

DACOWITS

Gender Integration RFI #5



Director, USNA Division of Mathematics and Science

CAPT David Roberts, USN



Accelerating Sailor 2025 Through Women Integration



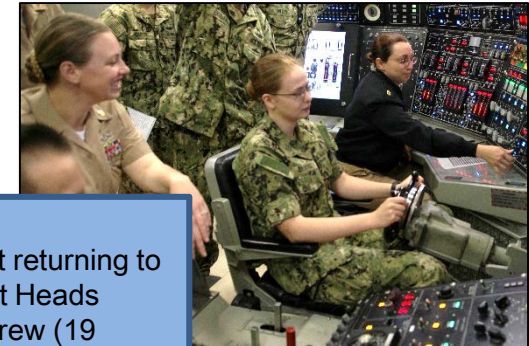
2015

- Officer integration commences on 4 Virginia-class submarines
- 38 officers earned “dolphins”
- 1st officers rotating to shore duty
- All ratings and NECs open to enlisted women



2017 - 2018

- Initial officer cohort returning to sea as Department Heads
- 5th Virginia-class crew (19 crews total) integrated with officers
- FLORIDA and OHIO integrated with enlisted women



2011 - 2013

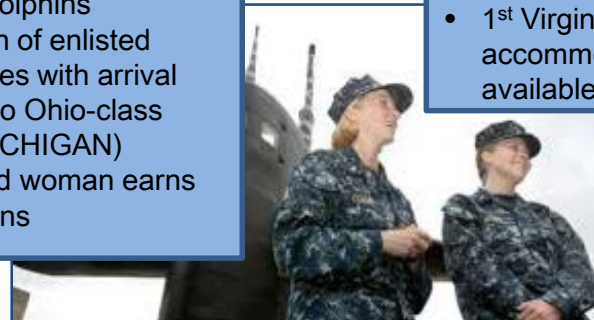
- 14 Ohio-class crews integrated with officers
- All sources: NUPOC, NROTC, and USNA

NUPOC = Nuclear Propulsion Officer Candidate
NROTC = Naval Reserve Officers Training Corps
USNA = United States Naval Academy



2016

- 19% of submarine crews are integrated
- Over 115 female officers wearing dolphins
- Integration of enlisted commences with arrival aboard two Ohio-class crews (MICHIGAN)
- 1st enlisted woman earns her dolphins



Future

- 6 additional Ohio-class crews will receive enlisted over the next 4 years (GEORGIA, WYOMING, LOUISIANA)
- 1st Virginia-class designed to accommodate enlisted women available 2021 (NEW JERSEY)

“...increased career choice and flexibility...” – Navy Design



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a. Current and future integration efforts and plans.

Current

- 179 total female submarine officers including Supply Officers (in training, serving on submarines, or on shore duty); 76 total female officers currently serving on submarines (as of 1 Aug 2018)
- 135 female enlisted submariners (as of 1 Aug 2018)
- 17 officers on Department Head contract; average 25% retention to Department Head for officers
 - Higher than expected; initially projected 12.5% based on female Nuclear Surface Warfare Officer retention
- April 2017 - First female Submarine Warfare qualified Unrestricted Line Officer (designator code 1120) Department Head returned to sea as USS TEXAS Engineer (ENG)
- April 2018 - Second female 1120 Department Head returned to sea as USS MISSISSIPPI Navigator (NAV)
- July 2018 - USS JOHN WARNER was the nineteenth crew to receive officers
 - Two female junior officers (JOs) and one female Department Head (NAV)
- USS MICHIGAN (two crews) and USS FLORIDA (two crews) completed enlisted female integration
- Enlisted women currently reporting to USS OHIO (two crews)



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a. Current and future integration efforts and plans.

