

SUBJ: DACOWITS RFI#6 (September 2017)

FROM: Coast Guard Recruiting Command

TO: CG-12B

PROPENSITY TO SERVE

Based on briefings the Committee has received from the Joint Advertising Market Research & Studies Office, more women are eligible to join the military as compared to their male peers; however, women are less inclined to join the military. Additionally, the number of women choosing to fill newly opened positions has been small.

To cultivate a pool of women with the physical capabilities and cognitive skill-sets necessary for military occupations, the Military Services must engage potential female recruits earlier in life. The Committee acknowledges that formal recruiting of minors is prohibited, but that informal community outreach/engagement programs, events, and activities for minors do exist. Two examples include: West Point's Center for Leadership and Diversity in Science, Technology, Engineering, and Mathematics (CLD STEM), and the Army's Performance Triad (P3) initiative. The Committee requests a briefing from the Military Services* on specific community outreach/engagement programs, events, and activities programs being used to generate Military Service interest among women under the age of 17, including but not limited to the following:

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- Geographic location where these programs, events, and activities are conducted.
 - Frequency at which these programs, events, and activities are conducted.
 - How do these 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.

BLUF: "Success" in CGRC is defined as the achievement of approximately 20% or greater female active duty accessions out of their total active duty office mission to date (18 Aug 17). Many of these offices are implementing deliberate local efforts to garner a larger female applicant pool and higher female accession rate. The below information summarizes these efforts. Historically over the last five fiscal years (FYs: 2016, 2015, 2014, 2013, 2012), CGRC has recruited/accessed an average of 20% of the Coast Guard mission through the recruitment of women and 27 Recruiting Offices have recruited an average of 20% or more women. During this period our top 10 recruiting offices (>20% recruitment of women) have been Orlando, FL, Vancouver, WA, Anchorage, AK, Savannah, GA, Denver, CO, Wilmington, NC, St Louis, Mo, Columbia, SC, Greensboro, NC, and Richmond, VA.

In FY 2017, female recruits were 13% of CGRC's mission, however, the mission increased (from 2016) which affected the gender and diversity percentages. Six recruiting offices have recruited 20% or greater of female recruits. Our top performing recruiting offices in FY 2017

for recruiting women are ROs Charleston, Mobile, Baltimore, Portland, ME, Corpus Christi, TX, and Denver, Co.

The Coast Guard engages in multiple efforts to increase the recruitment of females by reaching women aged 17 and younger women and their centers of influence through informal community outreach/engagement programs, events, and activities. CGRC efforts include reaching women at national events, summarized below as “National Outreach Initiatives.” Additionally, Recruiting Office local outreach efforts “Local Outreach Initiatives” are complimented by a CGRC strategic focus on increasing female brand ambassadors available to recruiters and promoting the concept of “Everyone Is A Recruiter (EIAR)” within all Coast Guard components, the use of paid media to reach females, a female-targeted direct mail campaign, and a social media initiative highlighting the relatable lifestyles of active duty Coast Guard women.

National Outreach Initiatives:

AVCA Convention - Columbus OH - target audience were coaches and parents.

Capitol Hill Volleyball Tournament - Washington DC - target audience were high school girls, teachers, parents, and coaches.

Texas Southern Relays - Houston TX - target audiences were high school girls, teachers, parents, and coaches.

Penn Relays - Philadelphia PA - target audiences were high school girls, teachers, parents, and coaches.

SkillsUSA TECHSPO – Louisville KY - target audience was high school girls, teachers, and parents.

Circle of Women Expo – New York NY - target audiences were high school girls, teachers, and parents.

Future Farmers of America – Indianapolis IN - target audiences were high school girls, teachers, and parents.

RO Boston: Annually attends (every April) the Girl Scouts of America's annual conference in Kingston, MA.

RO New York: Participated in the National Hispanic College Fair in March 2017.

Local Outreach initiatives:

In addition to the numerous High School visits, Career Fairs, JROTC visits, etc. that CG recruiters attend on a regular basis, below are the events that more specifically focus on women under the age of 17:

RO Mobile: Have an approved continued (from 2016-2017 school year) sponsorship for the Spanish Fort Girls High School Soccer Team for school year 2017-2018. Recruiters from RO Alabama attend as many home games as possible and setup a CG recruiting table at the games. RO Mobile has plans to attend the Worlds of Opportunity event from 19-21 Sep 2017 at the Mobile Civic Center that reaches out to over 8,000 8th grade students from all over the state of Alabama. Additionally, RO Mobile attended a swim meet on 28 July 2017 that was hosted at Bishop College which included female participants between the ages of 11-18. Supported by Activity Fee.

RO Columbia: Sponsored the Westwood High School Girls basketball team for school year 2016-2017 and plan to continue this sponsorship for the 2017-2018 school year.

RO New York: Conducted a Coast Guard Q&A session with the local Girl Scouts during the New York City Fleet Week onboard USS KEARSAGE and USCGC HAMILTON on 27 May 2017. Supported by Activity Fee.

RO Newark: Attended the Beneath the Sea (dive and water expo) in Secaucus, NJ on 24 Mar 2017. Instructors at this event, primarily divers, were female and those in attendance of this event were primarily female youth.

RO Baltimore: Annually attends (every March) the "Cool Women/Hot Jobs" Career Fair that celebrates women in science, technology, engineering and math (STEM). This event occurred at the Southwest Academy Magnet School for Science and Engineering. Those in attendance for this event included young men and women between ages 14-18.

RO Louisville: Attended the National Association for Black Veterans (NABVETS) National Convention in Louisville, KY on 4 Feb 2017. Military careers are discussed during this event. The audience of this event are teens 17 and below. RO Louisville also participates in the U.S. Naval Sea Cadet Corps (USNSCC) training events three times a year that are located in Edinburgh, IN. The cadets that attend this event are from ages 10-18 and include both males and females.

