

**Defense Advisory Committee on Women in the Services (DACOWITS)
Request for Information for Sept. 13-14 Sep 2016 Meeting
RFI #7**

Yes. The Army has taken a deliberate and methodical approach to informing audiences and to counter negative stereotypes and misinformation. The attached talking points, submitted for the Committee's review, are contained in HQDA EXORD 097-16 to the U.S. Army Implementation Plan 2016-01 (Army Gender Integration).

Subordinate echelons, subject matter experts, and public affairs offices have the prescribed public affairs guidance and talking points within the EXORD. Further, these entities have guidance on how to respond to queries and are in close coordination with the Headquarters Army Office of the Chief of Public Affairs and the Army Deputy Chief of Staff for Personnel (G-1) public affairs office should they need other support for additional actions.

In addition, leader training and subsequent leader engagements inform the public to help preclude adverse reaction. Larger Army social media and traditional media engagements, to include queries, also present the factual information of the capabilities of women and the policies going forward in implementation and reflect the "leader first" approach we adopted. Transparency of policy guidance and the implementation are the primary strategies to internal audiences to mitigate misperceptions. This is done through publishing Army policies and standards via organizational intranet that are readily available to the field. As the first cohorts of women officers complete their basic combat arms courses, findings and lessons learned are anticipated for possible dissemination to wider audiences.

INFORMATION PAPER

19 August 2016

Subj: DACOWITS RFI

1. Purpose. To provide response to DACOWITS RFI
2. Background.
 - a. Are there specific DoD and Service strategic communication plans (internal and/or external) to counter potentially negative stereotypes regarding the abilities of women to serve in all units and positions in the Military Services? If so, please provide copies of these plans if they are publically releasable.
 - b. What strategies are in place to mitigate misperceptions (e.g., lowering of standards, implementing quotas, etc.) in the detailing/placement of qualified women into these positions?
3. Key Points
 - a. The Marine Corps' comprehensive approach to collect and analyze data will inform what we believe will be the most complete approach to introducing women into combat arms jobs and units. As a result of research, the Marine Corps has already implemented more clearly defined gender neutral individual performance standards that ensure Marines are assigned to jobs for which they are best qualified. We are now proceeding in accordance with the plan. We have empowered Public Affairs officers to speak to their respected commands and personnel in accordance with the Marine Corps' Implementation Plan. Link to full plan is below:
 1. http://www.defense.gov/Portals/1/Documents/pubs/WISR_Implementation_Plan_USMC.pdf
 - b. Again, we have empowered each level of Public Affairs to communicate their respected commands and personnel. The progress of this plan will be viewed through three lenses: (1) combat effectiveness, (2) the health and welfare of each Marine, and (3) managing the diverse talent of the Corps. The Marine Corps remains committed to improving our combat effectiveness through the systematic application of our standards while

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communicating individual and collective milestones throughout this process. We empower the lowest level of public affairs because our junior Marines are the best spokesmen for the Corps.

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Gender Integration RFI #7

RFI Question:

The Committee requests written responses from the Force Resiliency Office and the Military Services on strategic communication efforts, as follows: Are there specific DOD and Service strategic communication plans (internal and/or external) to counter potentially negative stereotypes regarding the abilities of women to serve in all units and positions in the Military Services?

RFI Response:

Navy has had success in integrating women in the past, to include Aviation, Surface Warfare, Submarines, as well as other small, high-risk operations teams Explosive Ordnance Disposal, Divers, and Rescue Swimmers. Navy is maintaining high standards to preserve the quality of our All Volunteer Force. We have opened positions to a wider pool of skilled personnel.

Internal briefing cards and transparent discussions on successes of women in the Navy and in other services are ways in which Navy counters potential negative stereotypes regarding the abilities of women to serve in all units and positions in the Military Services.

RFI Question:

The Committee requests written responses from the Force Resiliency Office and the Military Services on strategic communication efforts, as follows: What strategies are in place to mitigate misperceptions (e.g., lowering of standards, implementing quotas, etc.) in the detailing/placement of qualified women into these positions?

RFI Response:

Navy is not lowering standards or creating multiple sets of standards in order to detail or place qualified women in newly opened positions. It is understood that it is not hours, days or weeks, but months and potentially years when we see the first woman available for SEAL or SWCC training. The Navy will follow the normal assignment process. Opening a position does NOT mean that women will be assigned immediately into those jobs.

Internal briefing cards and transparent discussions will continue to be used to mitigate misperceptions in the detailing/placement of qualified women into newly opened positions.

POC: LT Jessica Anderson (NOOP)

DACOWITS RFIs for September 2016

GENDER INTEGRATION

7. The Committee requests **written responses** from the **Force Resiliency Office and the Military Services** on strategic communication efforts, as follows:

- Are there specific DoD and Service strategic communication plans (internal and/or external) to counter potentially negative stereotypes regarding the abilities of women to serve in all units and positions in the Military Services? If so, please provide copies of these plans if they are publically releasable.

Air Force response: OSD developed WISR Public Affairs Guidance (PAG) from which the SAF/PA developed a WISR PAG and MAJOR Commands developed their PAG from. SAF/PA updates WISR PAG periodically. SAF/PA also provided updates on major Air Force Topics (to include Women in Service Review) through *Communication Waypoints* Publication which is a resource for communicators and leaders at all levels. It allows Airmen and Airpower Advocates to draw upon current information and up-to-date talking points and put their communication efforts into context. In addition, AF Senior Leaders have provided updates to the field on opening career fields and ways to apply/retrain/crosstrain.

- What strategies are in place to mitigate misperceptions (e.g., lowering of standards, implementing quotas, etc.) in the detailing/placement of qualified women into these positions?

Air Force response: Strategies in place to mitigate misperceptions (e.g., lowering of standards, implementing quotas, etc.) in the detailing/placement of qualified women into these positions are continuous feedback and communication with the field from HHQs from various outlets such as emails, phone calls, social media, group sessions, media queries, etc. Additionally, AF is currently working on establishing an AF Gender Integration link (which may tie with the Transgender information), and it includes a Women in Service Handbook with integration resources such as strategic communication and information on standards, list of FAQs, information on not implementing quotas, no critical mass, unconscious bias, mentorship, etc.