Future

In general, maintain a deliberate integration process; focus is on integrating women as quickly as possible while ensuring the following topics are accommodated:

- Insights/lessons learned from other communities (e.g., avoiding media spot light, ensuring sufficient cadre of women on board each unit (enlisted women make up 20% of the crew))
- Community management considerations (e.g., recruit availability, pipeline attrition, retention)
- Habitability considerations
- Type Commanders (TYCOMs) are leveraging a series of Center for Naval Analysis (CNA) studies to assist in the above considerations

Some specific integration milestones:

- USS GEORGIA, USS WYOMING, and USS LOUISIANA will receive female enlisted between 2019 and 2022
- BLK IV Virginia-class is being built with gender neutral accommodations; will be available in 2021
 - USS NEW JERSEY and USS IOWA will be integrated with female officers in 2021-2022 and female enlisted in 2023-2024
- Four integrated guided missile submarines (SSGNs) will be decommissioned between 2026 and 2029; plan under development to preserve the opportunity for female submariners with gender neutral Virginia and Columbia class submarines



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a.i. Submarine types open to female officers and enlisted women.

Officer Integration:

- Eight Ohio-class SSGN crews: USS MICHIGAN, USS FLORIDA, USS OHIO, USS GEORGIA
- Six Ohio-class ballistic missile submarine (SSBN) crews: USS MAINE, USS WYOMING, USS LOUISIANA
- Five Virginia-class attack submarine (SSN) crews: USS VIRGINIA, USS MINNESOTA, USS MISSISSIPPI, USS TEXAS, USS JOHN WARNER
- Virginia-class USS NEW JERSEY and USS IOWA to be integrated by 2022
- Total number of officer integrated crews will be 21 by 2022

Enlisted Integration:

- Six Ohio-class SSGN crews: USS MICHIGAN, USS FLORIDA, USS OHIO
- Two additional Ohio-class SSGN crews (USS GEORGIA) to be integrated in 2019
- Current plan is to integrate two crews/year until 2022 for a total of twelve crews integrated with enlisted women; two additional SSN crews by 2025
- All crews to receive enlisted females are already integrated with female officers
- Total number of enlisted integrated crews will be 14 by 2025

Plan under development to preserve female officer and enlisted opportunities with gender neutral Virginia and Columbia-class submarines as four SSGNs are decommissioned (2026-2029 timeframe)

All submarine types will be open to female officers and enlisted Sailors by 2022



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a.ii. The number of women assigned per submarine and projected assignments.

Cohort Constraints

Number of females assigned (approximately 20% of wardroom/crew)

Ohio-class (generally):

- 1 female Department Head
- 2 female division officers
- 2 female Chief Petty Officers (CPOs)
- 27 E6 and below Sailors

Virginia-class:

- 1 female Department Head
- 2 female division officers

Projected assignments: All billets are gender neutral and a man or a woman may replace a transferring woman and vice-versa.

Officers:

- On gender integrated crews without 1120 female Department Heads (Engineer, Navigator, Weapons Officer) assigned, the Supply Officer will be a woman
- The division officers follow the same career path as their male 1120 counterparts; at least 12 months will be spent as an Engineering Department division officer prior to taking the Perspective Nuclear Engineer Officer Exam
- Follow on division officer roles can be in Engineering, Navigation, or Weapons Departments
- Three submarine crews have a previously served 1120 Department Head: USS TEXAS (ENG), USS MISSISSIPPI (NAV), USS JOHN WARNER (NAV)

Enlisted: All submarine Navy enlisted classifications (NECs) are open to enlisted women; Missile Technician (MT) will be available in 2020 with conversion of USS WYOMING.

- Non-nuclear submarine NECs are open to conversion Sailors
- No conversions from the surface nuclear enlisted community are planned

All assignments are gender neutral (observing cohort constraints) and female career paths are identical to their male counterparts



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a.iii. The ratio of men and women to berthing compartments/commodos (broken down by junior enlisted, senior enlisted, and officer).