RO Richmond: Sponsored the Powhatan High School female field hockey team for school year 2017-2018. The field hockey team is comprised of various ages of 9-12th grade female students. RO Richmond is also advertising in the James River High School sports program from 1 Feb-6 June 2017.

RO San Francisco: Participated in the Girl Scouts of America's conference located in San Francisco, CA on 29 April 2017. RO San Francisco also sponsored the Women's Tennis Expo that occurred in Walnut Creek, CA. The audience from this event included females from all ages.

RO Riverside: Sponsored the Fontana High School Girls Volleyball team for school year 2016-2017 and will continue sponsorship for school year 2017-2018.

Additional Recruiting Office “Local” Efforts supported by Activity Fees:

RO Location	Program	Date
Orlando	Harmony High School - Girls Cross Country	September 2017 - November 2017
Denver	Weld Central High School - Girls Soccer	February 2017-June 2017
Memphis	Nashville College Fair	23 February, 2017
Elizabeth City	North Carolina Potato Festival	19 May - 21 May, 2017
Hampton Roads	Camden County High School	N/A
Hartford	Star Hill Family Athletic Center	N/A
Philadelphia	South Jersey Baron Soccer Academy	N/A
Columbia	Westwood High School	N/A
Kansas City	YMCA	24 October, 2016
Oklahoma City	Wantland Stadium	August 2016 - November 2016
San Antonio	Fiesta San Antonio	20 April - 30 April, 2017
Dallas	Arp High School Robotics Team	January 2017 - June 2018
Oklahoma City	All City Prep Sports Awards Gala	15 June, 2017
San Francisco	Oakland Military Institute	Through January 2018
Vancouver	Dufur High School	N/A
Los Angeles	Westminster Mall	3 month lease; dates pending
Denver	Big Brothers Big Sisters	N/A
Boise	Bozeman High School Auto Shop	N/A

Recruiters in Charge of below offices offered the following insights about recruiting women:

Recruiting Office	Active Duty Female %	Specific Efforts
Savannah, GA	26% (5 year avg)	Having a relatable female recruiter & transparent (no-pressure) office environment.
Corpus Christi, TX	22% (5 year average)	Having a relatable female recruiter. Pairing female applicants up with female recruiter during caretaking evolutions.
Louisville, KY	23% (5 year average)	Having a female recruiter and a female (active duty) office assistant; leveraging the same to cultivate female leads during outreach at high schools.
Las Vegas, NV	24% (FY 17)	None noted
Riverside, CA	27%	Prioritizes follow-up with female leads
Ventura, CA	33%	Female recruiter

Savannah: “I would say some factors here in our office that contribute to female success are:
 1.) Female recruiter is paramount because it allows females to see themselves in the uniform. Female recruiter is easier for other females to confide in. Female recruiter is relatable.
 2.) Repeal of DADT seems to have made for a more comfortable environment, free of added oppression.
 3.) Coast Guard is smaller and known to be MORE family friendly than other services (we've found that future family plans are important to women)
 4.) We run a very transparent professional office. The comfortable environment makes the decision feel easier to make without added pressure or fear of intentional misleading information.

Corpus Christi: “RO Corpus Christi has typically done well with female recruiting, but this year we added the first female recruiter to our team (in four years). I believe any office that does not have a female recruiter is behind the curve. From our experience with our female applicants we tend to take more time with caretaking and the overall recruitment process. We all recruit females, but having the ability to let a female recruiter sit down or take the female applicants out for PT, unit visits or lunch and have girl talk creates the environment that we are looking for. The female applicants get to see that you can be a girl, be successful and still be yourself in our service.”

Louisville: “Over the last 8 months RO Louisville received two females (one recruiter and one office assistant); for the first time during my tenure at the RO. As anticipated, both have helped to raise the awareness of a female presence within the CG for this RO's AOR. Since December 2015, they've visited at least one high-school per week together, yielding a plethora of teenage female interest/applicants. To be honest they are the new recruiting initiatives! This may sound like a cliché, but having a diverse recruiting staff in certain areas makes an absolute difference.”

Brand Ambassador Initiative

Summary: Beginning in May 2015, CGRC has cultivated an informal list of brand ambassadors available to assist recruiters with outreach and other recruitment efforts, published in the annual CGRC (Recruiting) Operations Plan. Additionally, CGRC re-launched the “Everyone Is A Recruiter (EIAR)” program in January 2016 to engage all components of the CG workforce (and retirees) in the recruiting effort.

1) Brand Ambassadors:

- The ambassadors represent a broad cross-section of career fields and specialties within the CG
- A deliberate effort was made to seek successful female ambassadors representing the same cross section who are at a range of points within their careers (i.e. early in career, mid-career, pinnacle of career).
- Composition is 54% female

2) Everyone Is A Recruiter (EIAR): The goal of the program is to mobilize the CG family (active duty, reserve, auxiliary, civilian and retiree members) to support recruiting efforts and critical recruiting needs in the following ways:

- **Knowledge & Empowerment:** The program provides information to ensure that brand ambassadors are educated on available (accession) programs, and understand how to best refer interested leads to the nearest recruiter. In addition, CGRC has made literature and promotional incentive items available to brand ambassadors through local recruiting offices.
- **Share Your Own Story:** The program encourages brand ambassadors to assist recruiters with outreach events, attend events when recruiters are not available, and get involved in their communities to share their own personal stories to increase awareness & brand recognition.
- **Incentives:** Recognition & awards are offered to brand ambassadors to further incentivize their assistance.