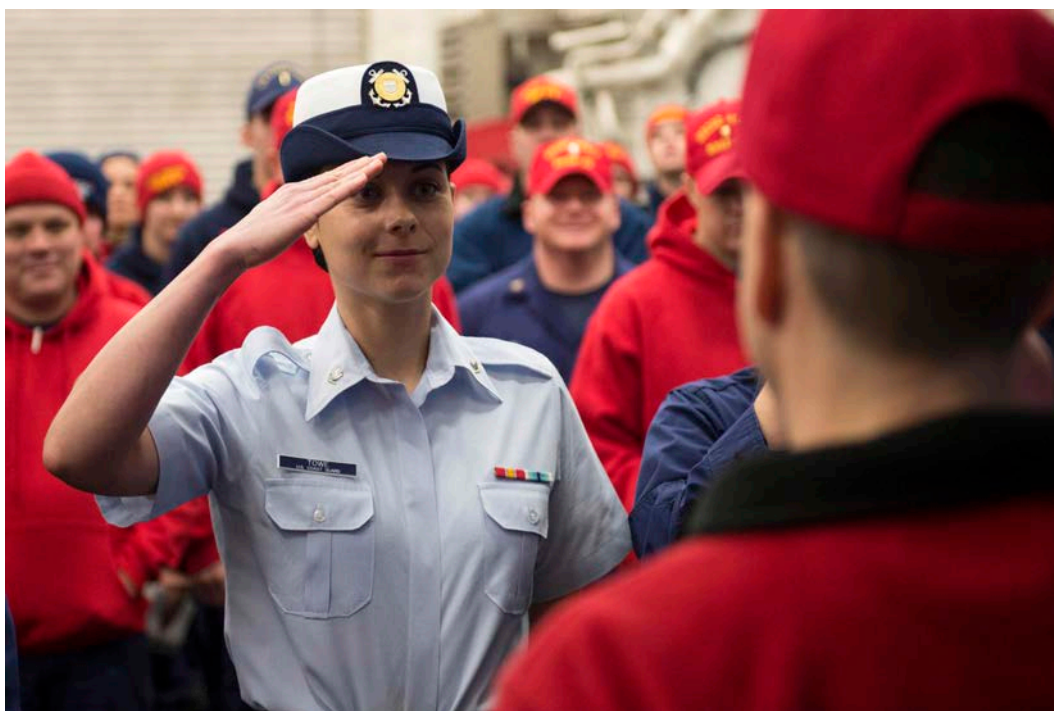
| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|---------------------|
|              | % Female<br>(46,289) | % Male<br>(200,033) | % Female<br>(53,405) | % Male<br>(338,922) | % Female<br>(4,334) | % Male<br>(26,457) | % Female<br>(12,625) | % Male<br>(150,144) | % Female<br>(49,855) | % Male<br>(219,273) | % Female<br>(166,508) | % Male<br>(934,829) |
| E09          | 3.20                 | 20.41               | 2.69                 | 30.63               | 0.24                | 3.02               | 0.55                 | 14.35               | 1.55                 | 23.35               | 8.24                  | 91.76               |
| E08          | 3.58                 | 14.54               | 4.69                 | 37.33               | 0.20                | 2.29               | 0.69                 | 13.24               | 1.94                 | 21.49               | 11.11                 | 88.89               |
| E07          | 4.95                 | 20.68               | 4.67                 | 34.93               | 0.31                | 3.33               | 0.49                 | 7.97                | 2.65                 | 20.05               | 13.06                 | 86.94               |
| E06          | 4.69                 | 19.12               | 3.75                 | 31.67               | 0.44                | 3.47               | 0.54                 | 7.54                | 3.80                 | 24.98               | 13.22                 | 86.78               |
| E05          | 5.00                 | 21.39               | 4.19                 | 26.64               | 0.42                | 2.93               | 0.97                 | 10.80               | 4.86                 | 22.80               | 15.44                 | 84.56               |
| E04          | 3.90                 | 18.07               | 6.19                 | 35.79               | 0.45                | 1.96               | 1.08                 | 12.00               | 4.29                 | 16.26               | 15.92                 | 84.08               |
| E03          | 4.42                 | 18.66               | 3.98                 | 21.92               | 0.43                | 1.65               | 1.82                 | 21.58               | 6.11                 | 19.43               | 16.76                 | 83.24               |
| E02          | 1.35                 | 5.65                | 6.23                 | 33.87               | 0.24                | 1.48               | 2.57                 | 26.44               | 5.27                 | 16.89               | 15.66                 | 84.34               |
| E01          | 2.99                 | 12.93               | 5.84                 | 34.28               | 0.15                | 1.16               | 1.56                 | 20.52               | 5.61                 | 14.96               | 16.15                 | 83.85               |
| <b>Total</b> | <b>4.20</b>          | <b>18.16</b>        | <b>4.85</b>          | <b>30.77</b>        | <b>0.39</b>         | <b>2.40</b>        | <b>1.15</b>          | <b>13.63</b>        | <b>4.53</b>          | <b>19.91</b>        | <b>15.12</b>          | <b>84.88</b>        |

