

DACOWITS' RFIs for September 2018

MARKETING STRATEGIES

In response to a request for information presented in [December 2017](#), DACOWITS learned that 66 percent of females view military service as an “opportunity to do something meaningful” (nearly 10 percent higher than men) and yet that number does not translate to more women joining the military. Fourteen percent of women found the military life attractive and only 12 percent of women said the military provided the right work and family balance. Reiterating the Committee’s 2017 recommendation, there appears to be an opportunity for the Military Services to tailor their marketing to reflect the most salient reasons women join in order to inspire more women toward military service.

1

The Committee requests a **briefing** from the **Joint Advertising Market Research & Studies (JAMRS) Office** on the following:

- a. Data available on why women decide not to join the military and how this data compares to their male counterparts?
- b. Are there differences in age and education demographics between men and women entering the military?
- c. Population of each state and territory with the percentage of qualified men and women eligible to join the military.
- d. What states and territories do male and female recruits come from?
- e. Are there states where women are less propensed than men?
- f. Please clarify whether this data includes the Active and Reserve components or only the Active component.

2

The Committee requests a **briefing** from the **Military Services’ Recruiting Commands*** (to include the Reserve Components) on the following:

- a. Number of recruiting offices and recruiters in each state and territory.
- b. Current number and percentage of female recruiters.
- c. Ongoing efforts to increase the number of recruits in underrepresented states and regions.
- d. Does your Service-branch have a set goal in the number of women accessed each fiscal year? If so, how is this number calculated and how often is it reviewed?

3

The Committee requests a **briefing** from the **Military Services’ Marketing Offices*** (to include the Reserve Components) on the following:

- a. The latest marketing approach for new members of the military.
- b. A description of how the marketing approach has changed over time (last five years).
- c. A plan for how the marketing approach is expected to change in the future.
- d. Links for existing marketing across all mediums that recruiting efforts are currently occurring.
- e. Describe the specific messaging meant to reach the percentage of women who find service in the military meaningful.
- f. How does marketing attract women who are seeking higher education?
- g. Describe the images, verbiage, messaging that is being used to specifically appeal to women.

LEVERAGING KEY INFLUENCERS

In 2017, the Committee recommended that the Secretary of Defense require the Military Services to increase and measure outreach efforts that most effectively educate and leverage key influencers to positively impact women’s propensity to serve. In June 2018, the Committee received a briefing on a new Department of Defense initiative, “*This Is Your Military*,” which seeks to highlight the work of Service members, dispel myths about military service, and increase awareness among the American people. During this briefing the Joint Civilian Orientation Course (JCOC) was introduced.

4

The Committee requests a **written response** from the **Office of the Secretary of Defense (Public Affairs) Community and Public Outreach** on:

- a. An overview of the history of the Joint Civilian Orientation Course (JCOC).
- b. JCOC participant demographics, if available (e.g., geographic location, female/male, Service affiliation, etc.).

* Panel Style Format

DACOWITS' RFIs for September 2018

GENDER INTEGRATION

Following the December 3, 2015, decision by the Secretary of Defense to open all previously closed units and positions to women, DACOWITS has been closely monitoring the Services' efforts to develop and implement plans to fully integrate women into all occupational specialties, enhance career development, and educate the total force.

5

The Committee requests a status **briefing** from the **Navy** on the integration of women into the submarine service, to include:

- a. Current and future integration efforts and plans.
 - i. Submarine types open to female officers and enlisted women.
 - ii. The number of women assigned per submarine and projected assignments.
 - iii. The ratio of men and women to berthing compartments/commodores (broken down by junior enlisted, senior enlisted, and officer).
- b. What lessons have been gleaned from the female officer and female enlisted integration?
- c. What surveys or assessment measures have been put in place to ascertain how the integration of women is going?
 - i. Who is in charge of overseeing these surveys and at what level do the results get reviewed?
 - ii. Due to a submarine's small population size, do any of these surveys allow Service members to candidly share potential areas of concern anonymously?
- d. What best practices and lessons learned will be applied to future integration efforts as the number of women in submarines expands?
- e. Status of enlisted female rating conversions into the Submarine Force.
- f. Status of current and future recruiting efforts to target new female accessions into submarine ratings.

6

The **Marine Corps** has offered to provide the Committee a **briefing**. The Committee looks forward to hearing the Marine Corps' philosophy on integrated recruit training. The Committee is also interested in the following:

- a. How are you defining "integration" at recruit training; what is the current status of gender integration in each phase of recruit training; and how many cycles of integrated training have been completed?
- b. What is the ratio of female drill instructors/trainers to recruits versus the ratio of male instructors/trainers to recruits? Are female drill instructors training both genders in all required training? If not, specify which areas and reasoning? If so, what are the lessons learned from having mixed gender drill instructor teams for both male and female recruits?
- c. Is there a plan to modify the level of recruit training integration in the future?

