

DACOWITS’ RFIs for March 2020

MARKETING STRATEGIES		(R&R)
DACOWITS continues to believe the increased accession of women into the Military Services will help create a stronger, more capable force. However, as more information becomes available regarding women’s motivations to join the military, the Committee questions whether the Military Services might be missing key opportunities to tailor their marketing to the female population.		
1	<p>The Committee requests a written response from the Military Services on the status of their eSports team programs.</p> <ol style="list-style-type: none"> a. What is the planned demographic composition of those teams? b. Do the Services use eSports teams as a recruiting tool for men and women? 	
2	<p>The Committee requests a written response from Joint Advertising, Marketing Research & Studies (JAMRS) on the role social media played in the enlistment decision from those that have recently enlisted in the military from the New Recruit Survey. Provide data on social media platform usage within the general youth market which can be used to inform social media outreach strategies: participant usage; frequency of usage and purpose for using a particular social media platform (i.e., entertainment, staying connected with friends/family, information seeking, etc.). In addition, provide an analysis by sub-populations (i.e., race, ethnicity, gender, age cohort, geographic region, etc.), which outlines information on the type of demographic certain social media content will most likely reach and the type of content that should be used based on targeted populations in order to help inform outreach efforts and engagements with social media platforms to inform the Military Services on message placement and the content most likely to be relevant to the platform participants.</p>	
3	<p>In 2017, the Committee recommended to the Secretary of Defense that “<i>the Military Services tailor their marketing to reflect the most salient reasons women join in order to inspire more women toward military service,</i>” as research has shown that the salient reasons women join differ from men.</p> <p>The Committee requests a written response from the Military Services on how the data provided by the Joint Advertising, Marketing Research & Studies (JAMRS) office was used to develop their current marketing strategies to attract and recruit more women. If not, what research/data was used to support the current strategy?</p>	
EXIT AND RETENTION SURVEYS		(R&R)
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.		
4	<p>The Committee requests a literature review from the DACOWITS Research Contractor on how industry tracks retention and engagement of their employees and strategies they use to improve both. Provide lessons learned that may be applicable to military service application. In addition, include any references to the use of caregiver leave (maternity and/or paternity leave) and caregiver sabbaticals.</p>	
5	<p>The Committee requests a written response from Defense Civilian Personnel Advisory Service (DCPAS) on Federal Employee Viewpoint Survey (FEVS) data collected from the Military Services, including:</p> <ol style="list-style-type: none"> a. Provide the specific survey questions related to retention. In addition provide a description of the responses the survey anticipated. b. Provide civilian retention data for each of the Military Services (including the Coast Guard) to answer the following questions: <ol style="list-style-type: none"> i. What are the main reasons civilian women are staying? ii. How do these results differ from their civilian male counterparts? iii. Are there differences in responses among civilian women of color (race and ethnically diverse women)? iv. What trends are noteworthy? 	

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6	<p>The Committee requests a written response from the DoD Office of People Analytics on the Status of Forces survey data, including:</p> <ol style="list-style-type: none"> a. Provide description of specific questions related to retention? b. Provide retention data for each of the Military Services (including the Coast Guard, Guard and Reserve) <ul style="list-style-type: none"> – Active duty 2018 / 2013 / 2008 – Guard/Reserve 2018 / 2013 / 2008 <p>to answer the following questions:</p> <ol style="list-style-type: none"> 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 (i.e., racially and ethnically diverse women)? iv. What trends are noteworthy?
7	<p>The Committee requests a written response from the Air Force outlining specific actions taken or planned, as a result of the trends observed from the 2019 Retention Survey, pertaining specifically to women.</p>
<p>WOMEN IN AVIATION (E&I)</p> <p>In December 2018, the Committee received briefings on the status of women in aviation. During these briefings, concerns about the sizing of equipment as a barrier to women's service in aviation emerged.</p>	
8	<p>The Committee requests a written response from the Military Services addressing the following:</p> <ol style="list-style-type: none"> a. What actions have been take or will be taken to accommodate the physiological differences in women verses men since aviation positions have been opened to women? Pertaining to aircraft, flight gear, training, etc. b. What are the anthropomorphic measurement requirements for service as a pilot? Service as Air Crew? When were these requirements established? c. Approximately what percentage of Service members were disqualified from flight status based on these requirements? Provide breakdown by gender. d. What are the anthropomorphic measurement requirements for each aviation platform and why? e. What are the anthropomorphic measurements around which flight equipment is procured? f. What is the process to procure sizes of flight equipment not in a squadron's inventory? How long does the process take? g. What is the process to procure uniquely sized flight equipment not in standard issue?
<p>WOMEN IN SPACE (E&I)</p> <p>The Fiscal Year 2020 National Defense Authorization Act (NDAA) includes a provision for the creation of a U.S. Space Force (USSF). The Committee is interested in how the creation of this new force will impact women's employment opportunities.</p>	
9	<p>The Committee requests a briefing from the Director, Space Force Planning Task Force on the plan to stand up and grow the new USSF. In particular, the Committee is interested in any plans to ensure gender diversity in employment in the new force.</p>

