

SUBJ: DACOWITS RFI 3 - DEC QBM

FROM: CG-1B1 Human Resources Measurement and Survey Programs

TO: DACOWITS Committee

THRU: Office of Diversity & Inclusion (CG-127)

EXIT AND RETENTION SURVEYS

As part of its ongoing examination of the recruitment and retention of women into the Armed Forces, DACOWITS continues to be interested in the reasons why servicewomen decide to leave the military at various points in their careers and in the ways DoD might promote retention. The Committee believes the Military Services can improve the data they collect on why Service members leave the military. In 2017, DACOWITS recommended that “The SecDef direct the development and adoption of an exit survey or surveys to assess why the attrition level for women is higher than for men at various career points.” DACOWITS remains interested in data pertaining to exit and retention surveys administered by the Military Services, to include governing policies, data captured, and noteworthy trends.

The Committee requests a **WRITTEN RESPONSE** from the Military Services to include Reserves OR Military Service Academies.

DACOWITS:

- a. Do you conduct workforce retention surveys or studies?
- b. If so, how long have you been conducting? Provide a copy of the survey and most recent study.
- c. At what point in their careers are participants receiving the survey (i.e., upon reenlistment)?
- d. What are the survey participation rates for retained Service members?
- e. Based on the results of the survey:
 - i. What are the main reasons women are staying?
 - ii. How do these results differ from their male counterparts?
 - iii. Are there differences in responses among women of color (race and ethnically diverse women)?
 - iv. What trends are noteworthy?
- f. In addition, provide an update on the status of exit surveys and analysis.

CG Response:

a. Do you conduct workforce retention surveys or studies?

The Coast Guard uses a Career Intentions Survey (CIS).

b. If so, how long have you been conducting? Provide a copy of the survey and most recent study.

The CIS has been conducted since 2016. Please see the attached “CG CIS Questions” and the most recent report: “CIS Exec Summary March 2019 final” and “CIS Enclosures 1 thru 6 March 2019 final.”

c. At what point in their careers are participants receiving the survey (i.e. upon reenlistment)?

The CIS is a survey of active duty officer and enlisted members who are leaving active duty (categorized as “leavers”), enlisted members who have recently re-enlisted or extended and officers at five, eleven and seventeen years of service (categorized as “stayers”).

d. What are the survey participation rates for retained Service members?

| USCG Leavers (respondents / % total) | | | | USCG Stayers (respondents / % total) | | | |
|--------------------------------------|--------------|--------------|-------------------|--------------------------------------|--------------|---------------|-------------------|
| 2016 | 2017 | 2018 | 2019 (to date) | 2016 | 2017 | 2018 | 2019 (to date) |
| 159 / 27% | 298 / 20% | 456 / 28% | 67 / 26% | 749 / 54% | 682 / 36% | 1624 / 41% | 694 / 40% |

e. Based on the results of the survey:

i. What are the main reasons women are staying?

ii. How do these results differ from their male counterparts?

iii. Are there differences in responses among women of color (race and ethnically diverse women)?

The CIS separates leavers from stayers. The CIS does not break down by gender and race because the responses are too small (however, they remain on par with standard surveys of this type and are the highest of all military services). Reasons for leaving by gender are better obtained by more qualitative studies such as the recent RAND Women's Retention Study and Holistic Analysis (WRSHA) and the in progress USCG Minority Recruiting & Retention Study, both managed by the Office of Diversity and Inclusion (CG-127).

The CIS questions scoring highest for stayers in 2018 are:

1. The Coast Guard missions are important to me.
2. I am treated with dignity and respect at my unit.
3. A spirit of cooperation and teamwork exists within the Coast Guard.
4. I had the opportunity to work on special projects/programs.
5. My job gave me a feeling of personal accomplishment.

iv. What trends are noteworthy?

CIS results show:

- Stayers and leavers see their original choice to join the Coast Guard as a good decision and they are committed to the missions.

- The CIS continues to demonstrate that self-determination and unit level issues are key drivers to stay or leave the Service. These drivers are consistent with other organizations and align with lessons learned from research within the industrial and organizational psychology fields.
- Most of our leavers' lowest scores are for concerns at the local level. These results continue to confirm that leadership to our people is of the utmost importance.

f. In addition, provide an update on the status of exit surveys and analysis.

The CIS looks broadly at leavers and stayers and does not differentiate between gender, career field, rank/grade or years of service. The better tool for this level of granularity is the biennial CG Organizational Assessment Survey.

Attached is the 2017 OAS report "2017 Coast Guard OAS Research Report". The 2019 OAS report will be available in the spring of 2020. The Coast Guard is exploring with the U.S. Office of Personnel Management (OPM), the managers of the CG-OAS, the feasibility of the Coast Guard providing lists of people who chose to leave the Coast Guard and a similar list of people who chose to stay (e.g. reenlist and extend). OPM would compare how these specific groups of people answered the most recent OAS to identify differences.

CIS and OAS results are provided to all CG-1 Offices (Human Resources).