

# **Defense Advisory Committee on Women in the Services (DACOWITS)**



**December 2023**

**Requests for Information # 2**

**Manpower and Reserve Affairs**

**MP Division**

**Headquarters U.S. Marine Corps**



## RFI # 2a Retention Initiatives

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**RFI #2a.** Provide annual retention rates (e.g., percentage of Service members who decide to stay in the military following their current obligation) for each paygrade in aggregate, and by gender (e.g., E-3: Overall X%; males X%, females X%, and so on for each paygrade) for Fiscal Years 2019-2023.

### **Response:**

- The Marine Corps does not retain enlisted personnel by paygrade or rank. The Marine Corps retains enlisted personnel by FY cohorts consisting of Marines that share the same End of Current Contract (ECC) fiscal year (FY).
- The Marine Corps has two retention cohort population missions, First Term Alignment Plan (FTAP) and Subsequent Term Alignment Plan (STAP).
- FTAP consists of Marines that are eligible for their first reenlistment upon the end of their initial contract obligation. FTAP population consist of E-4s and E-5s.
- The STAP cohort includes Marines between the ranks of E-6 and E-9 that are re-enlisting for at least the second time in the career.



## RFI # 2a Cont. Retention Initiatives

**RFI #2a Cont.** Provide annual retention rates (e.g., percentage of Service members who decide to stay in the military following their current obligation) for each paygrade in aggregate, and by gender (e.g., E-3: Overall X%; males X%, females X%, and so on for each paygrade) for Fiscal Years 2019-2023.

### **Response Cont.**

FY23	FTAP			STAP		
	COHORT	REENL	RATE	COHORT	REENL	RATE
FEMALE	2366	827	35%	1284	602	47%
MALE	22033	6151	28%	12320	5282	43%

FY22	FTAP			STAP		
	COHORT	REENL	RATE	COHORT	REENL	RATE
FEMALE	2243	713	32%	1085	497	46%
MALE	21921	5273	24%	12619	5141	41%

FY21	FTAP			STAP		
	COHORT	REENL	RATE	COHORT	REENL	RATE
FEMALE	2360	689	29%	1092	462	42%
MALE	22902	4996	22%	13138	5047	38%

FY20	FTAP			STAP		
	COHORT	REENL	RATE	COHORT	REENL	RATE
FEMALE	2218	537	24%	955	427	45%
MALE	23597	4831	20%	12760	5151	40%

FY19	FTAP			STAP		
	COHORT	REENL	RATE	COHORT	REENL	RATE
FEMALE	2045	536	26%	1027	489	48%
MALE	23101	4821	21%	12353	5238	42%



## RFI # 2b Retention Initiatives

**RFI #2b.** Provide annual retention rates by gender in aggregate (e.g., all male Service members: X% & all female Service members: X%).

### **Response:**

- Enlisted retention rate is determined by those Marines who reenlisted to meet the retention target divided by those eligible to reenlist.
- Officer continuation is the # of officers who remain on active duty from the start of the FY through the end of the FY divided by the # of officers who were on active duty at the start of the FY.

Active Component	Enlisted Retention		Officer Continuation	
	Male	Female	Male	Female
FY19	33%	39%	91%	92%
FY20	30%	36%	90%	90%
FY21	28%	33%	91%	92%
FY22	27%	30%	90%	92%
FY23	28%	33%	88%	90%



## RFI # 2c Retention Initiatives

**RFI #2c.** Identify the MOSs with the lowest retention rates for women and for men.

### **Response:**

- Enlisted: There are 188 Enlisted primary MOSs.
  - The Marine Corps plans enlisted retention based on personnel requirements. Historically, the retention rate for first term cohort has been ~25%. Not all MOSs require a large percentage of their MOS to retain each fiscal year. This is identified when looking at gender retention rates. For example, 0311 has the largest retention eligible population for first term male Marines, but the Service retained 16% of the male population to reenlist (while meeting the retention requirement), making it one of the lower retention rate MOSs for males.
  - Depicting MOSs that have a lower retention rate for males does not necessarily mean we don't meet the retention requirement for those MOSs.
  - First Term females have smaller proportion of females to males in most Occupational Fields, in some cases with an eligible reenlistment population of 2 or 3. Taking this into consideration, females have the lowest retention rate in the aviation community (mechanic, avionics, etc.) and ground combat MOSs.
- Officer: There are 94 Officer (Unrestricted, CWO, LDO) primary MOSs.
  - The Marine Corps does not have FY officer retention targets.
  - Female – 0302 Infantry Officer and 7557 Pilot KC-130 Aircraft Commander (both have an average continuation rate of 84.6% from FY19 – FY23)
  - Male – 7557 Pilot KC-130 Aircraft Commander (average continuation rate of 85.8% from FY19 – FY23)



## RFI # 2d Retention Initiatives

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**RFI #2d.** Identify factors that impact the retention of women in the military and whether these factors differ from the factors that impact the retention of men.