FEMALE OFFICER INTEGRATION				Before Officer Integration			Post-Officer Integration - MALE			Post-Officer Integration - FEMALE		
		Sailor-WC Ratio Specification	Sailor-Shower Ratio Specification	BA	Sailor-WC Ratio	Sailor-Shower Ratio	DI	Sailor-WC Ratio	Sailor-Shower Ratio	DI	Sailor-WC Ratio	Sailor-Shower Ratio
OHIO SSBN	Officer	8.00	11.00	17	8.50	8.50	14	7.00	7.00	3	1.50	1.50
	CPO	10.00	12.00	17	8.50	8.50	17	8.50	8.50			
	E6-Below	14.00	25.00	128	18.29	32.00	128	18.29	32.00			
OHIO SSGN	Officer	8.00	11.00	17	8.50	8.50	14	7.00	7.00	3	1.50	1.50
	CPO	10.00	12.00	17	8.50	8.50	17	8.50	8.50			
	E6-Below	14.00	25.00	127	11.55	31.75	127	11.55	31.75			
VIRGINIA	Officer	8.00	11.00	17	17.00	17.00	14	14.00	14.00	3	3.00	3.00
VIRGINIA Block IV SSN-796 and later	Officer	8.00	11.00	17	17.00	17.00	14	14.00	14.00	3	3.00	3.00
	CPO	10.00	12.00	15	15.00	15.00	15	15.00	15.00			
	E6-Below	14.00	25.00	105	21.00	35.00	105	21.00	35.00			

FEMALE ENLISTED MODIFICATION				Before Enlisted Modification			Post-Enlisted Modification - MALE			Post-Enlisted Modification - FEMALE		
		Sailor-WC Ratio Specification	Sailor-Shower Ratio Specification	BA	Sailor-WC Ratio	Sailor-Shower Ratio	DI	Sailor-WC Ratio	Sailor-Shower Ratio	DI	Sailor-WC Ratio	Sailor-Shower Ratio
OHIO SSBN	Officer	8.00	11.00	17	8.50	8.50	14	7.00	7.00	3	1.50	1.50
	CPO	10.00	12.00	17	8.50	8.50	15	15.00	7.50	2	2.00	2.00
	E6-Below	14.00	25.00	128	18.29	32.00	101	20.20	25.25	27	13.50	13.50
OHIO SSGN	Officer	8.00	11.00	17	8.50	8.50	14	7.00	7.00	3	1.50	1.50
	CPO	10.00	12.00	17	8.50	8.50	15	15.00	7.50	2	2.00	2.00
	E6-Below	14.00	25.00	127	11.55	31.75	100	11.11	25.00	27	13.50	13.50
VIRGINIA Block IV SSN-796 and later	Officer	8.00	11.00	17	17.00	17.00	14	14.00	14.00	3	3.00	3.00
	CPO	10.00	12.00	15	15.00	15.00	13	13.00	13.00	2	2.00	2.00
	E6-Below	14.00	25.00	105	21.00	35.00	84	16.80	21.00	21	4.20	5.25

Ref: T9640-AB-DDT-010/HAB Shipboard Habitability Design Criteria Manual Table 2-3 Number of Accommodations per Fixture for Community Sanitary Spaces

- Enlisted Crew: 14 per WC and 25 per shower
- CPO: 10 per WC and 12 per shower
- Officer: 8 per WC and 11 per shower

WC = Water Closet
BA = Billeets Authorized
DI = Distributable Inventory

Ratios of Sailors to water closets and showers improves after female integration



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a.iii. The ratio of men and women to berthing compartments/commodos (broken down by junior enlisted, senior enlisted, and officer).