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GENDER INTEGRATION IMPLEMENTATION PLANS

(E&I)

In December 2019, the Committee received a briefing from the Military Services on the status of their gender integration implementation plans. Modifications to facilities emerged as a topic of concern for the Military Services.

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The Committee requests a **written response** from the **Army, Navy, Marine Corps and Air Force** on changes to shore-based facilities, from 1 January 2016 to 1 January 2020, in structural work centers, berthing (barracks) and other areas as a result of gender integration, as well as any future plans and timeline for implementation. Include the number of facilities modified or to be modified, the number of locations, and the reasons for the modifications. At minimum address:

- Hygiene areas (i.e., toilet, sink, and/or shower)
- Security camera installation (e.g., common berthing areas, stairwells, work centers, etc.)
- Space security locks
- Restructured berthing/barracks to separate gender
- Other facilities

EFFECT OF GROOMING STANDARDS ON WOMEN'S HEALTH

(WB&T)

The Military Services' written responses to the December 2019 RFI acknowledged awareness of alopecia possibilities and some reported incidence of alopecia among servicewomen, but they do not track or monitor this condition or other hairstyle-related conditions.

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The Committee requests a **written response** from the **Military Services** describing what and how female recruits are taught to style their hair, to ensure compliance with Service hair grooming standards, specifically those styles which entail pulling or twisting hair into "up-do" or "pull back" styles. The Committee is particularly interested in how servicewomen are taught to achieve the following hair styles: buns, ponytails, and braids.

- a. Please provide copies of instructional materials, curricula, videos or other media used to demonstrate and teach servicewomen how to achieve these and any other styles which require pulling or twisting the hair.
- b. If "how to" styling demonstrations are used to train, please provide the Committee video demonstration of this training.
- c. Are servicewomen specifically, and Service members generally (particularly supervisors/commanders), educated about the potential harm resulting from hairstyles that excessively pull/twist hair and, if so, how?
- d. Although Service grooming standards do not require "tight" pulling of the hair or "tight buns," Committee members have observed many servicewomen who do wear such hairstyles. Is there any unit practice or encouragement to achieve a more professional looking appearance by employing this styling technique?
- e. The Coast Guard advised, in its December RFI response, that its Uniform Board recently recommended revisions to female grooming standards based on information it had received about the adverse medical effects (i.e., headaches and permanent hair loss) of "repeated pulling of the hair to form ponytails or pulled back hairstyles." To assist the Committee in its study of this matter, we request the Coast Guard provide information about the proposed changes.

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PRIMARY CAREGIVER LEAVE

(WB&T)

Since 1988, the Committee has made numerous recommendations regarding postpartum non-chargeable leave. Paid maternity leave is mandatory in most developed nations. The United States is one of three countries that currently does not offer new mothers paid maternity leave. Less favorable maternity leave policies can inhibit a woman's career trajectory. The military has made tremendous strides in affording all Service members paid maternity, paternity, and adoptive parent leave.

In, 2015, the Secretary of the Navy authorized 18 weeks maternity leave for the Navy and Marine Corps. Twelve of the 18 weeks could be taken at any point during the year following the child's birth, allowing flexibility in creating a leave plan with minimal mission impact. In 2016, the Secretary of Defense announced that across all Armed Services, servicewomen would receive 12 weeks of fully paid maternity leave. The new Military Parental Leave Program would consist of the following forms of non-chargeable leave following a qualifying birth event or adoption for covered Service members: Maternity Convalescent Leave, Primary Caregiver Leave, and Secondary Caregiver Leave.

