

DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS)

Quarterly Meeting Minutes

12–13 September 2017

The Defense Advisory Committee on Women in the Services (DACOWITS) held a quarterly business meeting on September 12 and 13, 2017. The meeting took place at the Association of the United States Army Conference Center, 2425 Wilson Boulevard, Arlington, VA 22201.

12 September 2017

Morning Remarks

The Designated Federal Officer and DACOWITS Military Director, COL Toya Davis, opened the meeting to the public and introduced the agenda topics for the day. The DACOWITS Chair, Gen (Ret.) Janet Wolfenbarger, welcomed the committee and thanked Ms. Jessica Myers for serving as the interim Acting Director prior to COL Davis joining the staff.

Gender Integration (RFI 2)

The Committee requested a briefing from the Military Services on their policies, programs, and messaging to integrate women into previously closed positions. The Committee is particularly interested in the Army's Leaders First initiative and similar efforts to support gender integration within the other Military Services.

Army: LTC Naomi Mercer, Chief of Command Policy and Soldier 2020 in the Army G-1

LTC Mercer has served as the co-lead on the Soldier 2020 program for the past year and has led the program since June. She first provided an overview of the program. For previously closed units, the Army implemented a stringent requirement to assign two or more leaders in a newly integrated unit after a study conducted by Army Training and Doctrine Command (TRADOC) highlighted this best practice. The Army also implemented a unit fill plan that was briefed to units undergoing gender integration more than a year in advance of the first integration. The plan facilitated the assignment of female leaders and personnel into units that were previously open, such as Combat Engineering. Every brigade combat team has approximately 200–500 female Soldiers to further normalize the presence of women in these units. A brigade combat team consists of Combat Arms, Combat Support, and Combat Service support units.

Phase 3 began when female junior enlisted Soldiers graduated from infantry One Station Unit Training (OSUT) in May 2017 and armor OSUT in June and July 2017 and were assigned to operational units. OSUT includes Basic Training and follow-on Advanced Individual Training, which occur on the same base. The Army has also started longitudinal studies that will continue throughout the full implementation of Soldier 2020. The education plan has been implemented and briefed throughout units that will integrate. Ms. Foster, who is the lead for the education

plan, repeatedly travels to units to ensure the correct messaging is being implemented at all levels.

The Army has some concerns about the Soldier 2020 program. One concern is the long training pipeline. The second concern is communication about the unit fill plan. The Army wants to ensure there are no perceptions that qualified men are being passed over for female officers. The Army also wants to minimize the number of junior enlisted Soldiers who have not been assigned to companies because the companies lack female leaders. The Army is also careful not to overassign junior enlisted women to units with female leaders. The Army also faces challenges with geographic disbursement when opening positions for female leaders and junior enlisted women, especially in the National Guard. For instance, in the National Guard, there may be one company in the northern part of a State and one in the southern part of a State, each with only one female leader. The Army has also had some successes. The unit fill plan is proceeding better than anticipated, and the Army has identified additional units that will open up to junior enlisted women earlier than anticipated.

The intended outcome for Soldier 2020 is to have gender integration across the force with no gender-specific restrictions. The ongoing outcome is that the number of female leaders in newly opened units has exceeded the Army's initial expectations.

Marine Corps: Lt Col Wesley A. Frasard, Deputy Director Manpower Policy Plans

Lt Col Frasard explained that the Secretary of Defense signed a memorandum in December 2015 that identified guiding principles to address during gender integration implementation. The Marine Corps created the Marine Corps Integration Implementation Plan (MCIIP), which then-Secretary of Defense Ash Carter approved in March 2016 as adequately addressing the guiding principles.

The Female Leader Assignment Policy is based on the MCIIP. A study conducted by the Marine Corps confirmed that the Female Leader Assignment Policy was the best practice for implementing gender integration. The policy ensures that at least two female leaders are placed in a previously restricted unit at least 90 days prior to junior enlisted female Marines arriving.

If there is a question specific to gender from a Marine in the unit, the policy ensures there is another leader in that organization that can address those issues. The female officer can also advise commanders on issues regarding women in the unit. The Marine Corps is following its normal assignment policy to place female leaders in units. The policy will continue until units are acculturated to female Marines, or a sufficient number of cohorts of female officers and staff noncommissioned officers are present in previously restricted occupational specialties.

Lt Col Frasard then gave an overview of the female leaders assigned to previously restricted units. Most units, with the exception of reconnaissance battalions, have female leaders or women assigned to the unit. As of the date of the briefing, no women had expressed interest in joining the reconnaissance battalions.

The messaging surrounding the Female Leader Assignment Policy is important to the Marine Corps. The Marine Corps sent mobile training teams to all major installations to make sure every Marine was aware of policy implementation, how implementation would proceed, and female leader assignment would occur. Briefings to leaders at events such as executive off-sites, general officer symposiums, and professional military education schools ensured the message was delivered to all leaders and any questions were answered. Manpower Management attempted to

match female leaders based on their preferred units, but ultimately, regardless of gender, leaders must be assigned to units where they are needed.

Lt Col Frasard concluded that there have been no problems in implementing MCIIP. The Marine Corps is conducting a 20-year research plan to monitor the implementation and analyze the effectiveness of the program. The Marine Corps believes it did a poor job of collecting data when integrating aviation and logistic occupational specialties and wishes to learn more from the process this time.

Navy: ISC (Chief) Jannel Lovett, Women in Special Operations Forces Action Officer at Naval Special Warfare Center (NSW)

ISC Lovett noted that the Navy has not implemented any initiatives similar to Leaders First. To bridge the gap in female leaders, the Navy has mandated a female cadre across all units. The Navy also offers mentoring, which is available during training and available throughout a Sailor's entire career pipeline.

Air Force: Lt Col Chadwick Sterr, Air Force Special Operations and Personnel Recovery Division

Lt Col Sterr noted that the Air Force does not have a "women in leadership first" policy. The Air Force continues to use gender-neutral messaging and policies.

The Air Force encourages women who are assigned at higher ranks to look for opportunities to attain a higher level of training. Most senior leaders are integrating foundational courses from the beginning of a female Airman's career.

Discussion

FLTCM (Ret.) JoAnn Ortloff asked LTC Mercer (Army) to provide more information on the education plan and how the Army is promoting the Leaders First assignments. LTC Mercer responded that the Center of Army Leadership has developed and implemented a training packet that is taught throughout the gender-integrated units and will eventually be disseminated throughout the entire Army. Much of the messaging about the Leaders First approach comes from the education plan. One of the recommendations of the gender integration study was for the Army to reduce the press coverage of women who were the first to succeed in their respective fields because the excessive attention was interfering with their work. The Army has since minimized the media exposure of these individuals. LTC Mercer's office receives and responds to questions about the Leaders First initiative, but messaging is conducted primarily through the education plan.

MG (Ret.) John Macdonald provided LTC Mercer (Army) with some feedback from the DACOWITS focus groups that occurred in spring 2017. In the focus groups with Service members, DACOWITS found that messaging about the program was reaching Service members in the higher ranks but not junior enlisted Soldiers. The focus group findings indicated social media and other online sources have led people to believe the standards for entering the newly opened fields would change with gender integration. LTC Mercer thanked MG (Ret.) Macdonald for his feedback. She noted that the Army Research Institute was conducting focus groups to help to identify the gaps in messaging.

Ms. Kyleanne Hunter noted that the idea of changing the culture of the Services came up in a few of the panelists' briefings. She asked the panelists how they reconcile the premise of Leaders

First, which is that you need women leaders in units, with the idea that task-based unit cohesion is best. In other words, how is isolating gender as a variable in assignment not highlighting an aspect of the Service member rather than that member's performance? LTC Mercer (Army) responded that Leaders First is not to put women in units to address female-specific issues. Representation matters for junior female Soldiers. It is hard for female Soldiers to aspire to be an officer if they do not see someone like them in that role. The Army has executed gender integration poorly in the past and is now using a careful, methodical approach based on studies and evidence on how to integrate the Service effectively and minimize risks. Although cultural change is occurring at a glacially slow pace, it will succeed eventually.

Lt Col Frasad (Marines) agreed with LTC Mercer. He noted that the Marines are making sure the standards are not altered for women. Female leaders will serve as advisors and let commanders know not to make unit changes based on gender.

Ms. Monica Medina asked LTC Mercer (Army) to expound on her description of the expansion of the Leaders First initiative to units beyond those first identified. According to the Leaders First guidelines, there is a limit to the number of women that may integrate into just two divisions. LTC Mercer responded that there is not a surplus; rather, demand is exceeding expectations. The Army is using the Canadian Army's integration results as its benchmark. In the Canadian Army's first wave of its program to install female leaders in units, there were 200 female leaders interested in leading newly integrated units; in the U.S. Army's first wave, there were 500 interested female leaders. The plan for now is to completely integrate two posts, Fort Bragg and Fort Hood; the Army is already seeding the ground to integrate units at two additional posts sometime next year. The Army is still working through many of the plans and ensuring it identifies the right positions and units for individuals before transferring them. One of the most unpredictable factors the Army faces is the question of when female officers will finish schooling, especially if they are going through Ranger School. Eighty-three percent of applicants do not pass the course the first time and may make additional attempts, delaying their entry into the Leaders First training programs.

Col (Ret.) John Boggs asked Lt Col Frasad (Marines) to clarify why few women have been assigned to the infantry. He responded that the issue is related to recruiting. There are a limited number of women entering the Marines, and that limits the number of women that can be assigned to infantry units. While at boot camp, Marines must pass qualification tests. About 5 to 6 percent of male Marines fail, and female Marines are failing at a much higher rate. Marines who do not meet the standards for a unit will not be assigned to the unit and will likely not pass the occupational specialty school.

Col (Ret.) Boggs noted that women have completed Infantry School, but this was not mentioned in the briefing. Lt Col Frasad (Marines) shared his observation that there is a disconnect in the policy of assigning leaders to units before junior Service members may join the units and the fact that there are still no female leaders assigned to infantry units. Ms. Hunter asked Lt Col Frasad for a breakdown on the numbers of women in infantry units.

VADM (Ret.) Carol Pottenger asked ISC Lovett (Navy) to clarify what the "mandated female cadre" is. ISC Lovett responded that the term refers to the effort throughout the entire training process to close the gender gap by assigning women in different pay grades. Women are stationed throughout the training centers. Navy Special Warfare has been integrated for years, and there have been women integrated throughout various positions.

Ms. Sharlene Hawkes asked Lt Col Frasard (Marines) and LTC Mercer (Army) what kinds of feedback they have received from female leaders on misperceptions surrounding the Leaders First strategy. LTC Mercer responded by noting that the Army is not “leapfrogging,” or passing over, qualified men to promote women. LTC Mercer has heard only one anecdotal report of a male lieutenant who believed this had happened to him. The Army has conducted only one small survey and focus group at Fort Hood to analyze this issue, and the sample size is so small that the results cannot be discussed. The Army is more concerned about the misperception that leapfrogging will occur than whether it is actually happening. Lt Col Frasard responded that he has received no feedback from leaders that would suggest this is an issue. Ms. Hawkes asked Lt. Col Frasard if female leaders had been asked about this issue, and Lt Col Frasard responded that he would ask.

Maj Gen (Ret.) Sharon Dunbar asked the panel what internal and external marketing they are doing to promote Leaders First. Lt Col Sterr responded that anyone in the Air Force who wants to cross-train can do so. There are some restrictions, but there are opportunities to waive the restrictions. LTC Mercer (Army) responded that she could not speak to recruiting but that a Sergeant Major had conducted a road show training for noncommissioned officers to promote the Leaders First initiative. There were also efforts during Branch Week, an event held at West Point to educate cadets on each of the Army’s branches, to discuss the initiative and encourage cadets to list certain positions as their first choices. Lt Col Frasard responded that the Marines recruit based on individual interest. If a person comes into the recruiter’s office and wants to be assigned to infantry, then the person will screen to qualify for infantry. The Marine Corps recruited 214 women into previously closed units. Of these 214 female recruits, 112 passed occupational specialty quality standards, and approximately 68 were assigned to the previously closed occupational specialties. ISC Lovett (Navy) responded that NSW uses a scout team to conduct outreach events and put prospective Sailors in touch with recruiting districts.

FLTCM (Ret.) Ortloff asked the panelists, for the record, if any of their Services had lowered standards to provide for integration. LTC Mercer (Army) responded absolutely not. Lt Col Frasard responded that the Marine Corps did not lower standards but instead enforced them, which not only made the infantry division stronger but also identified unqualified men. ISC Lovett (Navy) responded that standards have stayed the same. Lt Col Sterr (Air Force) responded that there had been no changes in standards.

FLTCM (Ret.) Ortloff recommended that the other Services review the Army’s road show training and note how it dispels rumors about standards being lowered.

Ms. Medina asked LTC Mercer (Army) about how women were faring in Ranger School. Ms. Medina said she had received some anecdotal information that women were not doing well and asked if this was because of physical standards or something else. LTC Mercer responded that women in Ranger School were having problems meeting the physical standards. Soldiers do not just have to pass the fitness standard in the first week; they also must complete all the phases, which really tests their endurance. The Ranger School has maintained its standards throughout gender integration for both men and women. Four more women have passed Ranger School, which brings the total to seven women who have passed the course. The number of women attempting the course at any one time varies. The rate at which female applicants are attempting Ranger School has recently slowed.

Ms. Hunter asked Lt Col Frasard (Marine Corps) if any statistics were available on the number of men who were identified as unqualified once standards were enforced. Lt Col Frasard responded that of Marines in the infantry, 105 Marines, including 93 men, were reclassified. This adherence to standards is resulting in stronger units. He again emphasized that the Marines are enforcing standards, not raising them.

Gen (Ret.) Wolfenbarger noted that at an earlier time, when they were initially integrating women into previously closed positions, the Navy and Air Force had a Leaders First initiative. She asked ISC Lovett (Navy) and Lt Col Sterr (Air Force) if they had any historical perspective on the implementation of the effort. They responded that they did not.

CSM (Ret.) Michele Jones noted that each of the Services mentioned cultural change and the policies in place to ensure gender integration. However, she wanted clarification as to whether there were measures in place for units that have not been following the Leaders First guidelines. LTC Mercer (Army) responded that there had been no issues with units not conforming to the policy for the effort. The Army wants people to be treated with respect regardless of gender, race, religion, etc. The Service relies on the professionalism of its leaders to affect cultural change. Lt Col Frasard (Marine Corps) responded that the Marine Corps is conducting focus groups to assess whether the messaging and policies were reaching all levels. At the time of the briefing, the Marine Corps was still collecting data from the focus groups. ISC Lovett (Navy) responded that similar to the Army, the Navy is relying on the professionalism of leaders. ISC Lovett said she would obtain a more definitive answer from the Navy Judge Advocate General. Lt Col Sterr (Air Force) noted that the Air Force was fortunate to have women in all units. The Air Force uses an assessment tool to identify trends and then address problems as necessary.

Gen (Ret.) Wolfenbarger thanked the panelists, and COL Davis closed the panel.

Physiological Gender Differences (RFI 4)

The Committee requested a briefing from the Military Services on several aspects of physical tests, standards, and training. These aspects included 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; the stage of development each Service is at for each test and standard; how the Services are integrating the new tests and standards into policy and communicating these changes to their personnel at all levels and to potential recruits; how the Services are developing physical training at the recruit/accession, basic training, advanced training, and operational unit levels for physically demanding military occupations; and what training procedures and techniques the Services are employing to account for anatomical and physiological gender differences in training programs to help women accomplish arduous, operationally relevant physical tasks.