*Table F.17. Gender Distribution of All Active Duty Service Members in Each Service, September 2015*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|      | % Female<br>(58,656) | % Male<br>(248,670) | % Female<br>(69,353) | % Male<br>(417,584) | % Female<br>(5,817) | % Male<br>(33,273) | % Female<br>(14,081) | % Male<br>(169,336) | % Female<br>(59,268) | % Male<br>(264,064) |
| All  | 19.09                | 80.91               | 14.24                | 85.76               | 14.88               | 85.12              | 7.68                 | 92.32               | 18.33                | 81.67               |

*Table F.18. Gender Distribution of All Active Duty Service Members Across the Total Force by Service, September 2015*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                       |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|-----------------------|
|      | % Female<br>(58,656) | % Male<br>(248,670) | % Female<br>(69,353) | % Male<br>(417,584) | % Female<br>(5,817) | % Male<br>(33,273) | % Female<br>(14,081) | % Male<br>(169,336) | % Female<br>(59,268) | % Male<br>(264,064) | % Female<br>(207,175) | % Male<br>(1,132,927) |
| All  | 4.38                 | 18.56               | 5.18                 | 31.16               | 0.43                | 2.48               | 1.05                 | 12.64               | 4.42                 | 19.70               | 15.46                 | 84.54                 |





# 2016

Table F.19. Gender Distribution of Active Duty Officers in Each Service, June 2016

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|
|              | % Female<br>(12,617) | % Male<br>(48,827) | % Female<br>(15,880) | % Male<br>(77,576) | % Female<br>(1,570) | % Male<br>(6,969) | % Female<br>(1,500) | % Male<br>(19,327) | % Female<br>(9,808) | % Male<br>(45,163) |
| O10          | 16.67                | 83.33              | 0.00                 | 100.00             | 0.00                | 0.00              | 0.00                | 100.00             | 10.00               | 90.00              |
| O09          | 7.50                 | 92.50              | 8.89                 | 91.11              | 16.67               | 83.33             | 0.00                | 100.00             | 11.76               | 88.24              |
| O08          | 11.22                | 88.78              | 4.76                 | 95.24              | 11.11               | 88.89             | 0.00                | 100.00             | 7.46                | 92.54              |
| O07          | 3.52                 | 96.48              | 6.15                 | 93.85              | 16.67               | 83.33             | 2.33                | 97.67              | 10.68               | 89.32              |
| O06          | 13.96                | 86.04              | 11.44                | 88.56              | 7.61                | 92.39             | 2.65                | 97.35              | 12.33               | 87.67              |
| O05          | 15.17                | 84.83              | 13.49                | 86.51              | 14.69               | 85.31             | 3.70                | 96.30              | 11.57               | 88.43              |
| O04          | 19.77                | 80.23              | 18.28                | 81.72              | 19.00               | 81.00             | 5.83                | 94.17              | 15.65               | 84.35              |
| O03          | 22.23                | 77.77              | 19.88                | 80.12              | 22.59               | 77.41             | 7.04                | 92.96              | 20.38               | 79.62              |
| O02          | 24.96                | 75.04              | 20.33                | 79.67              | 27.56               | 72.44             | 10.05               | 89.95              | 21.69               | 78.31              |
| O01          | 23.60                | 76.40              | 20.22                | 79.78              | 32.07               | 67.93             | 11.01               | 88.99              | 21.55               | 78.45              |
| W05          | 0.00                 | 0.00               | 6.65                 | 93.35              | 0.00                | 0.00              | 3.81                | 96.19              | 7.35                | 92.65              |
| W04          | 0.00                 | 0.00               | 8.30                 | 91.70              | 3.83                | 96.17             | 4.91                | 95.09              | 4.58                | 95.42              |
| W03          | 0.00                 | 0.00               | 9.64                 | 90.36              | 6.67                | 93.33             | 4.63                | 95.37              | 6.23                | 93.77              |
| W02          | 0.00                 | 0.00               | 9.75                 | 90.25              | 8.99                | 91.01             | 7.40                | 92.60              | 8.78                | 91.22              |
| W01          | 0.00                 | 0.00               | 10.24                | 89.76              | 0.00                | 0.00              | 6.04                | 93.96              | 0.00                | 0.00               |
| <b>Total</b> | <b>20.53</b>         | <b>79.47</b>       | <b>16.99</b>         | <b>83.01</b>       | <b>18.39</b>        | <b>81.61</b>      | <b>7.20</b>         | <b>92.80</b>       | <b>17.84</b>        | <b>82.16</b>       |