The FY17 National Defense Authorization Act (NDAA), Section 521, prohibited the flexible (non-continuous) use of parental leave. In 2017, the Committee recommended, "*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).*" Then again in 2018, the Committee recommended, "*The Secretary of Defense should consider proposing legislation to allow the Military Services to permit flexible (non-continuous) use of primary and secondary caregiver leave, if requested by the caregiver.*" The FY20 NDAA, Section 571, authorized Service members to take leave for a birth or adoption in more than one increment. The Committee continues to be interested in the enhancement of primary caregiver leave to help encourage the retention of servicewomen by making military benefits more competitive than private sector benefits.

12	The Committee requests a written response from the Department of Defense on the status of the above policy change. Have the Military Services been told to examine a non-continuous leave option for primary caregiver and/or secondary caregiver leave? Do any barriers exist that would impede the policy from being implemented?
13	<p>The Committee requests a briefing from each of the Military Services* to address the below questions:</p> <ol style="list-style-type: none"> a. Provide data or feedback gathered to date, if any, about impact, sufficiency and satisfaction with the current 12-week primary caregiver leave policy. b. What impact did the reduction from 18 weeks to 12 weeks have in the Navy and Marine Corps? c. Do the Services back-fill positions vacated by servicewomen utilizing their primary caregiver leave? If so, how is that accomplished? If not, what is the impact to the unit because of these vacancies? d. We note the Coast Guard is exploring the capability of providing short-term staffing augmentation to units with absences related to convalescent and caregiver leave. Are the other Military Services using or considering a surge staffing augmentation model? If so, how will these back-fills be funded? e. Marine Corps: The December 2019 RFI response stated the Marine Corps was examining options that would provide parents the opportunity for extended time off. Please elaborate. f. Navy: In the December 2019 RFI response, the Navy noted a Center for Naval Analyses (CNA) study released in April 2019 titled, "<i>An Analysis of the Relationship Between the Navy's Maternity Leave Policy and Reenlistment Rates.</i>" Please provide a copy of the study and an overview of its findings.

* Panel Style Format

R&R = Recruitment & Retention Subcommittee

E&I = Employment & Integration Subcommittee

WB&T = Well-Being & Treatment Subcommittee

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CAREGIVER SABBATICAL

(WB&T)

For the past two decades, the Committee has issued multiple recommendations regarding the use of sabbatical programs to increase women's retention:

- In 2003, DACOWITS recommended that the Department and Services continue to explore additional options that affect personal/family time, which may include those contained in the forthcoming RAND Return on Investment Study on military leave programs.
- In 2003, DACOWITS recommended that the personal and family leave programs instituted by the Coast Guard (i.e., Care for Newborn Children and Temporary Separation programs) and contemplated by the Navy be evaluated as soon as possible for their impact on retention and that this information be disseminated to the other Services and to military personnel and families.
- In 2004, DACOWITS recommended that the Services develop Leave of Absence/Sabbatical programs as means of increasing retention rates, such as the proposed Navy Surface Warfare Officer Sabbatical and the Coast Guard's existing Care for Newborn Children and Temporary Separation Programs. Support should be given to the legislative authority needed to execute these programs.
- In 2008, DACOWITS recommended further consideration and study of off/on ramps for all branches of Service to determine the return on investment of such programs.
- In 2009, DACOWITS repeated its 2008 recommendation to further consider and study off/on ramps (e.g., Career Intermission Pilot Program (CIPP)) for all branches of Service to determine the return on investment of such programs.

The Committee last received an update on CIPP in September 2017. The FY19 NDAA, Section 551, made the Military Services' Career Intermission Programs (CIP) permanent. The Committee continues to be interested in the enhancement of the Military Services' sabbatical programs to help encourage the retention of servicewomen.

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The Committee requests an updated **briefing** from each of the **Military Services*** to address the following:

- a. Provide an update of Service members' use of the CIP from the date of inception of the program through present day, to include reasons for the application.
- b. Explain how the program is being requested/used by Service members to care for children, to include:
 - i. Numbers of CIP applicants and selectees broken down by gender;
 - ii. Reasons for denying a request for CIP, noting any differences by gender; and the
 - iii. Results of CIP as it affects retention and satisfaction to serve. Include lengths of time requested, granted, and used for the care of children. Include any feedback from Service members broken down by gender, to include real/perceived impacts on career progression.
- c. As a retention initiative, is your Service considering any other options to provide Service members extended time off? If so, please provide those details.