### **Response:**

- As part of our routine polling of the force, we ask, “What are your top five reasons for wanting to reenlist/continue past your current obligation?” Responses from Fiscal Year 2018 through Fiscal Year 2022 were collected and grouped into respondents who took the survey at career milestone “Career Designation” or “Subsequent Term Accession Population (STAP) Enlistment” which are both retention milestones.
- The top five choices for females in response to the question above are:
  - Retirement benefits (17.8%),
  - Pay/Compensation (13.8%),
  - Medical/Dental Benefits (13.2%),
  - Opportunity for Promotion (10.2%), and
  - Tuition Assistance Program (9.6%)
- The top five choices for males are:
  - Retirement benefits (19.9%),
  - Pay/Compensation (13.5%),
  - Medical/Dental Benefits (12.4%),
  - Opportunity for Promotion (10.9%), and
  - Deployment Opportunity (9.5%)



## RFI # 2e Retention Initiatives

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**RFI #2e.** Identify efforts (e.g., programs, policies, benefit adjustments) your Service has undertaken to improve the retention of women.

**Response:**

- The Marine Corps does not have any specific programs, policies, or benefit adjustments that are used to improve retention of Woman Marines.



## RFI # 2f Retention Initiatives

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**RFI #2f.** Identify any mechanisms your Service uses to identify factors that impact the retention of women in the military.

**Response:**

- The Marine Corps does not use any specific mechanism to identify factors for retention of women in the military. We focus on all Marines (male and female).





## RFI # 2g Retention Initiatives

**RFI #2g.** Identify the top ten reasons Service members leave the military by gender, by rank (officer & enlisted), and by gender and rank (e.g., male officers: XX, female officers: XX, male enlisted: XX, female enlisted: XX).

### **Response:**

- In the routine polling of the force, we ask, “What are your top three reasons for leaving the Marine Corps?” Respondents can select up to three choices from the following: Accept/find job other than active duty military, Interservice transfer, Joining Marine Corps Reserves, Retire, Attend school/job training, Start my own business, Family, Did not like Marine Corps service, Dissatisfaction with promotions, Dissatisfaction with command climate, Dissatisfaction with race relations, Dissatisfaction with gender relations, Dissatisfaction with social changes [Marine Corps leadership], Dissatisfaction with social changes [Higher Authority], Other [Positive Experience], Other [Negative Experience].
- Factor percentages can be interpreted as “This factor constitutes x-% of all responses”, which is analogous to “Of the 16 options available, x-% of respondents selected this as one of their 3 choices.” In this context, if all 16 options were equally important across respondents, we would expect a uniform distribution, with each factor having a value of 6.25%. Thus, these percentages should be viewed as deviations from that baseline.
- In the five years covered, approximately 20,000 Marines successfully complete their contract and exit the Marine Corps per year.



## Response By Gender

	All Respondents	Male	Female
Number Respondents	100%	91%	9%
Factor 1	Family (12.7%)	Family (12.6%)	Dissatisfaction with command climate (13.5%)
Factor 2	Dissatisfaction with command climate (12.5%)	Dissatisfaction with command climate (12.4%)	Family (13.3%)
Factor 3	Accept/find job other than active-duty military (10.9%)	Accept/find job other than active-duty military (11.1%)	Other [Positive Experience] (9.3%)
Factor 4	Dissatisfaction with social changes [Marine Corps leadership] (10.0%)	Dissatisfaction with social changes [Marine Corps leadership] (10.2%)	Attend school/job training (9.1%)
Factor 5	Dissatisfaction with social changes [Higher Authority] (8.6%)	Dissatisfaction with social changes [Higher Authority] (8.9%)	Accept/find job other than active-duty military (8.7%)
Factor 6	Other [Positive Experience] (8.5%)	Retire (8.6%)	Dissatisfaction with social changes [Marine Corps leadership] (8.5%)
Factor 7	Retire (8.3%)	Other [Positive Experience] (8.4%)	Dissatisfaction with gender relations (6.9%)
Factor 8	Attend school/job training (7.9%)	Attend school/job training (7.8%)	Dissatisfaction with promotions (6.7%)
Factor 9	Dissatisfaction with promotions (6.9%)	Dissatisfaction with promotions (6.9%)	Other [Negative Experience] (6.2%)
Factor 10	Did not like Marine Corps service (3.8%)	Did not like Marine Corps service (3.8%)	Dissatisfaction with social changes [Higher Authority] (4.9%)