*Table F.20. Gender Distribution of Active Duty Officers Across the Total Force by Service, June 2016*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                |                    | Total Force          |                     |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|---------------------|--------------------|----------------------|---------------------|
|              | % Female<br>(12,617) | % Male<br>(48,827) | % Female<br>(15,880) | % Male<br>(77,576) | % Female<br>(1,570) | % Male<br>(6,969) | % Female<br>(1,500) | % Male<br>(19,327) | % Female<br>(9,808) | % Male<br>(45,163) | % Female<br>(41,375) | % Male<br>(197,862) |
| O10          | 5.41                 | 27.03              | 0.00                 | 32.43              | 0.00                | 0.00              | 0.00                | 8.11               | 2.70                | 24.32              | 8.11                 | 91.89               |
| O09          | 2.11                 | 26.06              | 2.82                 | 28.87              | 0.70                | 3.52              | 0.00                | 11.97              | 2.82                | 21.13              | 8.45                 | 91.55               |
| O08          | 3.30                 | 26.13              | 1.80                 | 36.04              | 0.60                | 4.80              | 0.00                | 7.21               | 1.50                | 18.62              | 7.21                 | 92.79               |
| O07          | 1.15                 | 31.42              | 1.83                 | 27.98              | 0.69                | 3.44              | 0.23                | 9.63               | 2.52                | 21.10              | 6.42                 | 93.58               |
| O06          | 4.09                 | 25.21              | 4.14                 | 32.04              | 0.26                | 3.11              | 0.15                | 5.34               | 3.16                | 22.51              | 11.79                | 88.21               |
| O05          | 5.21                 | 29.14              | 4.44                 | 28.47              | 0.42                | 2.46              | 0.25                | 6.48               | 2.68                | 20.45              | 13.00                | 87.00               |
| O04          | 5.77                 | 23.42              | 6.47                 | 28.93              | 0.63                | 2.67              | 0.51                | 8.20               | 3.66                | 19.74              | 17.04                | 82.96               |
| O03          | 5.94                 | 20.78              | 7.41                 | 29.86              | 0.73                | 2.48              | 0.55                | 7.27               | 5.09                | 19.90              | 19.72                | 80.28               |
| O02          | 5.97                 | 17.94              | 8.06                 | 31.57              | 0.74                | 1.94              | 1.25                | 11.17              | 4.63                | 16.73              | 20.64                | 79.36               |
| O01          | 6.52                 | 21.11              | 6.44                 | 25.39              | 0.88                | 1.86              | 1.03                | 8.36               | 6.12                | 22.29              | 20.99                | 79.01               |
| W05          | 0.00                 | 0.00               | 5.19                 | 72.91              | 0.00                | 0.00              | 0.51                | 12.78              | 0.63                | 7.97               | 6.33                 | 93.67               |
| W04          | 0.00                 | 0.00               | 5.30                 | 58.63              | 0.55                | 13.73             | 0.45                | 8.71               | 0.58                | 12.05              | 6.88                 | 93.12               |
| W03          | 0.00                 | 0.00               | 6.73                 | 63.14              | 0.65                | 9.06              | 0.46                | 9.57               | 0.65                | 9.74               | 8.49                 | 91.51               |
| W02          | 0.00                 | 0.00               | 7.18                 | 66.44              | 0.85                | 8.64              | 0.69                | 8.69               | 0.66                | 6.84               | 9.39                 | 90.61               |
| W01          | 0.00                 | 0.00               | 8.56                 | 75.05              | 0.00                | 0.00              | 0.99                | 15.41              | 0.00                | 0.00               | 9.55                 | 90.45               |
| <b>Total</b> | <b>5.27</b>          | <b>20.41</b>       | <b>6.64</b>          | <b>32.43</b>       | <b>0.66</b>         | <b>2.91</b>       | <b>0.63</b>         | <b>8.08</b>        | <b>4.10</b>         | <b>18.88</b>       | <b>17.29</b>         | <b>82.71</b>        |

*Table F.21. Gender Distribution of Active Duty Enlisted Service Members in Each Service, June 2016*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|              | % Female<br>(47,532) | % Male<br>(202,552) | % Female<br>(52,315) | % Male<br>(324,117) | % Female<br>(4,239) | % Male<br>(26,627) | % Female<br>(13,189) | % Male<br>(149,354) | % Female<br>(51,128) | % Male<br>(219,972) |
| E09          | 13.87                | 86.13               | 8.38                 | 91.62               | 7.69                | 92.31              | 3.34                 | 96.66               | 6.45                 | 93.55               |
| E08          | 20.80                | 79.20               | 11.20                | 88.80               | 7.60                | 92.40              | 4.96                 | 95.04               | 8.78                 | 91.22               |
| E07          | 20.22                | 79.78               | 11.67                | 88.33               | 8.42                | 91.58              | 6.07                 | 93.93               | 11.77                | 88.23               |
| E06          | 19.08                | 80.92               | 10.79                | 89.21               | 11.56               | 88.44              | 6.77                 | 93.23               | 13.37                | 86.63               |
| E05          | 18.58                | 81.42               | 14.23                | 85.77               | 12.96               | 87.04              | 8.65                 | 91.35               | 18.27                | 81.73               |
| E04          | 17.94                | 82.06               | 15.06                | 84.94               | 18.94               | 81.06              | 8.38                 | 91.62               | 21.22                | 78.78               |
| E03          | 20.07                | 79.93               | 16.04                | 83.96               | 16.54               | 83.46              | 8.07                 | 91.93               | 24.26                | 75.74               |
| E02          | 20.74                | 79.26               | 15.49                | 84.51               | 12.80               | 87.20              | 9.10                 | 90.90               | 24.76                | 75.24               |
| E01          | 19.40                | 80.60               | 13.97                | 86.03               | 10.82               | 89.18              | 9.92                 | 90.08               | 25.67                | 74.33               |
| <b>Total</b> | <b>19.01</b>         | <b>80.99</b>        | <b>13.90</b>         | <b>86.10</b>        | <b>13.73</b>        | <b>86.27</b>       | <b>8.11</b>          | <b>91.89</b>        | <b>18.86</b>         | <b>81.14</b>        |