<i>Ohio-class Specifications</i>	<i>Before Female Modification</i>	<i>After Female Modification</i>
Wardroom Staterooms	<ul style="list-style-type: none">• Two 3-man staterooms• Three 2-man staterooms	<ul style="list-style-type: none">• Two 3-man staterooms• Three 2-man staterooms
CPO's Quarters	Two rooms: <ul style="list-style-type: none">• 8 racks on port side• 12 racks on starboard side	Three rooms: <ul style="list-style-type: none">• 8 racks on port side• starboard side is divided; 9 racks in aft room, 3 racks in forward room
E6 and below bunkrooms	<ul style="list-style-type: none">• Fourteen 9-man bunkrooms	<ul style="list-style-type: none">• Fourteen 9-man bunkrooms

Designating female berthing areas on Ohio-class submarines:

- **Before female enlisted modification:**
 - **Officers:** Females may occupy any wardroom stateroom; assignment to staterooms depending on the number of female officers onboard
- **After female enlisted modification:**
 - **Officers:** Females may occupy any wardroom stateroom; assignment to staterooms depending on the number of female officers onboard
 - **CPOs:** Females may occupy the three racks on the starboard forward side of CPO's quarters
 - **E-6 and below:** Females may occupy three or four 9-man bunkrooms depending on the number of female enlisted Sailors onboard

Female berthing areas will be determined by the total number of women onboard



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.a.iii. The ratio of men and women to berthing compartments/commodes (broken down by junior enlisted, senior enlisted, and officer).

<i>Virginia-class Specifications</i>	<i>BLK III and earlier</i>	<i>BLK IV and later</i>
Wardroom Staterooms	<ul style="list-style-type: none">• Four 3-man staterooms	<ul style="list-style-type: none">• Four 3-man staterooms
CPO's Quarters	One room in CPO's quarters: <ul style="list-style-type: none">• 12 racks on port side	Two rooms in CPO's quarters: <ul style="list-style-type: none">• 9 racks on port forward side• 3 racks starboard forward side
E6 and below bunkrooms	Twelve male berthing areas: <ul style="list-style-type: none">• Two bunkrooms with 12 racks• Seven bunkrooms with 6 racks• One bunkroom with 5 racks• One bunkroom with 18 racks• One bunkroom with 3 racks (surge space)	Twelve gender neutral berthing areas: <ul style="list-style-type: none">• Two bunkrooms with 12 racks• Seven bunkrooms with 6 racks• One bunkroom with 5 racks• One bunkroom with 18 racks• One bunkroom with 3 racks (surge space) <p>*All bunkrooms have added doors and can be designated as male or female living spaces</p>

Designating female berthing areas on Virginia-class submarines:

- **BLK III and earlier:**
 - **Officers:** Females may occupy any wardroom stateroom; assignment to staterooms depending on the number of female officers onboard
- **BLK IV and later (gender-neutral design):**
 - **Officers:** Females may occupy any wardroom stateroom; assignment to staterooms depending on the number of female officers onboard
 - **CPOs:** Females may occupy the three racks on the starboard forward side of CPO's quarters
 - **E-6 and below:** Any of the twelve berthing areas may be designated as enlisted female berthing

Female berthing areas will be determined by the total number of women onboard



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.b. What lessons have been gleaned from the female officer and female enlisted integration?

Officer Lessons Learned

- **Situations and climates that promoted equity between male and female officers greatly enhanced the integration experience; instances of perceived inequality were seen as detrimental**
 - Minimize differential treatment between males and females. Policies and instructions should be written gender neutral where at all possible
- **Command leadership should promote an atmosphere of professionalism and mutual respect at all levels**
 - Leadership should prevent excessive attention on integration events; treat the female officers the same as their male counterparts
 - Equal mentorship by the Commanding Officer (CO) and Executive Officer (XO) to both male and female JOs is vital
- **There was an initial time period after the women reported onboard where the male crew members were aloof; hesitant to interact with the women (a period of socialization)**
 - Duration and severity was limited by good command climate and leadership
- **Feedback from our female submariners is that initial crew training was too centered around sexual assault and fraternization topics, rather than being balanced with other topics that would have been equally useful**
 - More emphasis should be placed on actual shipboard life (e.g., procedures for entering female staterooms, head facility usage, and professional behavior)

When possible, avoid gender specific policies, instructions, and treatment



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.b. What lessons have been gleaned from the female officer and female enlisted integration?