Marine Corps: Col (Ret.) Brian McGuire, Deputy Director Force Fitness Division at Training and Education Command

Col (Ret.) McGuire began his brief by explaining how the Marine Corps screens quality Marines for different positions. Gender-normed occupational specialties were already open to women before Secretary Carter's decision to open all positions across the Services to women. After the decision, the Marine Corps focused on opening combat program enlisted positions such as infantry, tank operators, artillery, and ground ordnance. Recruits undergo an initial strength test

before going to boot camp. After recruit training, those who want to continue into combat arms are held to a higher standard. At an occupational specialty school, Marines must pass occupational standards specific to the specialty so they are ready immediately to work in their positions.

Col (Ret.) McGuire then described the initial strength test standards (IST) that have been in place for several years for certain specified occupational specialties. The test includes 3 pull-ups, a 1.5-mile run, 44 crunches, and 45 ammo lifts. The ammo lift is a repetitive lift from shoulder height to overhead. All the standards have a dual purpose. In earlier research, these tests showed correlations to other physically demanding tasks. These tests are administered at recruiting stations for all recruits and are based on research done by the Naval Health Research Center.

Col (Ret.) McGuire then gave more detail on the occupational specialty classification standards. These standards are tested in boot camp for individuals who want to be assigned to combat arm specialties. The standards increase at this point in the training and consist of 6 pull-ups, a 3-mile run, maneuver under fire, movement to contact, and 60 ammo lifts. Based on earlier research, these standards provide a 95-percent confidence level that the individuals who pass will complete the occupational specialty school.

Col (Ret.) McGuire then displayed the list of all the different occupational specialty-specific standards that individuals must meet to stay in their respective specialties. When the Marines first began its testing on ground casualty evacuation and other physically demanding tests in 2014, it was not clear what distance, time, speed, or load a Marine needed to achieve to complete the test. After extensive research, the Marine Corps quantified each standard.

The Marines are in full compliance with directives and issuances related to physical standards such as Military Occupational Specialty Specific Physical Standards (MSPS), IST for Combat Arms, and Military Occupational Specialty Classification Standard (MCS). The MSPS pass rate is 99 percent for men and 85 percent for women, and the MCS pass rate is 95 percent for men and 42 percent for women. These statistics show that the Marines have performed screening throughout training to ensure individuals can meet their occupational specialty-specific tests.

To promote the new tests and standards, the Marine Corps has used social media and videos. Personnel are also required to sign a statement of understanding of what the requirements and standards are. The Marine Corps developed physical training playbooks so personnel can meet and exceed physical standards. They also help the commanding officers who oversee the training to be better informed on physical fitness best practices.

If a man or woman is having trouble meeting standards in physically demanding military occupations, they receive remedial training. Marines in remedial training are allowed three attempts to pass the test and then must retake the class; they are then allowed three more attempts during the second class. A Marine who is still unable to meet the standards is reclassified into another occupational specialty.

Col (Ret.) McGuire then highlighted the general physical fitness test changes. The Marine Corps replaced the flex arm hang test for female Marines with a hybrid push-up and pull-up test for men and women. The only way to attain the maximum score for the test is to complete the pull-up portion of the test. The Marine Corps recognizes that Marines come in all shapes and sizes and wants to ensure everyone is tested at the highest level of performance.

Female Marines had the option of doing the flex arm hang or pull-ups until 2016. After 2016, the Marine Corps eliminated the flex arm hang and incentivized pull-ups. Sixty-five percent of women chose pull-ups in 2017. The Marine Corps has watched promotion timing related to the test and has seen no negative effects on promotion. In Officer Candidate School and the Basic School, selection of the pull-up option has increased.

Col (Ret.) McGuire summarized that the Marine Corps has incentivized fitness for all Marines. The Service is happy to offer any assistance to other Services about what it has learned along the way.

Army: Mr. Scott McConnell, TRADOC G5 (Strategy, Plans, and Policy Analysis) Director

Mr. McConnell described some of the past challenges for the Army in addressing physiological gender differences. The Service has had issues with data collection because of the small sample size of women in armory and infantry; only about 60 lieutenants are female and 1.5 percent of infantry students are women. In the past, the Army collected data that was not useful, but it is now working to collect data that is relevant and useful for decision making. The Army understands the issues of culture change and is starting that change with education training.

Mr. McConnell stated that the Army's principles are straightforward: Gender integration is deliberate, and the Army has to maintain readiness. He added that the Army knows that its integration work has to be scientifically based and legally defensible.

Mr. McConnell then discussed the Occupational Physical Assessment Test (OPAT), which the Army has formally implemented. The Army does not want to assess someone who will not be successful. The Army assesses recruits' fitness as a predictor of successful completion of basic training. There are OPAT categories for the 140 occupational specialties in the Army. The Army has identified the physical requirements for each specialty and can determine early on if a candidate's OPAT scores show the candidate would be a good fit in the specialty. The OPAT was officially implemented in January 2017. Sixty-five percent of applicants scored in the black range indicating the highest level of fitness, 21 percent in the gray range indicating a significant level of fitness, and 14 percent in the gold range indicating a moderate level of fitness. Seventy percent of applicants reach their first-time goals.

The OPAT test events include a standing long jump, seated power throw, strength deadlift, and interval aerobic run. One of the common issues with the OPAT is the small sample size of those who have taken it. It is too early to say the OPAT is 100 percent successful. There are strong indications that it is effective, but the Army continues to collect data and feedback. One validation test the Army is conducting is comparing how the individual does in the occupational specialty with the individual's OPAT score. As the Army identifies trends, it is examining opportunities to increase readiness and decrease injuries.

Basic Combat Training physical standards are based on warrior tasks, which are elements critical to a Soldier's survival. The Army will maintain gender-integration organizing principles to treat everyone the same and maintain standards. The Army is moving from gender- and age-based norms to task-based criteria and standards. The Army is asking Soldiers to do tasks that prepare them for combat.

Mr. McConnell then described the Advanced Individual Training (AIT) physical demands tasks, standards, and tests. Branch proponents identify Advanced Operations Course and occupational specialty High Physical Demand Tasks (HPDT) based on critical task lists, doctrine, interviews

of deployed Soldiers, a panel of experts, and Commandant approval. The Commandant has the ultimate authority on what the standards are. The Army's Center for Excellence Website lists the published requirements and standards. All Soldiers who arrive to AIT should know what they will be asked to do. The Army has mechanisms in place to ensure the leaders are achieving the standards. They also ensure that the standards are applied across all of TRADOC.

Mr. McConnell then highlighted the HPDT and OPAT interrelationship. The Army has looked at HPDT methodology and the common thread of assessing the standards. The Army dynamically adapts standards as environments change. For instance, commanders have said some tasks or tests were too easy, irrelevant, or not stringent enough, which led to 13 physical demand updates. The standards for some OPAT categories were increased because leaders indicated that some Soldiers were not capable of performing responsibilities once in their units.

Mr. McConnell closed his briefing by discussing the training methods the Army is conducting to help Soldiers meet occupational specialty requirements. He noted that criteria-based, gender-neutral standards have been created for the Army. The Army is shifting to a holistic health and fitness-based training. Individualized training best prepares and fosters a Soldier for success. The redesign of assessments and the holistic health and fitness principles help provide for this individualized training. Leadership and education is essential to promoting accurate information and creating culture change. He felt the Army needs to make forward progress and maintain the deliberate approach to training. Holistic health and fitness comes at a cost, but assigning a Soldier to the wrong specialty and causing the Soldier disability or grievous injury also has associated costs. The Army will continue to use a training methodology backed by science.

Navy: Mr. Jason Jadgechew, Human Performance Program Manager at NSW

Mr. Jadgechew began his brief by noting that everything the Navy does is designed to support the operational readiness of the individual.

NSW has established a set of operationally validated performance standards, which were confirmed through third-party studies, in preparation for opening Sea Air Land (SEAL) and Special Warfare Combatant-Craft Crewman (SWCC) occupations to women. The minimum standards in place are well below competitive scores. Pipeline milestones are in place throughout the training to move a Sailor up to warfare qualification.

Mr. Jadgechew then gave an overview of the scores required for a Sailor to be considered for special warfare as a SEAL or SWCC candidate. The optimum scores are indicative of what it takes to be competitive. Officers are slightly more competitive than enlisted. All factors qualify an applicant for a SEAL or SWCC contract. Meeting the minimum does not put an individual in the best place to meet that contract.

Last, Mr. Jadgechew discussed the Human Performance Program (HPP). The Navy provides individualized training and rehabilitation for all Service members regardless of gender. The HPP is available to all active-duty Service members, and the subject matter experts in the program have experience working with and training men and women. The HPP includes five pillars of performance: human performance, sports medicine, performance nutrition, mental performance, and data analytics. Through data analytics, the Navy collects information and validates it to customize training or treatment for each individual.

The HPP also includes an assessment, which is a functional movement screen completed by performance staff. The assessment provides individual reports that can address a Sailor's specific

gaps. The assessment tracks the operator throughout the operator's career and is used to maximize operational readiness.

Air Force: Dr. Neal Baumgartner

Dr. Baumgartner, Chief of the Air Force Exercise Science Unit, began his brief by briefly reiterating the five-step process for developing Occupationally Specific, Operationally Relevant (OSOR) physical standards. These standards are intended to define the physical demands of a job. The Air Force first conducted a physical demands analysis to determine the critical physical tasks (CPTs) of an occupation/career field. From these CPTs, the Air Force created physical task simulations and matched performance on these to performance on a battery of physical fitness tests the Air Force created to determine the physical demands for each job. The Air Force then conducted the final steps to validate the test; implement the prototype test; train test administrators; verify and refine the final test; and document the test.

Dr. Baumgartner then discussed the OSOR Gender Neutral Tests and Standards and their Stages of Development for Air Liaison Officer (ALO)/Tactical Air Control Party (TACP, enlisted). Dr. Baumgartner met in July 2017 with Air Force leadership to draft the policy. The policy will be announced January 9, 2018, at the Air Liaison Officer-Tactical Air Control Party (ALO-TACP) Worldwide conference. The policy will then be finalized, and by January 2019, it will be implemented with consequences for those who fail, completing step 5 of the OSOR standards process.

Dr. Baumgartner then showed a slide illustrating the ALO-TACP Physical Fitness Test Battery, which has 10 components at the operational level. The example showed how the battery changes as an Airman progresses across the Recruit, Assess, Training, and Operations (RATO) levels. For example, an Airman needs to be able to do 4 pull-ups when recruited, 6 pull-ups to graduate basic, and 11 to graduate training. The Air Force Exercise Science Unit established standards for all 10 test components at the operations level and will do the same for the recruit, assess, and training levels in December 2017.

Dr. Baumgartner then discussed the operator-level tests and standards. Each component has a point value, and an Airman needs to achieve a composite score of 46 out of 100 to pass. For example, 32 reps of pull-ups is worth 10 points, and 20 reps of pull-ups is worth 6 points. The test motivates Service members to exceed the minimums because the Air Force does not want "minimum" Airmen; the higher the score, the greater statistical probability of physical success on the battlefield. Also, the Air Force's goal is to recruit and train world-class warriors, not world-class athletes. For example, world-class power lifters can pull a casualty off the field, but they cannot do it multiple times because they lack endurance. An Airman needs to possess a balance of both endurance and strength.

The Air Force is now working to build OSOR gender-neutral tests and standards across RATO levels for Combat Rescue Officer; Pararescue (enlisted); and Explosive Ordnance Disposal (EOD, officer and enlisted). The Air Force is starting step 4 of the OSOR five-step process for Combat Rescue Officer and Pararescue. The Air Force Exercise Science Unit is in step 2 for EOD, developing and constructing physical simulation tests; it has engaged male and female subject matter experts from EOD for this step. Dr. Baumgartner then explained that the Air Force classifies physical fitness tests into two science-based tiers for all Air Force occupational specialties. Tier 1 tests have health criterion standards and apply to all Airmen to ensure they are generally fit, have low health risk, and are present for duty. Tier 2 tests have OSOR gender-

neutral standards to ensure Airmen in an occupation can meet the physical requirements (the CPTs mentioned earlier) of the occupation. The Exercise Science Unit is developing a ranking of specialties by most to least physically demanding, which should be finalized soon.

Dr. Baumgartner noted that even if the Air Force can devise the best tests and standards, it needs Airmen to embrace them; hence, education, marketing, and communication of the tests and standards is a critical, ongoing need across the total force (Guard, Reserve, and active duty). For example, the Air Force is inviting commanders of ALO-TACP units to take the ALO-TACP OSOR test; a three-star general is scheduled to take it in fall 2017. Airmen of all ranks are asking when the Air Force will start administering the new Tier 2 OSOR tests. All units want to be deployed with members who are physically ready.

Dr. Baumgartner then highlighted how the Air Force Exercise Science Unit's Exercise Principles and Methods (EPM) Course is tailored to individual Airmen. Unit members are trained in the course and then train their peers and superiors in their units on the course. To pass the course, the leader must complete a physical scenario challenge and create a plan to train his or her unit to (1) deploy, (2) come back and rest and recover, and (3) retrain for the next deployment. Graduates of the course are certified for 3 years, after which they must take refresher training. The EPM was developed because tests drive physical training, and sound physical fitness training is the primary goal of all this work. Air Force personnel must maintain proper levels of fitness during deployment.

Dr. Baumgartner then highlighted sex-specific differences in physical training. The majority of training is fairly similar for men and women. The average woman would have to work harder than the average man to meet the same OSOR standards. A woman with a higher baseline, or starting level, of physical fitness than most women would not need to work as hard to meet the same standard, but most women would have to work harder to meet the same standard. The EPM course addresses sex-specific differences by tailoring exercises to help women close the performance gap. For example, women should conduct additional stability and mobility exercises to address sex differences in events such as parachute landing falls; here, women can perform planks and single-leg squats to help them improve their performance results. The Air Force also provides nutritional consultants who can talk to women about sex-specific nutritional differences such as those related to iron metabolism and bone density.

In summary, Dr. Baumgartner noted that the OSOR physical fitness tests inform training and are designed to ensure candidates meet the standards regardless of gender. He stressed that the sex-specific physical performance gap may never be completely closed, but the Air Force aims to provide a pathway for both sexes to meet the occupational standards.

Discussion

Col (Ret.) Boggs asked the briefers about the current state of the science that is being used to develop training that brings women up to par to be in combat-centric occupational specialties. Dr. Baumgartner (Air Force) responded that the biggest challenge is delivering the EPM course. It is delivered to a large group and presents problems logistically. It is possible to tailor the course to the audience, but customizing the delivery and obtaining the manpower to institutionalize it poses an issue. The Air Force does not want to fully institutionalize the course for fear that will lessen the degree of flexibility in how it can be delivered. Dr. Baumgartner noted that when new science comes out, it can take quite a while to add the new techniques across the Air Force.

Col (Ret.) McGuire noted that since 2003, the Marine Corps has employed certified physical trainers. Recently, the Commandant established the Force Fitness Instructor program, which aims to better inform Marines of the evidence-based methods for physical training. There is also a collaboration between civilian professionals and the Semper Fit group, which gives an evidence-based foundation for training. The Marine Corps also focuses heavily on nutrition. The Service monitors information on supplements carefully and is focused on ensuring Service members have accurate information rather than merely searching for answers online. Dr. Baumgartner (Air Force) responded by expressing his approval about the amount of resources the Marine Corps has designated to inform staff and ensure that trained staff are focused on fitness for the military audience.