*Table F.22. Gender Distribution of Active Duty Enlisted Service Members Across the Total Force by Service, June 2016*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|---------------------|
|              | % Female<br>(47,532) | % Male<br>(202,552) | % Female<br>(52,315) | % Male<br>(324,117) | % Female<br>(4,239) | % Male<br>(26,627) | % Female<br>(13,189) | % Male<br>(149,354) | % Female<br>(51,128) | % Male<br>(219,972) | % Female<br>(168,403) | % Male<br>(922,622) |
| E09          | 3.33                 | 20.67               | 2.73                 | 29.79               | 0.25                | 2.99               | 0.50                 | 14.45               | 1.63                 | 23.66               | 8.43                  | 91.57               |
| E08          | 3.81                 | 14.49               | 4.58                 | 36.32               | 0.19                | 2.34               | 0.70                 | 13.40               | 2.12                 | 22.05               | 11.40                 | 88.60               |
| E07          | 5.42                 | 21.37               | 4.52                 | 34.19               | 0.31                | 3.42               | 0.52                 | 8.12                | 2.61                 | 19.53               | 13.38                 | 86.62               |
| E06          | 4.59                 | 19.47               | 3.59                 | 29.66               | 0.45                | 3.44               | 0.62                 | 8.55                | 3.96                 | 25.66               | 13.21                 | 86.79               |
| E05          | 4.90                 | 21.47               | 4.20                 | 25.31               | 0.44                | 2.96               | 1.01                 | 10.65               | 5.31                 | 23.75               | 15.86                 | 84.14               |
| E04          | 3.97                 | 18.14               | 6.43                 | 36.24               | 0.48                | 2.07               | 1.13                 | 12.31               | 4.08                 | 15.16               | 16.09                 | 83.91               |
| E03          | 4.61                 | 18.35               | 3.89                 | 20.34               | 0.34                | 1.72               | 1.88                 | 21.46               | 6.65                 | 20.76               | 17.37                 | 82.63               |
| E02          | 1.93                 | 7.37                | 6.09                 | 33.24               | 0.20                | 1.39               | 2.61                 | 26.08               | 5.22                 | 15.86               | 16.06                 | 83.94               |
| E01          | 4.27                 | 17.75               | 5.24                 | 32.26               | 0.12                | 0.98               | 1.79                 | 16.23               | 5.48                 | 15.87               | 16.90                 | 83.10               |
| <b>Total</b> | <b>4.36</b>          | <b>18.57</b>        | <b>4.80</b>          | <b>29.71</b>        | <b>0.39</b>         | <b>2.44</b>        | <b>1.21</b>          | <b>13.69</b>        | <b>4.69</b>          | <b>20.16</b>        | <b>15.44</b>          | <b>84.56</b>        |



*Table F.23. Gender Distribution of All Active Duty Service Members in Each Service, June 2016*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|      | % Female<br>(60,149) | % Male<br>(251,379) | % Female<br>(68,195) | % Male<br>(401,693) | % Female<br>(5,809) | % Male<br>(33,596) | % Female<br>(14,689) | % Male<br>(168,681) | % Female<br>(60,936) | % Male<br>(265,135) |
| All  | 19.31                | 80.69               | 14.51                | 85.49               | 14.74               | 85.26              | 8.01                 | 91.99               | 18.69                | 81.31               |

*Table F.24. Gender Distribution of All Active Duty Service Members Across the Total Force by Service, June 2016*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                       |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|-----------------------|
|      | % Female<br>(60,149) | % Male<br>(251,379) | % Female<br>(68,195) | % Male<br>(401,693) | % Female<br>(5,809) | % Male<br>(33,596) | % Female<br>(14,689) | % Male<br>(168,681) | % Female<br>(60,936) | % Male<br>(265,135) | % Female<br>(209,778) | % Male<br>(1,120,484) |
| All  | 4.52                 | 18.90               | 5.13                 | 30.20               | 0.44                | 2.53               | 1.10                 | 12.68               | 4.58                 | 19.93               | 15.77                 | 84.23                 |



# 2017

Table F.25. Gender Distribution of Active Duty Officers in Each Service, July 2017