Enlisted Lessons Learned

- **Local instruction and policy updates**
 - Crews did not create special policies for women; well-received to minimize perception of special treatment
- **Conversion from other communities creates cultural challenges on integrated boats; feedback suggest more predominant than challenges associated with gender**
 - Different expectations and cultural norms from other warfare communities have caused challenges for integration; evidence seen in command climate surveys
- **Promotion challenges for 1st Class Petty Officers**
 - Qualification time for dolphins and senior in rate is lengthy; watching for evidence that cross rate 1st Class Petty Officers are potentially not as competitive for CPO as male counterparts

Overall positive feedback with actionable lessons learned



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.c. What surveys or assessment measures have been put in place to ascertain how the integration of women is going?

- Command Climate Surveys (part of annual Defense Equal Opportunity Management Institute (DEOMI) survey process)
- Small focus groups with women on integrated crews (emerging initiative)
- Submarine Culture Workshops
- JO Symposium
- People-centered assessments
- Enlisted Survey (2019)

RFI Question #5.c.i. Who is in charge of overseeing these surveys and at what level do the results get reviewed?

- Commanding Officers are in charge of overseeing Command Climate Surveys and Submarine Culture Workshops for their unit; generally these results stay with the ship
- Force Career Climate Specialist analyzes a force wide Command Climate aggregate each year; this analysis is reviewed by the Force Commander
 - Focus groups will be coordinated by the Force Command Climate Specialist
- Force Commanders review insights from ongoing JO Symposium process; Enlisted Survey results, when available, will also be reviewed by the Force Commanders

RFI Question #5.c.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?

- Command Climate Surveys are anonymous; COs are able to read all comments

The Submarine Force (SUBFOR) is committed to survey/assessments tools institutionalized throughout the Force



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.d. What best practices and lessons learned will be applied to future integration efforts as the number of women in submarines expands?

- Due to the time required for initial qualifications and the cultural challenges created by integrating submarines with women from different Navy communities, the number of conversion Sailors required for initial integration has been lowered; while these conversions were initially lowered out of necessity based on the decrease in voluntary applicants, there is increasing evidence to suggest that lowering conversion numbers is desirable
 - This topic has senior leadership attention and will be adjudicated over the next year
- Submarine crews integrated with a female 1120 Department Head are not required to have a female Supply Officer
- When possible, remove gender specific policies; for instance, as the initial enlisted women return to the fleet from shore duty, they will fill rolls on Columbia-class SSBNs in accordance with crew phasing plan (just like their male counterparts)
- Committed to a deliberate plan; deviations from the plan are discussed/approved by the Force Commander
 - Two key decision points (2020 for officers, 2023 for enlisted) centered around the issue of whether we can responsibly expand our integration efforts beyond the current plan of 21 crews with female officers and 14 crews with female enlisted

SUBFOR is continuously updating policies and instructions based on inputs from waterfront leaders



DACOWITS – Gender Integration (RFI 5)

RFI Question #5.e. Status of enlisted female rating conversions into the Submarine Force.

- All non-nuclear submarine ratings are open to conversion Sailors (no conversions are planned from nuclear ratings)
- Current status (as of 1 Aug 2018):
 - 34 conversion Sailors on USS MICHIGAN
 - 29 conversion Sailors on USS FLORIDA
 - 16 conversion Sailors on USS OHIO
 - 30 enlisted females qualified in submarines
- As previously cited, SUBFOR intends to minimize the required number of conversion Sailors (work in progress); CPO conversions will continue to be required

RFI Question #5.f. Status of current and future recruiting efforts to target new female accessions into submarine ratings.

- Officers: All accession sources (USNA, NROTC, NUPOC) have had no trouble meeting their accession goals
- Enlisted: Recruiting commands have had no trouble meeting their accession goals, albeit still very early in stages of enlisted integration
- Navy recruiting promotes service to the Navy; this is gender neutral