Col (Ret.) McGuire (Marine Corps) noted that one of the ranking factors when conducting civilian hiring for physical training is that candidates have had 5 years of experience working in a military setting. Mr. Jadgechew (Navy) responded that in the civilian sphere, there are tactical athlete programs and symposiums on training first responders that can be helpful for best learning practices. Regarding nutrition, the Army conducted a study on its dining facilities, and the Navy has a similar study underway.

Col (Ret.) McGuire (Marine Corps) noted that today's leaders are much more educated about making decisions based on systematic reviews and not just single studies.

Mr. McConnell (Army) reiterated the importance of the holistic health and fitness information he had presented in his brief. The Army has identified coaches, trainers, and therapists as subject matter experts. He noted that because the Army brings in 10,000 active duty and reserve Soldiers per month, although it is already implementing and developing the health and fitness curriculum, funding the facilities and spreading information to all Soldiers will take time. The Army's new PT Manual 7-22 incorporates individualistic training, and the holistic fitness facilities and master trainers will implement the program.

Gen (Ret.) Wolfenbarger inquired whether training is sex specific in the PT Manual 7-22. Mr. McConnell (Army) gave a specific example of a female Soldier modifying a task because women have a lower center of gravity. He noted that there was a time when the Army would not have accepted that fact. The Army has acknowledged it needs to accept that different fitness techniques are necessary to maintain a woman's strength and training.

Ms. Hawkes asked the panelists how the scrutiny over the past 2 years on standards has changed the expectations on what women can or should be capable of doing. Col (Ret.) McGuire responded that Marines and other Service members will find a way to meet and exceed the standards. There was never a thought that women would not be able to meet the standards. People will find a way to meet and exceed the standards that are set. In the past year, the Marine Corps incentivized pull-ups, and Marines trained to do them as mandated by the test.

Ms. Hawkes asked for further details on pull-ups for the Marine Corps and Air Force. Col (Ret.) McGuire (Marine Corps) responded that the Air Force standard is for tier 2 tests, whereas the Marine Corps standard is more aligned with tier 1 tests. The Marine Corps was going to monitor the standard, but it knows Marines will start to exceed it. In the 1970s, male Marines on average did eight pull-ups. Dr. Baumgartner (Air Force) responded that for the pull-up study test, the Air Force used both men and women as subjects. The Air Force reached the number of 11 pull-ups based on the results of the physical task simulation and the standard. Some women did fewer than 11 pull-ups but completed the minimum for the test. Only a small percentage of the U.S.

female population would be physically capable of the tier 2 tests. Hypothetically, it would be possible for a woman do 25 pull-ups, but she might not have the total body size to also perform the casualty evacuation. He stated that American society has to realize that only a small percentage of women will pass these tests. For example, the Air Force views women who win Olympic gold medals in rowing as the ideal women to complete a test such as the one the Air Force has developed. Gold-medal gymnasts could do 30 pull-ups but could not complete the other tasks. The Air Force must identify the types of women who can complete the test and must publicize and enforce the standards. The test can disclose capability gaps of individuals and then use physical tests to strengthen them in those areas.

Ms. Medina asked the briefers for their thoughts on how the rise of women in Title IX sports will affect the number of women who are capable to join and compete at higher levels of the military. Col (Ret.) McGuire (Marine Corps) responded that more than 90 percent of officers elected to do pull-ups versus 60 percent for enlisted, and some of that difference has to do with coming from a team sports background. Individuals with a background in team sports are more likely to succeed in the military. Service members will find a way to meet the standards set by the military. He noted that in 1997, the Marine Corps increased the run from 1.5 miles to 3 miles; as a result, fewer women were able to complete it initially, but the number of women who completed it successfully rose over time. The physical capacity of Marines will continue to rise.

Mr. Jadgechew (Navy) noted that within NSW, there is more attention placed on operators versus individuals in support roles. He noted that he has worked with hundreds of women within NSW who chose not to be SEALs but rather to serve in support roles they could do well. Without those who serve in support roles, operators cannot complete their missions.

Dr. Baumgartner (Air Force) said recent studies show the obesity epidemic is at a high for the Nation and hurts military recruiting. The military's challenge is to recruit both men and women, but today, 75 percent of the U.S. population is not eligible for service. The military competes with colleges for Title IX athletes. Dr. Baumgartner noted that he is more concerned with the health of the general population and how that effects operations. He has heard people say that the tier 1 test may not be needed because a cyber warrior does not need to be physically fit. However, studies show that a fit person has better cognitive ability when working long shifts.

VADM (Ret.) Pottenger noted that Dr. Baumgartner's (Air Force) briefing was one of the most frank discussions she has seen about gender differences. She felt it was excellent to have the topic fully out on the table. She then asked Mr. Jadgechew (Navy) to give more details about how the Navy is training to address physiological sex differences in gender-neutral standards for the SEAL community. Mr. Jadgechew responded that for a Sailor to earn a contract, the individual must be educated by a mentor about the standards. Sailors selected for contracts attend preparatory school at Great Lakes and have individualized swim instructors, strength coaches, and running coaches. Before they even begin basic training at Coronado, there is a diverse collection of staff to help them prepare. VADM (Ret.) Pottenger responded that the differences in training for men versus women is a good conversation for all Services to have.

Ms. Hunter asked the briefers what they are doing from a messaging perspective to disseminate the correct information to all levels of the Services and the media to ensure everyone knows the physical fitness test is not an occupational specialty test and does not reflect performance in the occupation. Dr. Baumgartner (Air Force) responded that based on his experience of 35 years of working in the physical fitness field, he felt the area in which the Military Services have done the

worst in regard to physical fitness was messaging. The Air Force developed the tier 1 and tier 2 tests. The tier 1 test is intended to ensure Air Force active duty Service members stay fit and minimize health care costs. If junior enlisted Service members are not aware of the purpose of the tier 1 test, it is not their fault. He added that given the costs, Air Force leadership has to ask what to give up to improve messaging. Women undergo different tests than men at the tier 1 level, but undergo the same tests at the tier 2 level.

Col (Ret.) McGuire (Marine Corps) noted that in any meeting with Service members, the Marine Corps asks the audience how many male Marines have served with other male Marines who did not have the physical capacity to perform at their occupational specialties. When the Marine Corps frames the issue that way, male Marines understand the occupational specialty perspective rather than thinking of it as a physical fitness test. As the propensity of female personnel into previously closed occupational specialties increases, attitudes will start to change.

Mr. McConnell (Army) agreed with Dr. Baumgartner (Air Force) that there is an education and communication challenge. The gender- and age-normed physical fitness test is weighted more for promotion standards. He suggested that as the Army continues to investigate changes to the Physical Fitness Test (PFT), it can consider how to reduce the focus on the PFT.

FLTCM (Ret.) Ortloff asked Mr. Jadgechew (Navy) to expound on the individualized training NSW candidates receive when they leave boot camp—in particular, if there were any scientifically based trainings that differed for men and women and that were intended to help them meet the standards. Mr. Jadgechew responded that his office did not write the standards or the minimum but had them validated by third-party evaluators. The competitiveness of a SEAL who earns a contract will be based on gender-neutral standards, and the optimum score will change based on the particular class of candidates. The individuals in the class are driving the standards.

FLTCM (Ret.) Ortloff asked Mr. Jadgechew (Navy) whether a female who has been deemed competitive and able to perform the optimum tasks is trained differently to make her stronger or is trained the same as the men in her class. Mr. Jadgechew responded that the candidate would be trained as an individual. Once a candidate earns the contract, an individual plan is devised to maximize the candidate's potential. The trainers take into account that candidate's physiological makeup—hand size, shoulder width, etc.—but only after the person has earned a contract. FLTCM (Ret.) Ortloff then asked Mr. Jadgechew to clarify if only operational Sailors received the HPP. Mr. Jadgechew responded that operators receive the HPP first, then his office works with everyone else in active duty. He noted that in the 15 years he has served in the office, no one has been turned away.

MG (Ret.) Macdonald noted that the annual report will include many quotes made by the briefers at the meeting. He added that the Committee is there to help the Services with the marketing of the standards. He acknowledged that the Services are working to recruit the right people and administer the right tests to them but asked how training has been working for the unit-level fitness trainers and instructors. Col (Ret.) McGuire responded that the Marine Corps process is similar to other branches. He explained that the commander has a responsibility to physically prepare units for combat, and athletic trainers enable that effort. He noted that there are ways to ensure the instructors are being used to the appropriate degree. Commanders are ultimately responsible for preparing their units for combat.

Mr. McConnell (Army) noted that the Army briefer in the previous panel mentioned the use of longitudinal studies. He suggested that if there is one unit with high PT scores and another with a high rate of injuries then there should be discussions on PT scores and injury rates with those units. The longitudinal rates can inform the unit commanders to help them understand that heavy focus on the PT scores may hurt their readiness in the long run. Col (Ret.) McGuire responded that the Marine Corps is focusing on “zeroes” in the PFT scores for a unit, which indicate Marines that are injured or on the bench. Mr. Jadgechew responded that in training and on the ground, for 15 years, the Navy has seen fewer significant injuries and more minor injuries. Gradually, over the years, the Navy has identified and helped Sailors with significant injuries return to their units. Now, the Navy sees more minor injuries that can be addressed more easily. He added that the trainers are now embedded at the unit level. He remarked that operators have benefitted significantly because the trainers are visible and invested in the squads, rather than only outside the platoon at hospitals.

Dr. Baumgartner (Air Force) agreed with Mr. Jadgechew but added that the Air Force wants to make sure trainers work only within the limits of the science-backed methods. He added that for standard Airmen, their resource is the local clinic. Training the medical staff is the most efficacious thing the Air Force can do because most physicians are not trained in exercise science.

Ms. Hawkes noted that she was excited to see the increase in allowable weight for women in the Marine Corps and asked Col (Ret.) McGuire if the allowed weight was more than or equal to that for the other Services. Col (Ret.) McGuire responded that he was not sure but believed the allowable weights for the Marine Corps were still the lowest compared with those for other Services.

Dr. Baumgartner (Air Force) responded that on Thursday, September 14, 2017, there would be a teleconference to address the DoD requirements on weight. He added that the Services need a body composition information session because it is information that is easy to confuse. The Services also have to ensure they address health and weight. Mr. Jadgechew (Navy) responded that NSW does measure body composition and that it is one of the data elements used to customize a Sailor’s individual fitness plan. Dr. Baumgartner (Air Force) added that there are 13 different exercise and health professional organizations that consider body composition as a factor for health and fitness, but DoD does not.

Ms. Janie Mines asked Dr. Baumgartner (Air Force) whether information exists to understand the needed fitness levels for elementary age, middle school age, and high school age children for them to meet the physical fitness requirements for the military. Dr. Baumgartner responded that the knowledge is there, but the biggest problem is that physical inactivity is becoming commonplace and is common across all demographics. He thought Ms. Mines’ point was a good one and that there were resources to address the problem. There is a growing problem of inactivity in our country due to technology.

CSM (Ret.) Jones asked the briefers if there was a reason to use the term “sex specific” rather than “gender specific.” Dr. Baumgartner (Air Force) responded that the term “gender” refers to the societal constructs of male or female, whereas “sex” refers to the anatomical aspects of a person. The standard for the North Atlantic Treaty Organization (NATO) is that “gender” is societal and “sex” is anatomical.

Dr. Jackie Young asked the briefers if any of the Services use technology such as wearable fitness devices to encourage Service members to compete against each other for physical fitness. Mr. Jadgchew responded that the Navy uses many physical biomarkers to monitor individuals for sleeping and physical activity. Dr. Baumgartner (Air Force) noted that Service members, trainers, and leaders must be cautious about what data they use from wearable fitness devices.

Col (Ret.) Boggs made a clarification that although Mr. McGuire's (Marine Corps) slides did not include data from the infantry, the Marine Corps does have a few female leaders in infantry units.

Gen (Ret.) Wolfenbarger thanked the briefers and closed the briefing.

Public Comment Period

Capt Alea Nadeem and Dr. Maggie Czarnogorsk, Air Force Women's Initiative Team

Capt Nadeem began her comments by highlighting the higher rate of suicide among young female veterans compared with both male veterans and women in the general population. Dr. Czarnogorsk then added that the U.S. Department of Veterans Affairs (VA) healthcare system is uniquely qualified to address the issues that female veterans face as they return to the general population. However, research indicates that most female veterans are not enrolled in the VA health care system and do not understand what services are available to them. Because of this, the Air Force and the VA Women's Health Clinics are partnering to establish the Hot Hand Off program. The pilot program will offer a 1-day supplemental workshop to the regular Transition Assistance Program (TAP) sessions for women to give more detail on what the VA can provide women after they leave the military. Women will also be able to enroll in the VA medical system. Capt Nadeem and Dr. Czarnogorsk asked for DACOWITS to support the pilot program as it directly addresses recommendations DACOWITS made in its 2016 annual report.

CDR (Ret.) Pat Cerchio-Vieira, Low-Cost Initiative to Counter the Loss of Valued Military Members

CDR (Ret.) Cerchio-Vieira was concerned that many Service members leave because they think life and work will be better outside of the military. Often, those that leave do not find things on the outside to be as good as what they anticipated. For a variety of reasons, those who leave often do not return; they may not know how to reenter the Service or may be offered lower pay than what they were making when they were previously in the military. CDR (Ret.) Cerchio-Vieira suggested that the military's Career Intermission Program (CIP) could be used to bring people back into service. The CIP would allow participants to take a leave of absence for a predetermined amount of time and return at the same pay grade. She added that a recent study showed CIP participants had the same rates of selection for promotion. She recommended that the Committee use the CIP or similar methods to bring individuals back onto active duty.

Final Remarks

Designated Federal Officer and DACOWITS Military Director, COL Davis, thanked the attendees and closed the public meeting.

13 September 2017

Morning Remarks

COL Davis, Designated Federal Officer and DACOWITS Military Director, opened the meeting and reminded the public that the opinions of the panel members do not reflect the opinion of the Committee. Gen (Ret.) Wolfenbarger, DACOWITS Chair, welcomed all attendees to the last day of the September meeting, reminded the public that the vote on the Committee's 2017 recommendations would take place during the meeting that day, and asked all Committee members and meeting attendees to introduce themselves.

Propensity to Serve (RFI 6)

The Committee had requested a briefing from the Military Services on the community outreach/engagement programs, events, and activities being used to generate Military Service interest among women younger than 17. DACOWITS had requested that the briefing include information on (1) the geographic locations where the programs, events, and activities are conducted; (2) the frequency at which the programs, events, and activities are conducted; and (3) how the 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.

Army: Ms. Margo Barfield, Outreach Program Director, Office of the Deputy Assistant Secretary of the Army Diversity and Leadership, Headquarters Department of the Army

Ms. Barfield stated that the Department of the Army, Community Outreach conducted 25 outreach events and activities with affinity groups and national organizations in 2016. Of those 25 events, 8 were aimed at engaging youth younger than 17. Ms. Barfield gave several examples of those youth engagement events, including the Annual Women of Color in STEM Conference, where senior leaders had the opportunity to engage in professional dialogue and introduce the Department of the Army's "Meet Your Army" campaign. Ms. Barfield mentioned that the Army was directing its attention to science, technology, engineering, and mathematics (STEM) fields with many of the outreach events; of 35 outreach events, 9 specifically dealt with STEM. Ms. Barfield noted that the Army's Outreach Program was identified as a best practice and success story by both the Equal Employment Opportunity Commission and former Secretary Carter.