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                 |                    |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|----------------------|--------------------|
|              | % Female<br>(12,916) | % Male<br>(48,904) | % Female<br>(15,674) | % Male<br>(75,646) | % Female<br>(1,617) | % Male<br>(6,775) | % Female<br>(1,571) | % Male<br>(19,508) | % Female<br>(10,103) | % Male<br>(44,788) |
| O10          | 15.38                | 84.62              | 0.00                 | 100.00             | 0.00                | 0.00              | 0.00                | 100.00             | 11.11                | 88.89              |
| O09          | 12.50                | 87.50              | 11.11                | 88.89              | 14.29               | 85.71             | 0.00                | 100.00             | 10.81                | 89.19              |
| O08          | 6.67                 | 93.33              | 4.72                 | 95.28              | 16.67               | 83.33             | 2.94                | 97.06              | 7.35                 | 92.65              |
| O07          | 5.37                 | 94.63              | 6.11                 | 93.89              | 15.79               | 84.21             | 0.00                | 100.00             | 11.34                | 88.66              |
| O06          | 14.22                | 85.78              | 11.37                | 88.63              | 10.49               | 89.51             | 2.65                | 97.35              | 12.13                | 87.87              |
| O05          | 15.58                | 84.42              | 13.92                | 86.08              | 17.47               | 82.53             | 4.23                | 95.77              | 11.82                | 88.18              |
| O04          | 19.90                | 80.10              | 19.41                | 80.59              | 18.99               | 81.01             | 5.70                | 94.30              | 16.25                | 83.75              |
| O03          | 23.14                | 76.86              | 19.58                | 80.42              | 23.66               | 76.34             | 7.77                | 92.23              | 21.09                | 78.91              |
| O02          | 25.11                | 74.89              | 20.83                | 79.17              | 30.00               | 70.00             | 10.74               | 89.26              | 21.84                | 78.16              |
| O01          | 23.28                | 76.72              | 20.04                | 79.96              | 31.13               | 68.87             | 9.81                | 90.19              | 22.54                | 77.46              |
| W05          | 0.00                 | 0.00               | 7.19                 | 92.81              | 0.00                | 0.00              | 5.88                | 94.12              | 6.67                 | 93.33              |
| W04          | 0.00                 | 0.00               | 8.54                 | 91.46              | 4.65                | 95.35             | 4.14                | 95.86              | 3.86                 | 96.14              |
| W03          | 0.00                 | 0.00               | 10.41                | 89.59              | 7.17                | 92.83             | 4.92                | 95.08              | 6.94                 | 93.06              |
| W02          | 0.00                 | 0.00               | 9.15                 | 90.85              | 8.30                | 91.70             | 7.40                | 92.60              | 9.53                 | 90.47              |
| W01          | 0.00                 | 0.00               | 9.76                 | 90.24              | 0.00                | 0.00              | 5.21                | 94.79              | 0.00                 | 0.00               |
| <b>Total</b> | <b>20.89</b>         | <b>79.11</b>       | <b>17.16</b>         | <b>82.84</b>       | <b>19.27</b>        | <b>80.73</b>      | <b>7.45</b>         | <b>92.55</b>       | <b>18.41</b>         | <b>81.59</b>       |

*Table F.26. Gender Distribution of Active Duty Officers Across the Total Force by Service, July 2017*