DUAL-MILITARY CO-LOCATION POLICIES

In 2017, the Committee made three recommendations on dual-military co-location policies. DACOWITS continues to be interested in the retention of servicewomen and believes the co-location of dual military couples is a contributing factor to success in this area. Proportionally more women are married to a military spouse than are men, indicating that co-location policies can disproportionately affect servicewomen compared with servicemen.

7

The Committee requests a **written response** from the **Military Services** on the following:

- a. What is the definition of a dual military co-located couple?
- b. Are there time, transportation, traffic, or distance constraints that are used in dual military co-location assignments?
- c. When was your Service's dual military co-location policy last updated?

DACOWITS' RFIs for September 2018

MARINE CORPS PERFORMANCE EVALUATION SYSTEM (PES)

In 2015 the Committee recommended that the Marine Corps revise their Performance Evaluation System (PES) policy to no longer differentiate between women's and men's temporary medical conditions and remove all references to pregnancy/postpartum periods, to ensure fairness and maintain the individual's medical privacy. In May 2018, the Marine Corps issued a revision to [Marine Corps Order 1610.7A](#) that addresses the majority of the Committee's concerns.

- 8** The Committee requests a **written response** from the **Marine Corps** to clarify one portion of the policy that appears to be inconsistent. Specifically, on page 4-48 (para. (12.e.(10)) prohibits gender based comments pertaining to medical issues that do not affect the Service members' performance of duties, to include pregnancy and postpartum. However, on page 4-16 (para. 3.h.5.(c)) requires annotation of "PREG" in the weight section.

SERVICEMEN'S TRANSITIONAL ASSISTANCE

As the percentage of women military veterans increases, the Committee continues to be interested in the transitional assistance provided to servicewomen to proactively address issues for successful adaptation to the civilian population/workforce. In September 2017, the Committee was provided a [public comment](#) regarding the collaborative effort between the Air Force Women's Initiative Team and Veteran Affairs' Women's Health Services to design a pilot program to address the unique challenges servicewomen face upon leaving military service. In March 2018, the Committee received a [briefing update](#) on the pilot program's progress.

- 9** The Committee requests a **written response** from the **Air Force Women's Initiative Team and Veteran Affairs' Women's Health Services** on the status and findings of the "Women's Health Workshop" pilot program for transitioning servicewomen. Details should include the following, but not be limited to:
- a. Status of implementation/expansion to additional locations
 - b. Curriculum
 - c. Feedback from participants
 - d. Assessment on value of program
 - e. Cost analysis/funding requirements and sources

- 10** The Committee requests a **written response** from the **Department of Veteran Affairs** on the Department's position regarding any ongoing review or anticipated update to the 1950s era Veterans Affairs' motto/mission statement, *"To care for him who shall have borne the battle and for his widow, and his orphan,"* in order to be more inclusive and welcoming to servicewomen transitioning out of the military.

PREGNANCY AND PARENTHOOD POLICIES

In 2017, DACOWITS made two recommendations on parental leave policies. The Committee continues to be interested in the modernization of parental leave policies to help encourage workforce recruitment and retention of servicewomen by making Armed Forces benefits more competitive with private sector benefits. Recent legislation authorized changes to military parental leave policies ([FY2017 NDAA, Public Law 114-328, Section 521](#)). The Committee applauds the Military Services' recent updates to their parental leave policies.

- 11** The Committee requests a **briefing** from each of the **Military Services** (to include the Reserve Components) on current policies relative to parental leave for primary and secondary caregivers, and whether consideration was given to the [2017 recommendations](#) made by DACOWITS on this topic.

- 12** Following up from the National Guard panel briefing in [June 2018](#), the Committee requests a **briefing** from **National Guard Bureau** on the following policies:
- a. Convalescent/maternity leave/parental leave (primary and secondary caregiver)
 - b. Issuance and access to maternity uniforms
 - c. Policy on obtaining participation credit towards retirement while a servicewomen is pregnant or postpartum

DACOWITS' RFIs for September 2018

WOMEN IN OPERATIONAL CAREER FIELDS

Data provided by the Military Services in March 2017 and March 2018 indicated that generally women in operational career fields have higher attrition than their male counterparts. The Committee is interested in the actions being taken to determine the root cause of this disparity in attrition and what actions the Military Services are taking to address the discrepancy.

13

The Committee requests a **Literature Review** from our **Research Contractor** on the gender distributions among 3 to 5 civilian fields that are traditionally male-dominated or closely resemble military operational career fields. If gender gaps exist, we request an examination of strategies used to recruit or retain women into each civilian field, if any. Some examples of civilian fields for consideration include:

- Aircraft Pilots
- Building and Construction
- Emergency Medical Services
- Engineers
- Engine Mechanics
- Firefighters
- Information Technology
- Police and Law Enforcement