Marine Corps: LtCol John Caldwell, Assistant Chief of Staff/National Director of Marketing and Communication Strategy, Marine Corps Recruiting Command

LtCol Caldwell stated that the Marine Corps strives to inspire advocates to support the Marine Corps and interest youth in serving. The Marine Corps tries to communicate about who Marines are, what they do, and why what they do is important. The Marine Corps' outreach strategy is to focus on the prestige of patriotic military service and the fact that combat training, applied leadership, and bonds forged through shared adversity and accomplishment will be useful throughout life for those who serve. In regard to recruiting, LtCol Caldwell stated that the Marine Corps is keenly aware of the ever-widening gap between the proportion of Americans who serve and those who do not. The Marine Corps strives to bridge that gap with long-term goals in mind. LtCol Caldwell discussed a recently released advertisement and played a video of

the advertisement for the Committee. The advertisement showcases the kickoff of the Marine Corps' City Partnerships in Detroit, MI, an initiative that aims to introduce the Marines to citizens and highlight the city of Detroit's "fighting spirit." LtCol Caldwell explained that the Marine Corps is interested in forming relationships with cities across the Nation and has been engaging citizens in innovative ways such as hosting drumline competitions and participating in cooking competitions. LtCol Caldwell reiterated that the Marine Corps' recruiting strategy focuses on a long-term vision to increase propensity. He stated that the economy and war often drive young men and women to want to join the Services, but personal interests also have an influence.

LtCol Caldwell then explained the Marine Corps' current strategies for engagement and recruitment. He mentioned the "gender-agnostic" brand strategy "Battles Won," which aims to allow the Marine Corps to retain long-held equity in "tough/elite" brand attributes while also broadening its reach to women. This brand strategy is rooted in the notion that it is impractical to inspire more people toward collective action by continually pointing out their differences. Instead, the Marine Corps highlights what all Marines have in common: the fighting spirit. This "total market" strategy leverages research to present the Marine Corps consistently to all audiences. LtCol Caldwell described the direct mail strategy used in fiscal year 2016, when the Marine Corps invested \$1.6 million to send direct mail to more than 3.2 million female prospects. That effort produced an estimated 21,592 leads.

LtCol Caldwell discussed the Semper Fidelis All American Program and Battles Won Academy, both of which celebrate the fighting spirit of high-achieving, civic-minded, athletic youth for the purpose of inspiring both youth and adult advocates. Approximately 96 promising high school seniors (50 percent female) and their adult mentors attend the annual Battles Won Academy in Washington, DC, that aims to increase understanding and/or interest in the Marine Corps, increase requests for information about the Marine Corps, and increase demonstrated advocacy of the Marine Corps by both youth and adult influencers. LtCol Caldwell then showed a video depicting the Battles Won Academy.

LtCol Caldwell mentioned the "Battle Up" video advertisement that depicted a female protagonist for the first time in the history of the Marine Corps. The advertisement cost approximately \$4 million to make and approximately \$6 million to produce and air. LtCol Caldwell noted that the advertisement has reached more than 111 million people, 35 percent of whom were female.

Navy: CDR Allen Owens, Marketing Operations, Marketing and Advertising Department

CDR Owens noted that the Navy does not recruit minors but does attempt to inspire communities. He stated that because simply viewing one commercial will not motivate most people to join the Service, the Navy attempts to create awareness in other ways so that when youth are eligible to join, they consider the Navy as a viable career option. CDR Owens then described the STEM outreach events in which the Navy has been participating, such as the 2017 "SeaPerch" competitions for 2,000 students (one-third of whom were women) and more than 500 teachers and influencers in metropolitan areas. "SeaPerch" is an underwater robot competition with construction kits provided by the Navy. The event featured Navy branding that was intended to engage America's youth and provide opportunities across a wide array of STEM career fields. CDR Owens then mentioned the Girl Scouts' G.I.R.L. (Go-getter, Innovator, Risk-taker, Leader) program and noted that this event takes place every 3 years, as opposed to

annually, which is what the slide indicated. For this event in October 2017, the Navy will exhibit for more than 10,000 Girl Scouts at their annual Jamboree to generate Navy awareness, showcase Navy personnel in STEM career fields, and show that roles in the Navy are limitless.

CDR Owens next described the U.S. Naval Sea Cadet Corps, which includes Navy-centric programming for 9,000 students (20 percent of whom are female) across 380 units. CDR Owens then discussed the “Conrad Spirit of Innovation Challenge” that takes place annually. At this event, more than 700 high school students, 50 percent of whom have historically been female, compete in a STEM-related innovation challenge. In this event, several rounds of judging lead to the “Spirit of Innovation Challenge” finals at Cape Canaveral. CDR Owens noted that female naval officers are judges and guest speakers at this event. CDR Owens also explained that the winner of the event receives grants to help them obtain patents for their inventions. He reiterated that the Navy’s participation in and sponsorship of these events is intended to help people, especially women, see the Navy as a viable career option.

CDR Owens stated that the Navy is also participating in “Educator Orientation Visits” and “Educators to Sea,” for which the Navy has hosted more than 30 events in port tours of various Naval Stations for 178 educators (66 percent of which were female) to showcase life in the Navy. The Navy has also coordinated 6 “embarks” for 54 educators, including 18 women, which included a 24-hour visit on a ship in the San Diego operations area so educators could see women doing their jobs on a ship. CDR Owens stated that after these events, the participating educators return to their schools and promote the Navy’s opportunities for STEM careers to male and female students. CDR Owens then described future projects the Navy is considering to engage female youth, including potential partnerships with the following organizations: Do it Yourself (DIY) Girls; STEM Connector: Million Women Mentors; Wonder Women Tech Foundation; Girls Who Code; and the San Diego Festival of Science and Engineering.

CDR Owens said the Navy wants to showcase diversity, not mention it as an afterthought in all of its advertising. He then mentioned the upcoming “Faces of the Fleet” video series that features two female Sailors doing their jobs in the Navy. CDR Owens then showed the videos to the Committee and mentioned that of the first three videos that will air, two feature women. He then reiterated that the Navy tries to emphasize diversity in everything it does.

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

Ms. Millette explained that the Air Force’s main engagement goal is to tell the next generation about what the Air Force is doing. Ms. Millette mentioned that the Air Force changed its process for attending national conventions and outreach events in 2015. Previously, the Air Force would have separate, small booths at these events. Recently, however, it decided to invest instead in one large booth to showcase all areas of the Air Force at once and allow attendees to see all of the opportunities it offers to serve.

Ms. Millette mentioned that the Air Force has been attending large science and engineering conferences organized by entities such as the American Indian Science and Engineering Society, the Society of Women Engineers, and the Society of Hispanic Professional Engineers. She noted that most attendees at these conferences are college students, but the students sometimes bring their influencers to the events as well. Ms. Millette described how she had discussed the opportunities available in the Air Force with a few young women at one of the outreach events; their chaperone told her that the Air Force had been the most effective of any organization at

engaging the women at the event. Ms. Millette then noted that the Air Force works with the Science, Math, and Research Transformation scholarship program to pay for students' schooling. She also mentioned the Air Force-sponsored breakfasts that allow youth to hear about what Airmen do directly from Airmen to expose the younger generation to information about the Air Force. Ms. Millette also mentioned the Air Force commercial that features an Air Force Academy student describing how she can do anything in the Air Force. Ms. Millette said her office uses those messages when talking to young students.

Coast Guard: Chief Keiyon McCoy

Chief McCoy stated that the Coast Guard is recruiting and engaging youth across the United States to cultivate familiarization with the Coast Guard. He stated that in 2015, the Coast Guard Recruiting Command informally enlisted brand ambassadors to assist recruiters with outreach. The Coast Guard also relaunched the "Everyone is a Recruiter" campaign in January 2016. Chief McCoy mentioned that these brand ambassadors represent a broad cross-section of career fields in the Coast Guard, and the initiative is a grassroots effort. A deliberate effort was made to seek successful female ambassadors representing a cross section of Service members who are at various points in their careers to represent the total inclusion and diversity that exists in the Coast Guard.

Chief McCoy noted that the Coast Guard attempts to spread knowledge and empowerment at these engagement events but also refers interested leads to recruiters. Chief McCoy said the Coast Guard reaches out to young women at community locations and schools to tell them about the opportunities that are available for career empowerment and how they can succeed through the Coast Guard. Representatives can share their own stories at events when recruiters are not available and describe how they joined the Coast Guard, what helped them further their careers, and what technical expertise they were able to gain. Chief McCoy stated that providing successful female Coastguardsmen at different points in their careers (early in career, mid-career, and pinnacle of career) as ambassadors at these events increases youth engagement.

Chief McCoy then shared a list of informal community outreach engagement programs in which the Coast Guard participates where young women are present. He noted that these events also allow the Coast Guard to connect with influencers (e.g., parents, coaches) to show them what the Coast Guard has to offer so they can inspire other young people. He mentioned that a large proportion of women from the organization SkillsUSA participate in one event and that the Coast Guard receives thousands of leads from that event. He noted that the majority of the people engaged at that event have been women.

Chief McCoy mentioned that the Coast Guard has participated in 1,455 other efforts by recruiting offices to engage with high schoolers and youth organizations that include women in 2017. Some of the outreach efforts included increasing the number of female brand ambassadors, the amount of paid media and direct mail to reach women, the number of high school visits, and Junior Reserve Officer Training Corps programs. Chief McCoy noted that the Coast Guard wants to engage youth in middle and high school and become a staple from a community perspective to increase the propensity of young women to serve in the military and as part of the Coast Guard.

Discussion

Ms. Pat Locke thanked the panel and said that the presentation was outstanding. She noted that although the Services mentioned attending many events, there are events she and thousands of

other people attend where the military is not represented. She noted that although the Coast Guard participates in the SkillsUSA event, no other Services do. She also noted that the military is not represented at the Junior Olympics, which hosts more than 20,000 youth and their influencers. Ms. Locke asked if there was any crosstalk among the Services and requested information on how the Services follow up on and measure the effectiveness of their outreach efforts.

LtCol Caldwell (Marine Corps) responded that the Services cannot be everywhere and mentioned a number of other partnerships and calendar events for the next year, such as partnerships with coaching associations in basketball and wrestling. LtCol Caldwell also mentioned that he is focused on how the Recruiting Command can measure the effectiveness and success of its outreach efforts. He noted that previously, there was no engagement strategy that ensured follow up, so the command has updated the contact card that is part of each recruiter's working file to include every person the recruiter has contacted who has benefited from the recruiting effort so the recruiter can follow up with those individuals. He described how the Marine Corps has constructed a new customer relationship management system that incorporates digital reports to identify community contacts. LtCol Caldwell stated that the strategy is in place to ensure that there is a timely follow-up with all contacts, and "Battles Won" is all about maintaining contact over a long period of time to increase awareness. The Marine Corps can measure success by whether it is invited back to events again because it is a measurable objective. He said the nationwide system will allow the Marine Corps to ensure follow up. Ms. Locke suggested each Service implement a national database to ensure recruiter follow-up because a database would help alleviate some of the issues with recruiter and local leadership turnover.

Ms. Barfield (Army) responded that her office is focused on civilian recruitment, retention, and awareness and that two reports go to the Equal Employment Opportunity Commission (EEOC) every year. The EEOC looks at the reports and tells the office if they need to improve each year. Ms. Barfield also mentioned a report that is submitted to the Office of Personnel and Management and Congress. These reports detail how the Army mentors, conducts outreach, and ensures that it reflects the nation demographically. She also noted that the EEOC cited the Army outreach effort as a best practice and success story and that the Army went to Detroit to participate in the Women of Color in STEM Conference and sent two three-star generals to attend the event and speak to students. Ms. Barfield added that the Army will conduct outreach in October 2017 to showcase the Department of the Army as an employer of choice.

CDR Owens (Navy) responded that the Navy attempts to foster relationships with communities by holding orientation visits on bases or ships and that it maintains a list of participants. He added that the Chief of Information for the Navy maintains a "Friends of the Navy" list so when Navy representatives are in the area, they can follow up with those individuals. CDR Owens noted that although the Navy can track candidates of recruitable age to identify the sources of those leads (e.g., advertisements, events) and their conversion rates (leads that turn into contracts), measuring awareness of the Navy is much trickier because the decision to join a Service could be based on many factors in one's life. CDR Owens mentioned that in an attempt to measure those factors, the Navy implemented a marketing awareness survey last year. The survey asks Sailors what factors (e.g., advertisements, events, radio, commercial) affected their decisions to join the Navy. CDR Owens noted that the Navy is gauging awareness for the first time with this survey.

Ms. Millette (Air Force) responded that the Air Force is working with the Recruiting Command to find a better way to measure effectiveness of recruiting efforts. The Air Force does not have a good tracking system in place as the Marine Corps does. Ms. Millette said the Air Force is examining the issue closely and that her office is in discussions with the Recruiting Command about how the Air Force can monitor outreach better.

Chief McCoy (Coast Guard) responded that the Coast Guard does not have many recruiters, so it pushes for engagement and team building with community leaders in the areas that it serves. He added that the Coast Guard hopes when it establishes connections that those individuals maintain contact and inform the Coast Guard about other events in the area. Chief McCoy stated that the Coast Guard was as active as it can possibly be in engaging youth.

Mr. Brian Morrison noted that the Marine Corps' Battles Won Academy is a \$24,000 investment per participant. LtCol Caldwell (Marine Corps) noted that 100 adults attend the academy as well and that the academy is not only a weeklong camp but also a yearlong campaign across the Nation, including an event in each community during which a student is selected to attend the academy. LtCol Caldwell noted that the price per participant may seem high but that it is a nationwide program of engagement. Mr. Morrison asked how the Marine Corps measures the effectiveness of the program. LtCol Caldwell stated that the program is part of a long-term vision. LtCol Caldwell mentioned that he has established a connection with one of the youth mentors and she has talked about how she will continue to engage youth in the future. He added that the Navy keeps track of who participated in the academy in a database to facilitate subsequent conversations to measure the return on investment in the future. LtCol Caldwell then reiterated that awareness is hard to track and measure because it is a long-term investment and should not be viewed in terms of "sticker shock." For example, when the Marine Corps cannot afford to purchase media time, that can lead to 10,000 fewer leads and less contracts. Mr. Morrison asked about the success of the All American program. LtCol Caldwell said that some participants went to college and to play in the National Football League. He added that many of the prior participants were focused on themselves rather than their communities and the betterment of the world. The Marine Corps has revised the program to recruit a different type of person.

CSM (Ret.) Jones asked if the Services have the resources to increase awareness.

Ms. Barfield (Army) responded that the Army has the funds but must be mindful of its spending because of budget cuts and uncertainty. She added that for outreach, awareness, and building relationships, the resources are a matter of national security because the Services need to have a robust recruitment program in place to ensure the Nation can defend itself against enemies. She added that the Army could use more resources for recruiting on the civilian side, but that it has to be conscious of spending.