| Rank         | Air Force            |                    | Army                 |                    | Coast Guard         |                   | Marine Corps        |                    | Navy                 |                    | Total Force          |                     |
|--------------|----------------------|--------------------|----------------------|--------------------|---------------------|-------------------|---------------------|--------------------|----------------------|--------------------|----------------------|---------------------|
|              | % Female<br>(12,916) | % Male<br>(48,904) | % Female<br>(15,674) | % Male<br>(75,646) | % Female<br>(1,617) | % Male<br>(6,775) | % Female<br>(1,571) | % Male<br>(19,508) | % Female<br>(10,103) | % Male<br>(44,788) | % Female<br>(41,881) | % Male<br>(195,621) |
| O10          | 5.40                 | 29.70              | 0.00                 | 29.70              | 0.00                | 0.00              | 0.00                | 10.80              | 2.70                 | 21.60              | 8.10                 | 91.90               |
| O09          | 3.40                 | 23.80              | 3.40                 | 27.20              | 0.70                | 4.10              | 0.00                | 12.20              | 2.70                 | 22.40              | 10.20                | 89.80               |
| O08          | 1.80                 | 24.90              | 1.80                 | 35.90              | 0.90                | 4.50              | 0.30                | 9.80               | 1.50                 | 18.70              | 6.20                 | 93.80               |
| O07          | 1.90                 | 32.70              | 1.90                 | 28.50              | 0.70                | 3.70              | 0.00                | 8.10               | 2.60                 | 20.00              | 7.00                 | 93.00               |
| O06          | 4.20                 | 25.20              | 4.10                 | 32.10              | 0.40                | 3.00              | 0.10                | 5.30               | 3.10                 | 22.50              | 11.90                | 88.10               |
| O05          | 5.50                 | 30.00              | 4.40                 | 27.20              | 0.50                | 2.60              | 0.30                | 6.50               | 2.70                 | 20.20              | 13.50                | 86.50               |
| O04          | 6.00                 | 24.30              | 6.70                 | 27.70              | 0.60                | 2.70              | 0.50                | 8.20               | 3.80                 | 19.50              | 17.60                | 82.40               |
| O03          | 6.20                 | 20.40              | 7.30                 | 30.00              | 0.70                | 2.30              | 0.60                | 7.20               | 5.30                 | 20.00              | 20.10                | 79.90               |
| O02          | 6.10                 | 18.20              | 8.00                 | 30.30              | 0.90                | 2.10              | 1.30                | 10.50              | 5.00                 | 17.80              | 21.20                | 78.80               |
| O01          | 6.30                 | 20.80              | 6.40                 | 25.40              | 0.80                | 1.80              | 1.10                | 10.40              | 6.10                 | 20.80              | 20.70                | 79.30               |
| W05          | 0.00                 | 0.00               | 5.50                 | 71.20              | 0.00                | 0.00              | 0.80                | 12.60              | 0.70                 | 9.20               | 7.00                 | 93.00               |
| W04          | 0.00                 | 0.00               | 5.50                 | 58.80              | 0.70                | 14.00             | 0.40                | 8.60               | 0.50                 | 11.60              | 7.00                 | 93.00               |
| W03          | 0.00                 | 0.00               | 7.30                 | 62.60              | 0.60                | 8.10              | 0.50                | 9.50               | 0.80                 | 10.60              | 9.20                 | 90.80               |
| W02          | 0.00                 | 0.00               | 6.60                 | 65.90              | 0.90                | 9.40              | 0.70                | 8.90               | 0.70                 | 6.90               | 8.90                 | 91.10               |
| W01          | 0.00                 | 0.00               | 8.20                 | 76.00              | 0.00                | 0.00              | 0.80                | 15.00              | 0.00                 | 0.00               | 9.00                 | 91.00               |
| <b>Total</b> | <b>5.40</b>          | <b>20.60</b>       | <b>6.60</b>          | <b>31.90</b>       | <b>0.70</b>         | <b>2.90</b>       | <b>0.70</b>         | <b>8.20</b>        | <b>4.30</b>          | <b>18.90</b>       | <b>17.60</b>         | <b>82.40</b>        |



*Table F.27. Gender Distribution of Active Duty Enlisted Service Members in Each Service, July 2017*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|              | % Female<br>(49,843) | % Male<br>(206,862) | % Female<br>(53,545) | % Male<br>(321,531) | % Female<br>(4,347) | % Male<br>(27,831) | % Female<br>(13,850) | % Male<br>(149,134) | % Female<br>(51,082) | % Male<br>(214,185) |
| E09          | 15.16                | 84.84               | 8.46                 | 91.54               | 7.51                | 92.49              | 3.54                 | 96.46               | 6.92                 | 93.08               |
| E08          | 20.72                | 79.28               | 11.72                | 88.28               | 8.05                | 91.95              | 5.09                 | 94.91               | 9.15                 | 90.85               |
| E07          | 20.52                | 79.48               | 11.91                | 88.09               | 8.66                | 91.34              | 5.88                 | 94.12               | 12.43                | 87.57               |
| E06          | 18.68                | 81.32               | 11.34                | 88.66               | 11.61               | 88.39              | 7.36                 | 92.64               | 13.70                | 86.30               |
| E05          | 18.13                | 81.87               | 14.83                | 85.17               | 13.61               | 86.39              | 9.13                 | 90.87               | 18.72                | 81.28               |
| E04          | 18.49                | 81.51               | 15.52                | 84.48               | 18.40               | 81.60              | 8.84                 | 91.16               | 22.13                | 77.87               |
| E03          | 21.38                | 78.62               | 16.00                | 84.00               | 14.02               | 85.98              | 8.44                 | 91.56               | 24.86                | 75.14               |
| E02          | 21.78                | 78.22               | 15.20                | 84.80               | 11.56               | 88.44              | 9.63                 | 90.37               | 24.40                | 75.60               |
| E01          | 21.14                | 78.86               | 14.59                | 85.41               | 10.20               | 89.80              | 9.48                 | 90.52               | 26.48                | 73.52               |
| <b>Total</b> | <b>19.42</b>         | <b>80.58</b>        | <b>14.28</b>         | <b>85.72</b>        | <b>13.51</b>        | <b>86.49</b>       | <b>8.50</b>          | <b>91.50</b>        | <b>19.26</b>         | <b>80.74</b>        |