## Response By Rank

	All Respondents	Enlisted	Officer
Number Respondents	100%	79%	21%
Factor 1	Family (12.7%)	Dissatisfaction with command climate (13.0%)	Family (16.3%)
Factor 2	Dissatisfaction with command climate (12.5%)	Family (11.7%)	Retire (12.8%)
Factor 3	Accept/find job other than active-duty military (10.9%)	Dissatisfaction with social changes [Marine Corps leadership] (10.8%)	Accept/find job other than active-duty military (12.3%)
Factor 4	Dissatisfaction with social changes [Marine Corps leadership] (10.0%)	Accept/find job other than active-duty military (10.5%)	Dissatisfaction with command climate (10.5%)
Factor 5	Dissatisfaction with social changes [Higher Authority] (8.6%)	Attend school/job training (8.9%)	Other [Positive Experience] (9.0%)
Factor 6	Other [Positive Experience] (8.5%)	Dissatisfaction with social changes [Higher Authority] (8.5%)	Dissatisfaction with social changes [Higher Authority] (8.9%)
Factor 7	Retire (8.3%)	Other [Positive Experience] (8.3%)	Dissatisfaction with social changes [Marine Corps leadership] (6.9%)
Factor 8	Attend school/job training (7.9%)	Retire (7.1%)	Dissatisfaction with promotions (6.8%)
Factor 9	Dissatisfaction with promotions (6.9%)	Dissatisfaction with promotions (6.9%)	Attend school/job training (3.3%)
Factor 10	Did not like Marine Corps service (3.8%)	Did not like Marine Corps service (4.3%)	Joining Marine Corps Reserves (3.1%)



## Response By Gender and Rank (Enlisted)

	All Respondents	Enlisted, Male	Enlisted, Female
Number Respondents	100%	71%	8%
Factor 1	Family (12.7%)	Dissatisfaction with command climate (12.9%)	Dissatisfaction with command climate (14.0%)
Factor 2	Dissatisfaction with command climate (12.5%)	Family (11.6%)	Family (12.6%)
Factor 3	Accept/find job other than active-duty military (10.9%)	Dissatisfaction with social changes [Marine Corps leadership] (11.0%)	Attend school/job training (9.9%)
Factor 4	Dissatisfaction with social changes [Marine Corps leadership] (10.0%)	Accept/find job other than active-duty military (10.8%)	Other [Positive Experience] (9.5%)
Factor 5	Dissatisfaction with social changes [Higher Authority] (8.6%)	Dissatisfaction with social changes [Higher Authority] (8.9%)	Dissatisfaction with social changes [Marine Corps leadership] (9.1%)
Factor 6	Other [Positive Experience] (8.5%)	Attend school/job training (8.8%)	Accept/find job other than active-duty military (8.2%)
Factor 7	Retire (8.3%)	Other [Positive Experience] (8.2%)	Dissatisfaction with gender relations (7.0%)
Factor 8	Attend school/job training (7.9%)	Retire (7.4%)	Dissatisfaction with promotions (6.7%)
Factor 9	Dissatisfaction with promotions (6.9%)	Dissatisfaction with promotions (6.9%)	Other [Negative Experience] (6.3%)
Factor 10	Did not like Marine Corps service (3.8%)	Did not like Marine Corps service (4.4%)	Dissatisfaction with social changes [Higher Authority] (4.8%)



## Response By Gender and Rank (Officer)

	All Respondents	Officer, Male	Officer, Female
Number Respondents	100%	19%	2%
Factor 1	Family (12.7%)	Family (16.2%)	Family (16.7%)
Factor 2	Dissatisfaction with command climate (12.5%)	Retire (13.2%)	Dissatisfaction with command climate (11.3%)
Factor 3	Accept/find job other than active-duty military (10.9%)	Accept/find job other than active-duty military (12.4%)	Accept/find job other than active-duty military (11.3%)
Factor 4	Dissatisfaction with social changes [Marine Corps leadership] (10.0%)	Dissatisfaction with command climate (10.4%)	Other [Positive Experience] (7.9%)
Factor 5	Dissatisfaction with social changes [Higher Authority] (8.6%)	Dissatisfaction with social changes [Higher Authority] (9.2%)	Retire (7.5%)
Factor 6	Other [Positive Experience] (8.5%)	Other [Positive Experience] (9.1%)	Dissatisfaction with promotions (6.7%)
Factor 7	Retire (8.3%)	Dissatisfaction with social changes [Marine Corps leadership] (7.0%)	Dissatisfaction with gender relations (6.7%)
Factor 8	Attend school/job training (7.9%)	Dissatisfaction with promotions (6.8%)	Other [Negative Experience] (5.4%)
Factor 9	Dissatisfaction with promotions (6.9%)	Attend school/job training (4.0%)	Dissatisfaction with social changes [Higher Authority] (5.4%)
Factor 10	Did not like Marine Corps service (3.8%)	Other [Negative Experience] (3.2%)	Attend school/job training (5.4%)



## RFI # 2h Retention Initiatives

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**RFI #2h.** In previous RFI responses, some Services have described factors impacting retention as broad categories (e.g., work/life balance, focus on the family). Describe the level at which the Services review exit-survey data to ensure nuanced reasons for leaving the military are considered when planning to address those factors.

### **Response:**

- Manpower Studies and Analysis Branch (MPA) is responsible for the analysis of exit-survey data resident to the Marine Corps.
- Subsets of the respondents can be identified by Race, Ethnicity, and Gender (REG) factors alongside service factors such as Military Occupational Specialty (MOS) and duty location.