LtCol Caldwell (Marine Corps) stated that the Marine Corps is funding all the recruiters it can and believes it meets their needs. He then stressed the importance of leveraging recruiting support resources and facilitating engagements to gain access at schools and other community locations. LtCol Caldwell stated that one place the Marine Corps has assumed risk is in its advertising but that it has managed the risk with awareness. He stated that in the past, 50 percent of the budget to purchase advertising came at the end of the fiscal year, which resulted in ineffective media buying plan throughout the year. Because of that, the Marine Corps faced 6–7 months during which it could not purchase any advertising, so it now specifies its media buying

plan in advance. LtCol Caldwell said the Marine Corps has enough recruitment staff but they have been underfunded, so the Marine Corps has reestablished an appropriate baseline of \$115 million for marketing, but needs more funding for advertisement and media. He also mentioned that the Marine Corps is building new campaigns that cost about \$4 million to produce and are more expensive to air because they have to saturate the market.

CDR Owens (Navy) stated that the Navy is in a position similar to that of the Marine Corps. He mentioned that when recruitment goals increase, the Navy has to increase the number of leads, not the amount of awareness. CDR Owens noted that the Navy usually draws the funding from the media budget.

Ms. Millette (Air Force) stated that the Air Force has been underfunding its media efforts because it believed leads were coming in regardless of media spending. However, the Air Force has noted a gap in certain occupations and career fields and as a result has decided to fully fund the advertising budget, which Ms. Millette noted as a good change. She mentioned that the Service's leadership now understands the importance of the advertising budget.

Chief McCoy (Coast Guard) stated that the Coast Guard could always use more recruiting staff because it is always important to strengthen relationships with the community. He added that the Coast Guard's approach is to work to increase brand awareness and the opportunities that are available.

Maj Gen (Ret.) Dunbar asked the Coast Guard how it identified the community service leaders with which it partners. Chief McCoy (Coast Guard) said the Coast Guard uses an organic approach that originates in the recruiting offices in St. Louis and Louisville. He mentioned the SkillsUSA event as a prime opportunity to reach out to influencers. The recruiters try to obtain contact information from the influencers so that they can organize with people in each State. They also try to establish local chapter relationships to ensure a presence at local events. Chief McCoy stated that the Coast Guard works to be relevant and present and engaged with organizers, influencers, and youth and to establish direct connections with them.

Maj Gen (Ret.) Dunbar applauded the panelists for their outreach efforts and acknowledged that it is tough to achieve a return on investment for branding and awareness. She then asked if at any time the Services partner to attend events or develop efforts to engage recruits.

LtCol Caldwell (Marine Corps) stated that such cross-Service efforts would be the role mainly of DoD's Joint Advertising Marketing Research & Studies program, but all the Services are represented at some events. He added that because the Services are competitors with different messages and different capabilities, they will not always be positioned side by side at events.

Maj Gen (Ret.) Dunbar stated that the Services can partner to shape perceptions of the military in general as well as specific to particular Services. She added that because there is no immediate return, the emphasis is on positive messaging. She noted that it is hard to organize all the Services, but having them all show up at one event creates an effect larger than the sum of its parts and helps influencers and youth understand they have an array of options.

Ms. Barfield (Army) stated that there is a "war on talent" and that the Services are not only competing against each other but also with the corporate world and academic institutions. She referenced the Joint Women's Leadership Symposium, which lasted 2 days and was attended by more than 7,000 women in uniform and civilians. She added that at this event, each Service had an opportunity to have a Service-specific day, and international leaders did as well so the

Services could hear lessons learned from other nations. She added that the Army can look into joint efforts in terms of resources and noted that although the Services are competitors, they all have a common enemy. She noted that the Services might need to change their mindsets to be open to the idea that someone who is not a good fit for one Service may be a good candidate for a different Service.

Ms. Medina asked for clarification about civilian recruiting as mentioned by the Army. Ms. Barfield (Army) said that the Army synchronized military and civilian recruiting for these events to bring military and civilian senior leaders and introduce the community and national audience to how they can be public servants in uniform or in civilian work life.

2017 Propose and Vote on Recommendations

Gen (Ret.) Wolfenbarger began the voting session by indicating that abstentions would not be counted as votes for or against a recommendation. Committee members discussed and voted on the following recommendations and continuing concerns.

A. Accessions and Marketing

1. 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.

Mr. Morrison moved to adopt the recommendation. Maj Gen (Ret.) Dunbar seconded the motion.

Discussion:

No discussion.

Vote: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

B. Recruiting Strategies

2. 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 consider potential best practices for implementation in the U.S. military.

Ms. Mines moved to adopt the recommendation. Ms. Locke seconded the motion.

Discussion:

RADM (Ret.) Cari Thomas mentioned that the Committee received briefings from the Services on this topic on the previous day of the meeting, and the Services mentioned looking to Canada, Australia, and NATO for their best practices for recruiting and retaining women. She suggested that the Committee and the Services might be working in parallel on the topic of the recommendation. Ms. Mines noted that the Services are recognized in the recommendation reasoning for the work that they have already done in terms of examining the practices of foreign militaries, but the Committee would like the Services to provide more detail on the best practices and how they are measured and to develop a procedure that is well documented and specific.

Vote: The Committee voted to adopt the recommendation.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Young)
- Opposed: 1 (Thomas)
- Abstained: 0

Final 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 consider potential best practices for implementation in the U.S. military.*

C. Propensity to Serve

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

Ms. Locke moved to adopt the recommendation. Ms. Mines seconded the motion.

Discussion:

VADM (Ret.) Pottenger stated that she would like to discuss including the word “further” in the recommendation language and recognize the Services in the final report for the work they have done to increase community outreach efforts, based on the briefing the Committee received from the Services. Lt Gen (Ret.) Judy Fedder agreed and expressed concern that the recommendation could be redundant given what the Services briefed the Committee on and whether it was necessary. Maj Gen (Ret.) Dunbar stated she believed what the Services are already doing to increase female youth engagement is impressive but is not enough and that the recommendation is still valid. She agreed with VADM (Ret.) Pottenger’s suggestion to add “further” to the recommendation. Ms. Locke noted that she agreed with Maj Gen (Ret.) Dunbar’s comments and that the Services can be acknowledged for the work they have already done in the reasoning section of the report. She added that the Services need to not only increase their community outreach but also develop databases to track their respective engagement efforts so they do not lose momentum when there is turnover in either the recruiting offices or the community. This database would include the contact information for their community contacts and information regarding how many times an individual has been

contacted. She mentioned the importance of the Secretary of Defense understanding how community outreach affects national security and prioritizing it.

Ms. Medina noted that it did not sound as if the full essence of the recommendation had been captured and that it should include something about increasing the efficiency and effectiveness of engagement efforts and the coordination between the Services. She also mentioned that some of the engagement examples that the Services showed to the Committee in the briefing could potentially be fueling gender stereotypes about women and that she had concerns about some of the strategies. Ms. Hunter stated that it seemed that the Committee should include something about furthering the analysis and documentation of the engagement efforts and measuring the return on investment from the Services' outreach efforts, and she suggested that the recommendation somehow be reworded to include those points. She added that simply increasing the number of outreach events could be misconstrued by the Services and that they should not only be increasing their efforts but also ensuring that the events they attend are the right events and that their efforts are effective.

CSM (Ret.) Jones agreed that capturing the data is important but that it is also important to increase follow-up, accountability, and funding. She said if the language in the recommendation is too finite, it might not capture some of the other important pieces that should be part of the recommendation. Ms. Locke noted that the discussed points were considered when writing the recommendation language but that the subcommittee wanted to keep the language broad. She added that the outreach database is essential, and she noted that the Services also need to increase the breadth of events they attend to include those with middle school-aged children. She mentioned that was part of the subcommittee's rationale for keeping the language in the recommendation the way it was.

VADM (Ret.) Pottenger suggested that "further increase and measure" should be added to the recommendation language to include the points that had been made. She noted that the summary of the recommendation focuses mainly on the key influencers and does not mention measurement or a database. Mr. Morrison stated adding the suggested language would not be necessary because it would not change the meaning of the recommendation.

Maj Gen (Ret.) Dunbar stated that she was open to edits to the language but noted that based on the briefing from the Marine Corps, the Services may not be able to measure the return on investment because it is mainly a shaping strategy, and she suggested including language that speaks to that in the reasoning. Ms. Medina reiterated her earlier point about including some language about reinforcing gender stereotypes in the reasoning language. She noted that the Services have come a long way in their efforts to recruit women in recent years but stressed her concern about the Services potentially perpetuating gender stereotypes in their marketing approaches. Gen (Ret.) Wolfenbarger said it would be possible to include a mention of Ms. Medina's concerns in the reasoning. Ms. Mines stated there is value in adding the word "measure" because the measuring can be done either quantitatively or qualitatively. The Services could pursue anecdotal, qualitative measurements and also measure demographics and participation. Ms. Locke suggested striking the word "community" and adding the word "measure." Gen (Ret.) Wolfenbarger asked if Ms. Locke was making an amendment.

Ms. Mines moved to amend the recommendation to add "and measure" after "increase" and strike the word "community." FLTCM (Ret.) Ortloff seconded the motion.

Discussion on Amendment:

VADM (Ret.) Pottenger mentioned that the Committee could consider adding the word “further” to acknowledge the work the Services have done already but noted that it could also be included in the reasoning language.

Vote on Amendment: The Committee voted to adopt the amendment unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

FLTCM (Ret.) Ortloff stated that she likes the amended recommendation.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 1 (Boggs)
- Abstained: 0

Final 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.*

D. Mid-Career Retention

4. The Secretary of Defense should direct the Military Services to leverage exit survey data to assess why the attrition rate of women is higher than men at various career points.

Maj Gen (Ret.) Dunbar moved to adopt the recommendation. RADM (Ret.) Thomas seconded the motion.

Discussion:

Ms. Hawkes, in reference to the “leveraging survey data” language, asked if the surveys already exist or if the surveys need to be developed or changed to accommodate the leveraging of survey data. CSM (Ret.) Jones stated that based on the Services’ reports in December 2015, some conducted voluntary exit surveys, but the questions were not specific, and most were ad hoc and not mandatory. She added that it was necessary for the Services to develop the surveys to find out why women were leaving the Services at the mid-career point. She noted that there were currently no mandatory, directed, quantifiable efforts in place to measure how many women leave, the parallels between men and women, or reasons for leaving other than normal separation. Ms. Hawkes said it sounds as if the questions do not exist, and the recommendation may need to be rewritten to reflect that. Maj Gen (Ret.) Dunbar noted that there is reference to the surveys needing to be formalized in the reasoning

and summary of the recommendation because all the Services are using different measurements. Ms. Hawkes suggested adding “and formalize” to the recommendation language. Maj Gen (Ret.) Dunbar concurred.

Ms. Hunter asked if the reasoning proposes standardizing the data to be DoD-wide or Service-specific and how the reasoning proposes formalization. Maj Gen (Ret.) Dunbar responded that although the reasoning is not that specific, it is designed to encourage the Services to think about formalizing their exit surveys. Gen (Ret.) Wolfenbarger noted that DoD is working to establish exit surveys at the Office of the Secretary of Defense level, so there is potential for the surveys to include the points being discussed. Lt Gen (Ret.) Fedder agreed with Ms. Hawkes and stated she understood the recommendation to mean that the Services should use the data that is currently available and felt the recommendation needed to be changed to convey that the Services needed to better assess the attrition rates. Ms. Hawkes suggested adding “formalize” to the recommendation language. Maj Gen (Ret.) Dunbar agreed that adding that language would make the recommendation more clear. She supported adding language similar to “develop and leverage formal exit surveys” and felt the surveys should be consistent across the Services.

RADM (Ret.) Thomas moved to amend the recommendation to add “develop and leverage formal, consistent exit survey data.” Ms. Hunter seconded the motion.

Discussion on Amendment:

Maj Gen (Ret.) Dunbar suggested that the recommendation specify that the Defense Manpower Data Center (DMDC) develop the surveys so they would be consistent across the Services. Mr. Morrison stated that he was unsure of what the recommendation would mean if amended and asked if the Committee is recommending developing a consistent and formal survey or leveraging the data whether it was consistent or not. FLTCM (Ret.) Ortloff agreed and added that the word “consistent” is not being used correctly. Mr. Morrison concurred and suggested addressing the consistency of the surveys in the reasoning.

RADM (Ret.) withdrew the motion to amend the recommendation. Ms. Hunter seconded the motion to withdraw the amendment.

Maj Gen (Ret.) Dunbar moved to amend the recommendation to say, “should require the Defense Manpower Data Center (DMDC) develop a formal exit survey so the Military Services can better assess.” VADM (Ret.) Pottenger seconded the motion.

Discussion on Amendment:

Ms. Myers noted that DACOWITS staff had learned that each Service will contract out the development of their exit surveys. Maj Gen (Ret.) Dunbar suggested that the recommendation will still be valid as written because it will ensure a level of consistency. Ms. Medina noted that, as written, the recommendation does not direct the Services to use the developed survey and that, without that stipulation, the Services could choose whether to use the exit survey that is developed. Ms. Hunter noted that it is important to develop a survey first before directing the Services to use the survey or leverage the data and that the recommendation as written is valid. CSM (Ret.) Jones agreed with Ms. Medina and added that the onus of using the survey has to be on the Services. Gen (Ret.) Wolfenbarger asked if DMDC is responsible for such survey work or if the recommendation should be directed at the Secretary of Defense. Maj Gen (Ret.) Dunbar stated her belief that DMDC is responsible

for Service surveys and that they complete sexual harassment and assault surveys for the Services. MG (Ret.) Macdonald stated that the DMDC is not responsible for exit surveys anymore, Ms. Myers said the sexual harassment and sexual assault surveys were now administered by contractors, and Gen (Ret.) Wolfenbarger concurred.

Vote on Amendment: The Committee voted against the proposed amendment.

- Favored: 0
- Opposed: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Abstained: 0

Discussion on Original Recommendation:

FLTCM (Ret.) Ortloff noted that she agreed with Maj Gen (Ret.) Dunbar’s previous amendment minus the direction at DMDC. She added that the Services may need to tailor their individual surveys, but that they need to be used consistently across all of the Services. Lt Gen (Ret.) Fedder agreed. Ms. Hawkes suggested that the Committee add “develop and standardize” to the recommendation. VADM (Ret.) Pottenger stated that the surveys should not be standardized because the Services could all make their own surveys.

Mr. Morrison moved to add the words “to direct the development and adoption of an exit survey or surveys to assess why the attrition of women is higher than men at various career points.” to the recommendation and strike the words “the Military Services to leverage exit survey data.”

Ms. Medina seconded the motion.

Discussion on Amendment:

Mr. Morrison stated that the proposed wording leaves who develops the survey to the discretion of the Secretary of Defense. Ms. Medina, Ms. Hawkes, and Ms. Hunter discussed the possibility of adding the adoption of the survey by the Military Services in the recommendation language. Maj Gen (Ret.) Dunbar asked if the Secretary of Defense directs the development and adoption of the surveys, who would do the assessing, and questioned whether individual Services should take ownership. Gen (Ret.) Wolfenbarger suggested that viewpoint could be included in the reasoning.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

Ms. Medina stated that the recommendation should be more directive to the Services and that the wording was still vague. FLTCM (Ret.) Ortloff stated that the recommendation read well

and agreed that the Services should be directed but thought that the language was too direct and could potentially exclude other areas in which Service members work. Ms. Medina stated that DoD adopting the survey does not mandate that the Services use the survey. Gen (Ret.) Wolfenbarger noted that the word adoption implies that the survey be used. Maj Gen (Ret.) Dunbar stated that the Secretary of Defense should direct the development and adoption of the survey, and the Services would follow suit. She added that Ms. Medina's points could be captured in the reasoning.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final Recommendation: *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.*

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

Maj Gen (Ret.) Dunbar moved to adopt the recommendation. CSM (Ret.) Jones seconded the motion.