*Table F.28. Gender Distribution of Active Duty Enlisted Service Members Across the Total Force by Service, July 2017*

| Rank         | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                     |
|--------------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|---------------------|
|              | % Female<br>(49,843) | % Male<br>(206,862) | % Female<br>(53,545) | % Male<br>(321,531) | % Female<br>(4,347) | % Male<br>(27,831) | % Female<br>(13,850) | % Male<br>(149,134) | % Female<br>(51,082) | % Male<br>(214,185) | % Female<br>(172,667) | % Male<br>(919,543) |
| E09          | 3.70                 | 21.00               | 2.70                 | 29.40               | 0.20                | 3.10               | 0.50                 | 14.30               | 1.70                 | 23.30               | <b>9.00</b>           | <b>91.00</b>        |
| E08          | 3.80                 | 14.70               | 4.70                 | 35.50               | 0.20                | 2.40               | 0.70                 | 13.40               | 2.20                 | 22.30               | <b>11.70</b>          | <b>88.30</b>        |
| E07          | 5.60                 | 21.70               | 4.50                 | 33.00               | 0.30                | 3.50               | 0.50                 | 8.60                | 2.80                 | 19.50               | <b>13.70</b>          | <b>86.30</b>        |
| E06          | 4.50                 | 19.70               | 3.70                 | 29.20               | 0.50                | 3.50               | 0.70                 | 8.20                | 4.10                 | 25.90               | <b>13.50</b>          | <b>86.50</b>        |
| E05          | 5.00                 | 22.40               | 4.30                 | 24.60               | 0.50                | 2.90               | 1.10                 | 10.50               | 5.40                 | 23.40               | <b>16.20</b>          | <b>83.80</b>        |
| E04          | 3.80                 | 16.90               | 6.60                 | 36.00               | 0.50                | 2.30               | 1.20                 | 12.30               | 4.50                 | 15.80               | <b>16.70</b>          | <b>83.30</b>        |
| E03          | 5.70                 | 21.00               | 3.80                 | 19.80               | 0.40                | 2.20               | 1.90                 | 20.90               | 6.00                 | 18.20               | <b>17.80</b>          | <b>82.20</b>        |
| E02          | 2.40                 | 8.50                | 6.40                 | 35.70               | 0.10                | 1.10               | 2.80                 | 26.00               | 4.10                 | 12.80               | <b>15.80</b>          | <b>84.20</b>        |
| E01          | 4.30                 | 15.90               | 6.00                 | 35.10               | 0.10                | 0.60               | 1.70                 | 16.00               | 5.40                 | 14.90               | <b>17.40</b>          | <b>82.60</b>        |
| <b>Total</b> | <b>4.60</b>          | <b>18.90</b>        | <b>4.90</b>          | <b>29.40</b>        | <b>0.40</b>         | <b>2.60</b>        | <b>1.30</b>          | <b>13.70</b>        | <b>4.70</b>          | <b>19.60</b>        | <b>15.80</b>          | <b>84.20</b>        |

*Table F.29. Gender Distribution of All Active Duty Service Members in Each Service, July 2017*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|
|      | % Female<br>(62,759) | % Male<br>(255,766) | % Female<br>(69,219) | % Male<br>(397,177) | % Female<br>(5,964) | % Male<br>(34,606) | % Female<br>(15,421) | % Male<br>(168,642) | % Female<br>(61,185) | % Male<br>(258,973) |
| All  | 19.70                | 80.30               | 14.84                | 85.16               | 14.70               | 85.30              | 8.38                 | 91.62               | 19.11                | 80.89               |

*Table F.30. Gender Distribution of All Active Duty Service Members Across the Total Force by Service, July 2017*

| Rank | Air Force            |                     | Army                 |                     | Coast Guard         |                    | Marine Corps         |                     | Navy                 |                     | Total Force           |                       |
|------|----------------------|---------------------|----------------------|---------------------|---------------------|--------------------|----------------------|---------------------|----------------------|---------------------|-----------------------|-----------------------|
|      | % Female<br>(62,759) | % Male<br>(255,766) | % Female<br>(69,219) | % Male<br>(397,177) | % Female<br>(5,964) | % Male<br>(34,606) | % Female<br>(15,421) | % Male<br>(168,642) | % Female<br>(61,185) | % Male<br>(258,973) | % Female<br>(214,548) | % Male<br>(1,115,164) |
| All  | 4.72                 | 19.23               | 5.21                 | 29.87               | 0.45                | 2.60               | 1.16                 | 12.68               | 4.60                 | 19.48               | 16.13                 | 83.87                 |