Discussion:

Maj Gen (Ret.) Dunbar suggested adding the words “of Military members” after “transition” to clarify whose transition the recommendation discusses. VADM (Ret.) Pottenger asked if it is necessary to include legislation in the recommendation language. Maj Gen (Ret.) Dunbar stated that the requirements for coming on and off active duty were mandated, mainly for Officers.

Maj Gen (Ret.) Dunbar moved to amend the recommendation by adding “of Military members” after “transition.” The motion was seconded; the name of the individual who seconded the motion was not recorded.

Discussion on Amendment:

No discussion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0

- Abstained: 0

Discussion on Amended Recommendation:

Lt Gen (Ret.) Fedder asked about the value of inter-Service transfers in terms of mid-career retention. CSM (Ret.) Jones noted that a Service member who might want to leave the military might stay if allowed to transfer to another Service. Maj Gen (Ret.) Dunbar said the transition between the Services is now difficult and that it often requires a significant time lag. CSM (Ret.) Jones replied it could potentially be an automatic transition.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final Recommendation: *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.*

E. Dual-Military Co-Location Policy

6. 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.

Ms. Locke moved to adopt the recommendation. Ms. Hawkes seconded the motion.

Discussion:

Maj Gen (Ret.) Dunbar mentioned that the Committee heard in focus groups with Service members that co-location with joint military spouses has been a challenge. She added that the recommendation speaks to making the co-location mandatory across the Services but that it is also necessary within the Services. Gen (Ret.) Wolfenbarger noted that the Committee is considering a second recommendation that deals more specifically with co-location policies within the same Service, whereas the recommendation being considered addresses co-location between the Services. Maj Gen (Ret.) Dunbar suggested changing the order of the recommendations in the report to have that recommendation appear before the recommendation being discussed. Gen (Ret.) Wolfenbarger agreed that it was within the Committee's prerogative to choose the order in which to present the recommendations.

FLTCM (Ret.) Ortloff suggested adding the word "married" to the recommendation to specify what is meant by 'dual-military.' Gen (Ret.) Wolfenbarger noted that there is an additional recommendation that focuses specifically on children. Ms. Hunter stated that the language in the recommendation should be more forceful and say that the Secretary of Defense should establish this policy. Gen (Ret.) Wolfenbarger asked if the language is intentional. RADM (Ret.) Thomas confirmed that the language is intentional.

VADM (Ret.) Pottenger stated that the recommendation is not based in reality. She asked how the assignment managers would be able to co-locate all dual-military couples. She added that it would be a large burden on the Services to implement such a policy. She asked about the data on which the recommendation is based other than the data from the focus groups. RADM (Ret.) Thomas responded that the Committee considered the topic in 2016, but decided to defer. Since then, there has been a significant amount of work done in the joint co-location area, and the Navy has established a best practice. She also noted that there are several quotes from the focus group participants in the reasoning. She noted that women in the Services are often married to other Service members, so Services should try to co-locate them to increase retention.

Gen (Ret.) Wolfenbarger mentioned that the Vice Chief of Naval Operations (CNO) had shared the Navy's progress in this area, but she acknowledged there is more work to be done in this area with other Services. She added that there is an opportunity to reinforce work already underway and expand upon it.

Lt Gen (Ret.) Fedder agreed with VADM (Ret.) Pottenger and asked for examples of where and when the Services try to place both members of dual-military couples together. She added that this is hard to measure and that the Services were probably already doing their best to maximize co-location. She also asked how success could be measured in this area. She expressed concern that if the Committee enhanced a policy, it would require the Services to abide by it.

Maj Gen (Ret.) Dunbar noted that if the Services cannot accommodate co-location, it should be required that the Services at least attempt to co-locate joint-military couples. She added that if the requirement is not in the recommendation then it will not be a priority. Lt Gen (Ret.) Fedder asked if the Committee had information that showed the Services were not already trying to co-locate couples.

Ms. Myers noted that the majority of women serving are in dual-military couples and that compared with men, women in dual-military couples leave military service more often. She added that the CNO has tried to move the idea up to DoD to advocate for more crosstalk between the Services to facilitate retention of Service members. MG (Ret.) Macdonald asked for specific numbers on women in dual-military couples. RADM (Ret.) Thomas stated that Service women are more likely to be married, and nearly half of all married Service women have a spouse in a different Service. FLTCM (Ret.) Ortloff noted that the recommendation mandates that the Services correspond to try to co-locate both members of a couple, but it does not mandate that they co-assign the members. Ms. Medina noted that the Services could be corresponding about assignment and that the recommendation is not focused only on women.

MG (Ret.) Macdonald suggested in the reasoning that the subcommittee acknowledge the extra work that will be associated with this change and include information to educate Service members on the purpose. FLTCM (Ret.) Ortloff noted that the Committee has heard about this not just from Service members but also from assignment detailers who have said they wished there was a co-location policy so they had to try to co-locate couples. Ms. Hunter suggested there should be an acknowledgement to the mission of the military and force readiness in the reasoning.

Vote: The Committee voted to adopt the recommendation.

- Favored: 14 (Wolfenbarger, Preston, Anderson, Dunbar, Hawkes, Helsham, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Thomas, Young)
- Opposed: 4 (Boggs, Fedder, Hunter, Pottenger)
- Abstained: 1 (Macdonald)

Final Recommendation: *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.*

7. *The Secretary of Defense should direct the Military Services to review and consider revising their active duty dual-military co-location policies to incorporate a best practice from the Navy, which establishes additional oversight from a higher level authority should an assignment manager/detailer be unable to accommodate co-location.*

Maj Gen (Ret.) Dunbar moved to adopt the recommendation. Lt Gen (Ret.) Fedder seconded the motion.

Discussion:

VADM (Ret.) Pottenger noted that the recommendation says to “review and consider revising” as opposed to “mandate.” Lt Gen (Ret.) Fedder mentioned that she was solidly behind the recommendation and asked to what level of the Navy the policy is directed. Ms. Myers stated that the policy applies up to the level of a two-star general. Ms. Medina asked if there is the same kind of consideration to force readiness in the reasoning as in the previous recommendation. RADM (Ret.) Thomas stated that the three recommendations related to dual-military co-location would have the same reasoning and that the subcommittee would be sure to include that element.

Vote: The Committee voted to adopt the recommendation.

- Favored: 17 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas)
- Opposed: 0
- Abstained: 0
- Absent: 2 (Jones, Young)

Final Recommendation: *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.*

8. *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 over*

the same minor child(ren) and who desire to be assigned within the same geographic location for the benefit of their minor child(ren).

MG (Ret.) Macdonald moved to adopt the recommendation. Ms. Locke seconded the motion.

Discussion:

Ms. Medina asked how many unmarried dual-military Service members there are and whether the number is increasing. RADM (Ret.) Thomas replied that she did not have that information at present but that the subcommittee would be sure to include the data in the reasoning. Ms. Myers noted that in the Navy, 70 percent of the children of single mothers have fathers who are also in the military. Col (Ret.) Boggs suggested that the word “consider” should be “expand” to be more direct. RADM (Ret.) Thomas noted that employment for military spouses and enrolling military children into school used to be subject to State rules and regulations, and there were efforts undertaken to standardize those activities. There was work done at the State level to unify custody and visitation. She added that it may be helpful to have a follow-up discussion on the topic for next year.

Ms. Medina noted that she supported Col (Ret.) Boggs’s suggestion. She also mentioned Family Care Plans and how co-locating parents could alleviate Family Care Plan issues. Ms. Hunter asked if the recommendation was Service-specific or if it applied across Services. FLTCM (Ret.) Ortloff stated that there is not a policy that specifically directs co-location if the couple is not married and that co-locating depends on which parent has physical custody. She explained that the parent who does not have physical custody cannot request co-location according to current policy and that this recommendation encourages the co-location of dual-military parents even if they are not married. MG (Ret.) Macdonald asked if there should be a DoD policy before the Services are allowed to take action regarding co-location. Gen (Ret.) Wolfenbarger stressed the importance of directing the recommendation to the highest level. She stated one Service has already implemented it, it should be recognized as a best practice, and the Secretary of Defense should recommend the other Services follow suit.

Vote: The Committee voted to adopt the recommendation.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 1 (Boggs)
- Abstained: 0

Final Recommendation: *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).*

F. Gender Integration

9. 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 to members of their Service, as well as to the general public.

Ms. Medina moved to adopt the recommendation. Ms. Hunter seconded the motion.

Discussion:

MG (Ret.) Dunbar asked with whom the lessons learned should be shared. Gen (Ret.) Wolfenbarger stated that the Services should share the lessons learned with each other. FLTCM (Ret.) Ortloff added that the lessons should be shared across the members of their Services and also with the general public rather than only in briefings to the Committee so the Services can learn from each other during their implementation processes. The Committee has heard that Service representatives have learned about what was transpiring in other Services only during briefings to the Committee. MG (Ret.) Macdonald noted that the ‘their’ is possessive, so it implies that it is referring to the Services.

Maj Gen (Ret.) Dunbar noted that the recommendation seemed lengthy and suggested adding ‘cross-share’ into the recommendation language. Ms. Medina stated that an earlier version of the recommendation was more specific about cross sharing, but the subcommittee spelled it out in the reasoning with specific recommendations.

Vote: The Committee voted to adopt the recommendation.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Boggs, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 1 (Dunbar)

Final 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.*

G. Key Job Opportunities and Assignments to Facilitate Promotion

10. The Secretary of Defense should direct the Military Services to create a policy similar to the Air Force best practice of mandating diverse slates that include junior and mid/field grade female officers for key developmental/nominative positions such as aides, military assistants, etc., which are routinely considered springboards to higher ranks.

MG (Ret.) Macdonald moved to adopt the recommendation. Ms. Medina seconded the motion.

Discussion:

CSM (Ret.) Jones asked why the recommendation did not include enlisted Service members. VADM (Ret.) Pottenger stated that this initial approach could easily be expanded to enlisted members later. She added that the recommendation would have the most likelihood of early success by limiting the scope. CSM (Ret.) Jones noted that high-ranking enlisted positions also have nominative aids and suggested adding some language to that in the reasoning. VADM (Ret.) Pottenger stated that she supported including enlisted members in the recommendation but that she did not have data for enlisted members and had the attrition rate

data only for ranks O1–O10. She added that the attrition problem is with the junior-level officers.

Mr. Morrison stated that the recommendation was a great idea but asked why it should target only a certain group with a retention problem. He added that there are positions that put Service members in places to be promoted and that those hold across the board, so the policy should not be limited by rank. VADM (Ret.) Pottenger said that she agreed, but added that the challenge would be in finding the data on any other ranks to include in the reasoning. Mr. Morrison said that the data support the conclusion that women are being disadvantaged, and depending on the level of abstraction, it could be broadened to other ranks.

MG (Ret.) Macdonald said that starting at the O6 level, the attrition rate between men and women is consistent, and the rate difference between men and women is at the O4 level. He added that the Air Force has established a best practice, and the Secretary of the Air Force is mandating it. VADM (Ret.) Pottenger referenced the chart with attrition rates by gender and rank on which she based the reasoning.

Maj Gen (Ret.) Dunbar asked how the Committee knows that placing women into these positions will stem the attrition and added that assessing attrition may not justify the recommendation. She also agreed with including enlisted Service members in the recommendation because the recommendation will neglect 80 percent of the force if it focuses only on officers.

MG (Ret.) Macdonald said this recommendation is in reference to nominative positions, and the attrition rate for enlisted members does not become sharply different for men and women at a certain rank. He suggested the Committee first introduce a policy similar to the Rooney Rule to ensure equal treatment for men and women. VADM (Ret.) Pottenger agreed and suggested that each Service could do a pilot and the Committee could follow up on their progress in future years and consider expanding the practice.

Ms. Hunter concurred and reiterated that the attrition rate for women is significantly higher for the O4–O6 ranks and that is why the subcommittee decided to focus on those ranks specifically.

Mr. Morrison noted that the attrition rate is much lower for more junior ranks, but the number of women at those levels is small too. Ms. Hunter noted that absolute numbers are always going to be small until the force is 50 percent men and 50 percent women. She added that the Services were not currently required to have women on the slates for those nominative positions.

Lt Gen (Ret.) Fedder asked if there was any harm in broadening the recommendation. Ms. Hunter said the Services could say in response to the recommendation that they are already mandating diverse slates for positions at other levels and ignore the specific focus area. MG (Ret.) Macdonald stated that they were asking them to expand the data that they had, but they could not expand it to other ranks. Mr. Morrison echoed Lt Gen (Ret.) Fedder's question about what the harm would be in making the language more broad. Ms. Hunter said women could potentially be put into jobs that they do not deserve but added she was comfortable with that risk.

VADM (Ret.) Pottenger noted that all of the most senior leadership positions in the military are held by officers, including the Chairman of the Joint Chiefs, the Service Chiefs, and

commanders of combatant commands, and the only people that occupy those positions are combat line officers. She added that in addition to the Navy's Michelle Howard, only two other female Service members have become four-star generals. She added that although women have been in those positions for 40 years in the Air Force and Navy, there are still only two women who have achieved that rank. She stated that diluting the recommendation would not be a good thing.

CSM (Ret.) Jones noted that boards for enlisted positions are separate from those for officers and that nominative positions for enlisted at the senior level still exist, so the Committee should ensure that there is also a diverse slate for those positions. She added that senior enlisted Service members mentor and develop junior officers.

Lt Gen (Ret.) Fedder noted that the recommendation does not imply that the real goal is to place women into the most senior positions and wondered if that was too narrow of a goal. VADM (Ret.) Pottenger stated that she tried to produce a recommendation that is actionable by being specific and setting out a clear goal that DoD can understand. She noted that co-location for divorced parents is a specific recommendation, but that it is also actionable. The Services can act on the recommendation right away as the Air Force has done.

Lt Gen (Ret.) Fedder agreed but added that she did not know if the Services would see that goal in the recommendation as worded. VADM (Ret.) Pottenger stated that the rationale is more specific and speaks to those senior-level positions. MG (Ret.) Macdonald noted that the reasoning says combat line officers, not just the Chairman of the Joint Chiefs and four other high-level jobs, but describes moving and accelerating women into those types of positions.

Mr. Morrison stated that in terms of trying to change the culture, the Sergeant Major of the Army is just as important as the Chief of Staff of the Army. He added that he supports the recommendation but wants it to be broader.

Mr. Morrison moved to amend the recommendation to say, "The Secretary of Defense should direct the Military Services to create a policy similar to the Air Force best practice of mandating diverse gender slates for key developmental/nominative positions such as aides, military assistants, etc., that are routinely considered springboards to higher ranks." CSM (Ret.) Jones seconded the motion.

Discussion on Amendment:

Ms. Medina suggested potentially including those specific officer ranks in the recommendation by adding "diverse slates that include women, in particular, junior/mid-grade officers." She suggested the Committee recommend using a rule similar to the Rooney Rule for all the other positions but maintain the focus on those positions to address the "glass ceiling" effect women trying to attain these positions have experienced.

Maj Gen (Ret.) Dunbar stated that she understood both sides of the argument. She asked if there was a focus on certain occupational specialties in the reasoning. VADM (Ret.) Pottenger said that it was included in the reasoning. Maj Gen (Ret.) Dunbar said two recommendations may be needed: one to create an operational pipeline to develop female operational officers, and one to ensure diverse slates for all key nominative positions.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 10 (Preston, Anderson, Boggs, Dunbar, Fedder, Helsham, Jones, Medina, Morrison, Thomas, Young)
- Opposed: 7 (Wolfenbarger, Boggs, Hawkes, Macdonald, Pottenger, Locke, Hunter)
- Abstained: 2 (Mines, Ortloff)

Ms. Medina suggested adding the specific ranks back into the recommendation and adding “operators” because they are feeders to the Chairman of the Joint Chiefs and Service Chief positions. Maj Gen (Ret.) Dunbar suggested particularly emphasizing the development of the operational pipeline. VADM (Ret.) Pottenger said the reasoning for the recommendation specifies those in combat line communities and suggested adding that to the recommendation language. Maj Gen (Ret.) Dunbar agreed.

VADM (Ret.) Pottenger moved to amend the recommendation by adding “specifically those in line combat communities,” after “gender slated.” Ms. Medina seconded the motion.

MG (Ret.) Macdonald said adding a descriptor to the recommendation could ensure the recommendation addresses what the Services should do and not how they should do it.

VADM (Ret.) Pottenger withdrew her movement to amend the recommendation. Ms. Medina seconded the withdrawal.

Col (Ret.) Boggs mentioned that inserting references to operational or combat areas would exclude practically every female Marine Corps officer, but in terms of speaking solely to rank, it would include them. Gen (Ret.) Wolfenbarger asked if the language could be included in the reasoning. VADM (Ret.) Pottenger stated she would not be able to find more research about enlisted Service members, so the recommendation could not be changed to mention enlisted members, but she could expand the language to include other occupational specialties.

VADM (Ret.) Pottenger said that the reasoning could be expanded to other ranks. Ms. Medina asked if it was possible to reinsert “in particular junior and mid female officers” without affecting the original amendment. MG (Ret.) Macdonald suggested the language be included only in the reasoning.

Vote: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

H. Gender-Integrated Boxing Programs at the Military Service Academies

11. 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.

Ms. Hunter moved to adopt the recommendation. VADM (Ret.) Pottenger seconded the motion.

Discussion: no discussion.

Vote: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

I. Physiological Gender Differences

12. The Secretary of Defense should consider Service-wide adoption of scientifically supported physical training methods and nutritional regimens which allow for gender-specific approaches to achieving the same required occupational standards.

MG (Ret.) Macdonald moved to adopt the recommendation. Ms. Locke seconded the motion.

Discussion:

Ms. Hawkes suggested changing “approaches” to “training methods.”

MG (Ret.) Macdonald said there are multiple pages in the reasoning that speak to training beyond just training methods and that it also includes information about nutritional regimens.

Ms. Hunter moved to amend the recommendation by striking “consider” and adding “adopt,” and striking “which” and adding “that.” MG (Ret.) Macdonald seconded the motion.

Discussion on Amendment:

Maj Gen (Ret.) Dunbar asked what the reasoning was for using “adopt.”

Col (Ret.) Boggs said the Services should base their training methods on science rather than anecdotes or what has been done in the past. He said the Air Force is taking this approach already, the Marine Corps is starting to move in that direction, and the other Services are slowly moving in that direction. He added that this recommendation implies that is the right approach. Maj Gen (Ret.) Dunbar noted that adopting the methods would not be the same as

requiring that the Services use those methods. Gen (Ret.) Wolfenbarger suggested using “direct” instead of “adopt.” Col (Ret.) Boggs agreed.

Dr. Kristy Anderson made a point of order to correct the verb tense of the recommendation and change “to achieving” to “to achieve.”

Ms. Mines asked if the Committee was recommending that the Secretary of Defense adopt the methods but not adopt gender-specific approaches. Col (Ret.) Boggs said that the goal was to recommend that the Secretary of Defense require the Services to use scientifically supported training methods.

Ms. Hunter withdrew the motion to amend the recommendation. MG (Ret.) Macdonald seconded the withdrawal.

Discussion on Original Recommendation:

Maj Gen (Ret.) Dunbar suggested adding “Military Services” to the recommendation language. Col (Ret.) Boggs suggested that the Committee would also need to include United States Special Operations Command (USSOCOM). CSM (Ret.) Jones noted that USSOCOM is comprised of all of the Services, and Col (Ret.) Boggs suggested adding “Military Services and USSOCOM.” Maj Gen (Ret.) Dunbar suggested speaking to USSOCOM in the reasoning.

Maj Gen (Ret.) Dunbar proposed to amend the recommendation by striking “consider” and adding “require.” Lt Gen (Ret.) Fedder seconded the motion.

Discussion on Amendment:

FLTCM (Ret.) Ortloff asked if the recommendation is directed at all of DoD and not just the military. Gen (Ret.) Wolfenbarger inquired whether there is training for civilians. FLTCM (Ret.) Ortloff noted that in all other recommendations, the Committee uses the language “the Services,” and that Maj Gen (Ret.) Dunbar said USSOCOM is not a Service. SMA (Ret.) Kenneth Preston discussed whether the Committee should include USSOCOM in the recommendation language. Col (Ret.) Boggs said that the reasoning is detailed, so not specifically mentioning USSOCOM in the recommendation is fine.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

Maj Gen (Ret.) Dunbar proposed to amend the recommendation by adding “all military organizations” after “should require.” RADM (Ret.) Thomas seconded the motion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Ortloff, Pottenger, Thomas, Young)
- Opposed: 1 (Morrison)
- Abstained: 0

Discussion on Amended Recommendation:

Gen (Ret.) Wolfenbarger asked Mr. Morrison why he opposed the amendment. Mr. Morrison said that by including all military organizations, the Committee is including all the organizations that do not have physical training requirements. FLTCM (Ret.) Ortloff said she did not disagree but noted that the recommendation also focuses on achieving occupational standards. Mr. Morrison agreed.

Vote: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

J. Parental Leave Policies

13. The Secretary of Defense should consider allowing the Military Services to permit flexible (non-continuous) use of Maternity and Parental Leave, if requested by the military parent(s).

Ms. Mines moved to adopt the recommendation. Dr. Anderson seconded the motion.

Discussion:

RADM (Ret.) Thomas noted some of the potential implementation challenges associated with the recommendation. FLTCM (Ret.) Ortloff stated that there was precedence with other leave, which can be used noncontinuously. Ms. Hunter said that she was on board with the concept because the issue was raised in the focus groups, during which many Service members noted the disparity in the amount of time allowed for maternity leave versus paternity leave. She asked if that issue was addressed in the recommendation.

Lt Gen (Ret.) Fedder noted that the Services were looking at extending parental leave and that she had also heard in the focus groups the concerns about the amount of paternity leave. She suggested reassessing the situation after the new policies under the 2017 National Defense Authorization Act, which extended parental leave to 14 days, had been fully implemented. Maj Gen (Ret.) Dunbar asked whether paternity leave falls under parental leave, and Lt Gen (Ret.) Fedder replied that it does.

Ms. Hunter asked if it was necessary to separate out maternity leave and paternity leave in the recommendation and suggested just using the term parental leave instead. Ms. Myers stated that parental leave encompasses paternity, same-sex, and adoption leave. Maternity leave is separate because it includes convalescent leave. She added that adoption leave was 21 days, but it was recently extended to 6 weeks, and paternity leave was 10 days, but the recent extension to 14 days is being implemented. Mr. Morrison added that parental leave is for anyone who did not physically give birth to the child, so to mention only parental leave would change the meaning of the recommendation.

Maj Gen (Ret.) Dunbar asked whether two military members who adopted a child were able to both take leave or if they had to split it. Ms. Myers stated that each parent would receive adoption leave, but only one could take operational deferment.

Vote: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final Recommendation: *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).*

14. The Secretary of Defense should consider removing the marriage stipulation from Paternity Leave in order to be consistent with policies that recognize non-married parental benefits.

Lt Gen (Ret.) Fedder moved to adopt the recommendation. Dr. Anderson seconded the motion.

Discussion:

VADM (Ret.) Pottenger stated that she did not understand what the recommendation meant. Lt Gen (Ret.) Fedder stated that an active duty military parent is not entitled to parental leave unless married to the mother of the child. That parent can still obtain Basic Housing Allowance and other benefits for the child but is not entitled to leave.

VADM (Ret.) Pottenger asked how those parents secure other benefits for their children if they are not married to the mother, and Lt Gen (Ret.) Fedder replied that the parent has to sign the birth certificate to receive those benefits. VADM (Ret.) Pottenger asked how paternity must be proved, and Lt Gen (Ret.) Fedder stated that DoD would need to develop a policy for establishing paternity.

Ms. Medina asked whether the recommendation was within the Committee's realm because it did not directly relate to women in the Services. Lt Gen (Ret.) Fedder stated that there needs to be an association with the female Service member, and that part of the rationale is the fact that the Secretary of Defense is a proponent of parental responsibilities and having fathers take care of their children. She stated that the recommendation benefits women in

regard to dual-military couples because, of women in the Navy who have children, 70 percent have children with men who are also in the military.

FLTCM (Ret.) Ortloff asked if it changes the intent of the recommendation to say parental leave or paternity leave because same-sex couples and adopting couples could be affected by these policies. Ms. Hunter noted that these issues with adopting parents were raised in the focus groups and asked whether the recommendation should be expanded to parental leave and not limited to paternal leave. Dr. Anderson noted that the subcommittee had not considered that and that changing the wording would not change the intent of the recommendation because it would include same-sex marriage and better reflect DACOWITS' point of view.

FLTCM (Ret.) Ortloff moved to amend the recommendation to say "parental" rather than "paternal."

Ms. Hunter seconded the motion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 17 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Medina, Mines, Morrison, Ortloff, Thomas, Young)
- Opposed: 0
- Abstained: 2 (Macdonald and Pottenger)

Discussion on Amended Recommendation:

Ms. Myers said she thought the original intent for this recommendation was for people who were not married. Mr. Morrison noted that two women could be in a nonmarried relationship and bear a child. FLTCM (Ret.) Ortloff agreed and discussed other hypothetical scenarios that would extend the recommendation to the other types of parental leave, such as for those in same-sex couples and adoptive parents.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation.

- Favored: 17 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Medina, Mines, Morrison, Ortloff, Thomas, Young)
- Opposed: 0
- Abstained: 2 (Macdonald, Pottenger)

Final Recommendation: *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.*

K. Childcare Resources

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

Ms. Medina moved to adopt the recommendation. Dr. Anderson seconded the motion.

Discussion:

RADM (Ret.) Thomas asked about the Committee's previous discussions and actions on this topic. Gen (Ret.) Wolfenbarger asked Ms. Myers to explain. Ms. Myers stated that the Services have developed websites for childcare wait lists that allow parents to sign up on one list rather than multiple lists. She added that there is an increasing need for childcare and not enough resources to build enough Child Development Centers (CDCs) on military installations, especially in areas with large military populations. Gen (Ret.) Wolfenbarger stated that the issue of childcare is raised every year in focus groups.

Ms. Medina agreed with Gen (Ret.) Wolfenbarger and said that the Committee has received many briefings on this topic and reiterated that it comes up in every focus group. She added that the lack of childcare has also been raised to the Committee in public comment periods, so she did not feel the topic was outside of the Committee's scope.

MG (Ret.) Macdonald mentioned that DACOWITS has issued 9 or 10 recommendations for this topic in the past. Mr. Morrison said everyone thought the CDCs would receive more business if they were open for more hours per day, but they operate at a loss. He then voiced concerns about the budget implications and stated that the recommendation may not be entirely realistic because the Services may not have the means to implement the proposed changes.

Gen (Ret.) Wolfenbarger stated that it would be the responsibility of DoD to figure out how to fund it. FLTCM (Ret.) Ortloff stated that it would be important to note in the summary and reasoning that developing other flexible childcare options is essential, which could include home care funding in lieu of 24-hour CDCs.

SMA (Ret.) Preston agreed with the other members. He said many CDCs were built and expanded in 2006 and 2007, and when senior military leaders were asked about their priorities by Congress, they all mentioned childcare. VADM (Ret.) Pottenger mentioned that every recommendation issued by the Committee must have a cost benefit analysis and that this recommendation is no different. Maj Gen (Ret.) Dunbar noted that it would be important to mention the quality of care in the recommendation because even if the Services create more centers and they are affordable, if they do not provide high-quality childcare, parents will not utilize them.

Lt Gen (Ret.) Fedder mentioned that language on the quality of care was originally in the recommendation, and did not oppose adding language mentioning that issue back into the recommendation. She added that the recommendation would compel DoD to develop flexible childcare options in addition to building more CDCs.

Ms. Hunter moved to amend the recommendation to include "quality" after "affordable." Maj Gen (Ret.) Dunbar seconded the motion.

Discussion on Proposed Amendment:

No discussion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Discussion on Amended Recommendation:

No discussion.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

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

L. Family Care Policies

16. The Secretary of Defense should shift the responsibility and oversight of the Family Care Plan instruction (DoDI 1342.19) from Military Community and Family Policy (MC&FP) office to either the Force Readiness (FR) office or the Military Personnel Policy (MPP) office.

Dr. Anderson moved to adopt the recommendation. Lt Gen (Ret.) Fedder seconded the motion.

Discussion:

Dr. Anderson stated the subcommittee started reviewing the issue of Family Care Plans (FCPs) after the briefing it received in December 2016; the subcommittee asked MC&FP how it handled FCPs. MC&FP said the plans were a military issue and should be under the oversight of FR or MPP. Dr. Anderson said the recommendation was developed after the Committee collaborated with those three offices to understand why the FCP policies were being implemented differently across the Services. MG (Ret.) Macdonald asked how often FCPs are transferred among the offices because it seems like none of the offices want to handle them. Dr. Anderson said she was not sure.

Ms. Myers said MC&FP has handled FCPs for about 10 years. VADM (Ret.) Pottenger said that the issue is not which office should oversee them but that the system is broken. She said that the Committee should not suggest having another office oversee FCPs but should instead suggest that the offices address any problems. She noted that the next recommendation speaks to fixing the issues. Dr. Anderson explained that in drafting the reasoning, the subcommittee determined that to fix the policies and develop best practices, it had to provide

guidance. She said MC&FP cannot resolve FCP issues because the office does not have the capabilities to fix it.

Gen (Ret.) Wolfenbarger suggested that a way to address VADM (Ret.) Pottenger's points would be to change the order of the recommendations in the report. FLTCM (Ret.) Ortloff suggested it might be possible to combine the two recommendations related to this issue because the next recommendation includes a review of the policies. She added that, during that review, it would come to light that the office does not have the capability to change the policies. Gen (Ret.) Wolfenbarger noted that combining the recommendations might result in one very lengthy recommendation.

MG (Ret.) Macdonald moved to table the discussion on the proposed amendment until after discussing the next recommendation. Ms. Hunter seconded the motion, and no one objected.