# Appendix G

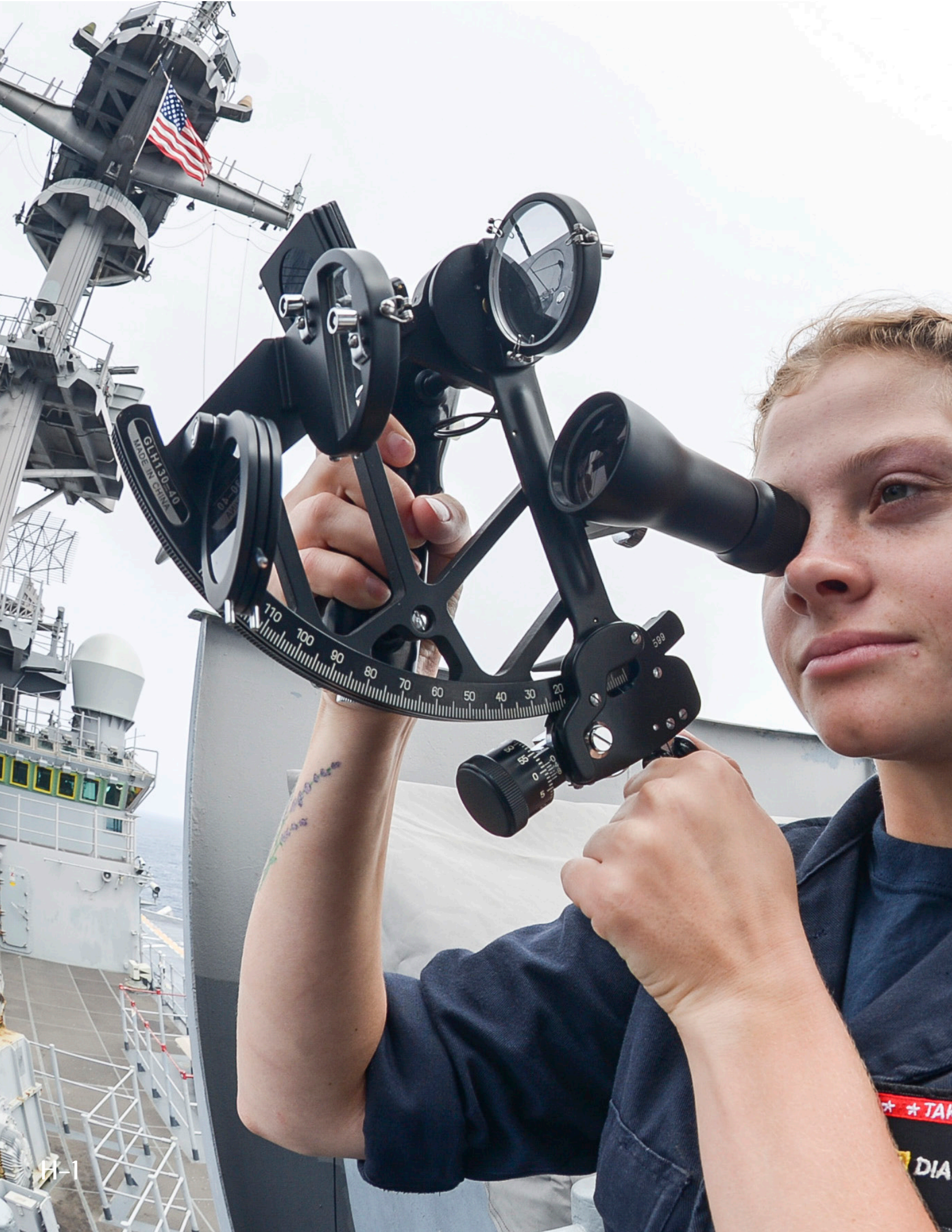
## Abbreviations and Acronyms

# Appendix G. Abbreviations and Acronyms

|       |   |
|-------|---|
| ADF   | Australian Defence Force                                |
| AFI   | Air Force Instruction                                   |
| AR    | Army Regulation   |
| CAF   | Canadian Armed Forces                                   |
| CDC   | Child Development Center                                |
| CIP   | Career Intermission Program                             |
| DADT  | “Don’t Ask, Don’t Tell”                                 |
| DMDC  | Defense Manpower Data Center                            |
| DoD   | Department of Defense                                   |
| DoDI  | Department of Defense Instruction                       |
| FCP   | Family Care Plan  |
| FR    | Force Readiness   |
| HPP   | Human Performance Program                               |
| JAMRS | Joint Advertising, Market Research & Studies Office     |
| MCO   | Marine Corps Order                                      |
| MPP   | Military Personnel Policy                               |
| MSA   | Military Service Academy                                |
| NAF   | Norwegian Armed Forces                                  |
| NCIS  | Naval Criminal Investigative Service                    |
| NCO   | noncommissioned officer                                 |
| NDAA  | National Defense Authorization Act for Fiscal Year 2017 |
| NFL   | National Football League                                |

|              |  |
|--------------|--|
| ODASD(MC&FP) | Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy |
| OPM          | U.S. Office of Personnel Management  |
| OPNAVINST    | Office of the Chief of Naval Operations Instruction  |
| OSOR         | occupationally specific and operationally relevant   |
| OUSD(P&R)    | Office of the Under Secretary of Defense for Personnel and Readiness                         |
| PCS          | Permanent Change of Station  |
| REDI         | Recruitment, Engagement, Diversity, and Inclusion Roadmap                                    |
| RFI          | request for information  |
| SANDF        | South African National Defense Force   |
| SecDef       | Secretary of Defense   |
| USD(P&R)     | Under Secretary of Defense for Personnel and Readiness                                       |
| USSOCOM      | United States Special Operations Command   |





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# Appendix H

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# Appendix H. References

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