Reopened Discussion After Voting on Recommendation 17:

After the Committed voted on Recommendation 17, it reopened the discussion on Recommendation 16. Ms. Medina encouraged a no vote on the proposed recommendation. Mr. Morrison suggested that someone who authored the recommendation should state for the record why it was cast and why the Committee was now voting no on this recommendation. Gen (Ret.) Wolfenbarger stated that the Committee would not be voting on it as a recommendation but that it would be combined with the next recommendation (Recommendation 17) and included in the reasoning. Dr. Anderson expressed concern over this recommendation becoming lost in the reasoning of another recommendation because the policies and practices need to be reframed. She stated that she would accept including the wording in the reasoning of the next recommendation if it were strongly worded and clear.

FLTCM (Ret.) Ortloff said the subcommittee could consider adding a strong statement to the reasoning to say the Committee feels the responsibility and oversight might be inappropriate under the current office. Ms. Medina said she does not feel FR will be able to address the problems with the policies either, and she expressed concern over the Committee telling DoD which office should control which policies.

Ms. Myers stated that MC&FP approached the Committee. She explained how the office noted that it is responsible for Military One Source, CDCs, tax services, and spousal legislative issues, among others, but it does not have the resources to handle Service members' childcare issues and wants FCP oversight assigned to another office. If the FCP is being used as a mechanism for discharge, it is a personnel policy, and MC&FP is not set up to handle that.

Ms. Medina said the office is overburdened and is trying to shift the burden onto another office. Ms. Myers responded that MC&FP spoke to DACOWITS staff on the Committee's behalf and shared that they are lacking authority.

Ms. Medina voiced concern over issuing a recommendation that is not supported by data.

Gen (Ret.) Wolfenbarger said they plan to discuss the responsibility and oversight of FCPs in the reasoning not the recommendation. She added that the full Committee will have a chance to review the reasoning.

FLTCM (Ret.) Ortloff stated that the intent of the recommendation is to align FCPs with a military personnel policy. CSM (Ret.) Jones stated that the policy relates to families and not

military personnel. She argued that having the responsibility of a military personnel policy fall under an office responsible for family policy did not align.

Dr. Anderson moved to withdraw her motion to adopt the recommendation. Lt Gen (Ret.) Fedder seconded the withdrawal.

17. The Secretary of Defense should conduct a review of the Military Services' implementation of the Family Care Plan instruction to ensure the policy is being utilized as intended for operational readiness. For example, the policy should not be used inappropriately to discharge military personnel or require excessive paperwork.

Dr. Anderson moved to adopt the recommendation. Dr. Young seconded the motion.

Discussion:

VADM (Ret.) Pottenger said she likes the first sentence of the recommendation, but the second sentence dilutes the impact. She suggested replacing the second sentence with a sentence from the summary to focus on operational readiness. Dr. Anderson stated she was open to changing the wording. Ms. Hunter said the Committee could add a clause to identify the agency responsible. Ms. Medina noted that there was no reference to the DoDI number in the recommendation and that it needed to be added.

VADM (Ret.) Pottenger proposed to strike the second sentence and replace it with "This review would improve implementation and ultimately enhance the resiliency of the force." Ms. Hunter seconded the motion.

Discussion on Amendment:

Dr. Young mentioned the subcommittee had a discussion about retaining the second sentence, emphasizing that the policy was used inappropriately. SGM (Ret.) Norma Helsham stated that the sentence was included in the reasoning initially, so the sentence that was deleted could be included in the reasoning. Lt Gen (Ret.) Fedder mentioned that the subcommittee debated the sentence and added that it was developed from the Fort Hood focus groups findings; the Army uses the FCP as a discharge vehicle frequently. She stated that 5,000 Service members were discharged under the FCP clause according to the Army's briefing to the Committee in December 2016, and that was the subcommittee's rationale for saying that the FCP is being used inappropriately.

Ms. Myers stated that the Army has added eight additional requirements for the FCP, such as requiring Soldiers to provide their bank account information and other personally identifiable information (PII). She added that a Service member's whole chain of command would have access to the FCP and the PII. Soldiers were not happy with the requirements. The Navy, for example, does not require that information.

VADM (Ret.) Pottenger stated that FCPs also influence unit readiness and that issue should be the focus of the recommendation. She said the current recommendation focuses on incorrect uses of the FCPs, not the operational readiness, and she would not support the recommendation if that were the intent. Lt Gen (Ret.) Fedder stated that the focus is on both inappropriate uses and operational readiness. VADM (Ret.) Pottenger noted that the two examples in the summary are about misuses of the FCP. Lt Gen (Ret.) Fedder stipulated that

some of the focus group data about the FCPs indicated that the use of a FCP to formalize a discharge was a readiness issue because people could potentially leave at will.

FLTCM (Ret.) Ortloff stated that far too many commands are using the FCP inappropriately, such as by activating it when a babysitter is sick. She stated that the FCP is for use when members are deployed. She suggested combining language on when to use and when not to use the FCP into one sentence. Ms. Hunter stated that only the first sentence is needed because all the other information is in the reasoning. She added that the sentence speaks concisely to the issue and that having it in the recommendation could be superfluous.

RADM (Ret.) Thomas asked whether the Committee should eliminate the previous recommendation and include it in supporting reasoning for the current recommendation. Ms. Hunter agreed and supported mentioning the office that oversees FCPs as part of the review. If the review shows FCPs are being used inappropriately and that they should be under the oversight of another office, the Committee could recommend that next year. Lt Gen (Ret.) Fedder suggested including “instruction for operational readiness and not used inappropriately” in the language.

Maj Gen (Ret.) Dunbar suggested the language “to ensure its appropriate use.” Gen (Ret.) Wolfenbarger suggested that the Committee retain “inappropriately” because it will make the reader want to keep reading. Ms. Medina stated that she supported combining the two recommendations and eliminating the earlier recommendation about which offices control FCP policies. Ms. Hunter suggested the alternative language “to ensure that it is being utilized as intended for operational readiness and not used inappropriately.” Lt Gen (Ret.) concurred.

VADM (Ret.) Pottenger withdrew her motion to amend the recommendation. Ms. Hunter seconded the withdrawal.

Ms. Hunter moved to amend the recommendation by striking the second sentence and adding “and not used inappropriately” after “readiness.” FLTCM (Ret.) Ortloff seconded the motion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Ms. Medina raised a point of order to remove the comma, add the DoDI number, and capitalize “instruction.”

FLTCM (Ret.) Ortloff asked the subcommittee members if they had an opportunity to review FCP instructions for local installations. She voiced concern about voting for a recommendation without reading the instruction on the FCPs to see if the Services had latitude in how they implemented the plans. Gen (Ret.) Wolfenbarger said if DoD finds that the Services have been implementing the plans in ways that did not comply with the original intent, DoD can clarify the rules. Ms. Hunter noted it was better to use “inappropriately” rather than “incorrectly” in the recommendation because the way a plan is used can

technically be “correct” according to the instruction but not appropriate. FLTCM (Ret.) Ortloff added that it can be inappropriate, although not incorrect, to request certain information be included in the FCP.

Ms. Myers noted that the last time the policy was updated was in 1992. FLTCM (Ret.) Ortloff asked if that was addressed in the reasoning, and Lt Gen (Ret.) Fedder said it was.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation unanimously.

- Favored: 19 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Jones, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0

Final 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.*

M. The Impacts of Social Media and Online Sexual Harassment on Service Members

18. The Secretary of Defense should review the 2015 DACOWITS recommendations on the impacts of social media and sexual harassment online, and the ongoing efforts of the Military Services to ensure continued emphasis on acceptable behavior and Service member accountability.

Ms. Medina moved to adopt the recommendation. FLTCM (Ret.) Ortloff seconded the motion.

Discussion:

Ms. Medina suggested that “review” was too weak and that the Committee should recommend that the Secretary of Defense implement the recommendations from 2015. Gen (Ret.) Wolfenbarger noted that in their written responses, the Services addressed every recommendation and explained how they were implementing them.

Ms. Medina suggested the Committee should recommend implementing the recommendations because it needs to send a strong signal. Ms. Hunter noted that the Services were implementing the recommendations. She suggested that the recommendation include “should review and monitor the ongoing efforts.” She added that the Committee wants the Secretary of Defense to keep pushing the Services on this issue and also monitor their efforts, and that the Services did respond well to the inquiry, so the Committee should not make it seem as if it did not read their responses. Gen (Ret.) Wolfenbarger suggested using “endorse” as an alternative to “review.” Ms. Medina and Ms. Hunter agreed.

Ms. Medina stated she wanted the reasoning to be strongly worded because the incidents keep happening and that culture change is hard but command support is essential to motivate change. She added that the Committee should state that the recent scandal was disappointing and might have been prevented if the recommendations had been read and implemented

earlier. Gen (Ret.) Wolfenbarger agreed and added that the Committee should also mention that the Services are making efforts to address the issue.

Col (Ret.) Boggs stated that the Committee should acknowledge what the Services are doing to address the issue because the recent scandal was still being investigated. Ms. Medina said she wants to maintain the high credibility of the Committee and not act as if the Services have addressed the issue. Dr. Young agreed with Ms. Medina and agreed that “endorse” would be an acceptable substitute for “review.” She added that because new recruits joining the Services are introducing new ways to sexually harass and sexually assault other members, the Committee needs to word the recommendation strongly.

Ms. Hunter moved to amend the recommendation to read, “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.” Ms. Medina seconded the motion.

Vote on Amendment: The Committee voted to adopt the amendment.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0
- Absent: 1 (Jones)

Discussion on Amended Recommendation:

FLTCM (Ret.) Ortloff asked the Chair how the Secretary of Defense would endorse the recommendations. Gen (Ret.) Wolfenbarger stated that the Secretary should be familiar with those recommendations because the Chair and Vice Chair spoke to the Deputy Secretary about them. MG (Ret.) Macdonald suggested that the Secretary could write a memo instructing the Services to read the 2015 final report and report back to him on their progress in addressing the situation. FLTCM (Ret.) Ortloff suggested including in the reasoning some examples of how the Secretary could endorse the recommendations.

Vote on Amended Recommendation: The Committee voted to adopt the recommendation.

- Favored: 18 (Wolfenbarger, Preston, Anderson, Boggs, Dunbar, Fedder, Hawkes, Helsham, Hunter, Locke, Macdonald, Medina, Mines, Morrison, Ortloff, Pottenger, Thomas, Young)
- Opposed: 0
- Abstained: 0
- Absent: 1 (Jones)

Final 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.

Final Remarks

COL Davis thanked the attendees and closed the public meeting.

Meeting was adjourned.

DACOWITS Written RFIs for June 2017

RFI 1		
<p>The Committee requests a written response from the Army and Marine Corps on the progress that has been made to integrate combat skills schools:</p> <p>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?</p> <p>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?</p>		
Responding Organization	Name/Credentials	Description
Army	<p>Dr. Elizabeth Rupprecht and Dr. Tonia Heffner, Army Research Institute</p> <p>Mr. Gary Fox and BG Peter Jones, Maneuver Center of Excellence</p>	<p>The Army Research Institute and Maneuver Center of Excellence provided data on the history of gender integration for the Infantry Basic Officer Leader Course. They provided findings from focus groups conducted with integrated classes.</p>
Marine Corps	<p>LtCol Matory, Operations Officer, TBS, and Mr. Mark Henderson, Marine Corps Recruit Depot, Parris Island, Deputy G3</p>	<p>The Marine Corps provided background information on the Infantry Officer Course and activities the Marine Corps has undertaken to address women at the course. It also provided rationale for their model for recruit training.</p>

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 D1 sports, and
- Participation in all other sports (i.e., club, intramural)

Additionally, of all boxing injuries, what percentages were from concussive events? Are there any other major sources of injury that caused a loss in training/instructional days?

Responding Organization	Name/Credentials	Description
United States Military Academy (USMA)	LtGen Robert L. Caslen, Jr., Superintendent, USMA	USMA provided background on the data tracking system it uses to monitor injuries and its limitations. It also provided data on the number of days per year that cadets are on profile or on quarters and a breakdown of injury types and causes.
United States Naval Academy (USNA)	Unspecified	USNA's response indicated that it was unable to provide a statistically accurate answer to the RFI because it does not maintain records on injuries and the number of training days lost.
United States Air Force Academy (USAFA)	Unspecified	USAFA provided a table with information on injury rates, lost days, and limited days from academic years 2012 through 2017. They also provided charts and figures on concussion rates by gender and activity type as well as lost training days as a result of concussion.

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/Credentials	Description
Air Force	Lt Col Matthew Huijbregtse, Headquarters U.S. Air Force/A1PPS	Headquarters U.S. Air Force provided a summary of the current status of its CIP and changes to the program that have been implemented since its inception. It also provided data on participation by year, rank, and occupational specialty; approvals by gender and reason for application; and disapprovals by gender and reason for application. Finally, it shared some success stories and lessons learned.

Army	Unspecified	The Army provided an overview of its Career Intermission Pilot Program, including approval authority and accountability reporting requirements. It also provided a summary of participation by year, rank, and occupational specialty; approvals by gender and justification for request; disapprovals by gender and justification for disapproval; current participation; and attrition. It also shared one success story.
Coast Guard	U.S. Coast Guard Office of Diversity and Inclusion; U.S. Coast Guard Workforce Forecasting & Analysis, Officer Workforce Team	The Office of Diversity and Inclusion provided a summary of the history and purpose of the Coast Guard's Temporary Separations program. The Officer Workforce Team provided the Committee with an associated slide deck of provided data on participation by year, rank, and occupational specialty; approvals and disapprovals by gender and year for officers versus enlisted; attrition by gender; and Officer Length of Service profiles by gender.
Navy	RADM John B. Nowell, Jr., Director, Military Personnel Plans and Policy Division	The Military Personnel Plans and Policy Division provided the Committee with an overview of the Navy's Career Intermission Pilot Program, including approval authority and accounting and tracking requirements. It also provided data on overall participation by gender and pay grade, and on applicants, approvals, and disapprovals for officers versus enlisted by year. Finally, it provided a summary of approvals and disapprovals by gender, overall reasons for approval or disapproval, and attrition rates.
Marine Corps	Major J.M. Wall, U.S. Marine Corps Manpower and Reserve Affairs	Manpower and Reserve Affairs provided the Committee with background and key points on the Marine Corps' CIP. It also provided a summary of participation by year, rank, and occupational specialty;

		<p>approvals and disapprovals by gender; overall reasons for approval or disapproval; and attrition to date. Finally, it shared three lessons learned.</p>
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Report Submitted by:

Report Certified by:


COL Toya Davis, USA
DACOWITS Military Director


Gen (Ret.) Janet Wolfenbarger, USAF
DACOWITS Chair

Members in Attendance:

Gen (Ret.) Janet Wolfenbarger, USAF, Chair
 SMA (Ret.) Kenneth Preston, USA, Vice Chair
 Dr. Kristy Anderson
 Col (Ret.) John Boggs, USMC
 Maj Gen (Ret.) Sharon Dunbar, USAF
 Lt Gen (Ret.) Judy Fedder, USAF
 Ms. Sharlene Hawkes
 SGM (Ret.) Norma Helsham, USA
 Ms. Kyleanne Hunter, USMC Veteran
 CSM (Ret.) Michele Jones, USA

Ms. Pat Locke, USA Retired
 MG (Ret.) John Macdonald, USA
 Ms. Monica Medina, USA Veteran
 Ms. Janie Mines, USN Veteran
 Mr. Brian Morrison, USN Veteran
 FLTCM (Ret.) JoAnn Ortloff, USN
 VADM (Ret.) Carol Pottenger, USN
 RADM (Ret.) Cari Thomas, USCG
 Dr. Jackie Young