

RFI Category and Number:

Women's Retention, RFI 1

RFI Question: 1

The Committee has been examining the overall numbers of women in the military, as well as by race and ethnicity. After conducting an analysis of the data that the Defense Manpower Data Center (DMDC) provided in March 2019, the Committee noted that some Services had significant increases in areas compared to other Services. The Committee also noted a lack of female representative among senior women in many of the Services. The percentage of women in the Services overall is disproportionate to the total number of women in the United States.

The Committee requests a written response from the Military Services utilizing the data provided to the Committee in March 2019 (refer to Infographic):

- a. To all Services, to what do you attribute the disparity in the percentage of total women to your total force, as compared to the population of the country?
- b. To what does the Navy attribute the 5% improvement in the numbers of all women between 2008-2018?
- c. To what does the Coast Guard (5%), Marine Corps (13%) and the Air Force (11%) attribute their gain in Hispanic women between 2008-2018?
- d. To what does the Army attribute the high number of racially diverse (65%) senior enlisted women in 2018?
- e. To all the Services, to what do you attribute the overall low percentage of senior women officers (O-7 and above), and even lower or non-existent percentages of senior women officers with ethnic or racial diversity?

RFI Response:

1a: Lower recruitment of females compared to males. Females enlist 5.5 times less and commission 4 times less than males. The December 2018 Joint Advertising Market Research & Studies (JAMRS) State of the Recruiting Market and Considerations for Messaging Brief highlights the propensity of eligible female civilians to serve in the military in the next few years is consistently much lower than males to join.

Navy continues to improve policy to positively influence female recruitment and retention; Navy developed Sailor 2025 to more effectively recruit, develop, manage, reward, and retain the force of tomorrow. Sailor 2025 initiatives that positively influence recruitment and retention of women are:

- Increase Female Enlisted Accessions: Increased female accessions in FY16, 24.4% achieved by NRC, targeted rates to fill existing racks at sea in support of achieving 20% females on each ship by 2020. FYTD NRC has achieved 22.9% female accessions.
- Balance Operational Unit Assignments: Evaluate enlisted and officer personnel in the Navy at the operational unit level to balance gender presence within operational units and improve the retention.
- Expand Fitness Hours: Extended hours at fitness centers up to 118 hours per week. Conducting pilot at five locations to evaluate extending fitness center hours to 24/7 to accommodate Service Members work schedules.
- Gender Neutral Ship Berthing: By 2025, all surface ships modified to support gender-neutral assignment.
- Pregnancy Support / Readiness Mitigation: Use policy to mitigate the readiness risk resulting from unplanned losses due to pregnancies.
- Incorporate Berthing into Billet Based Distribution (BBD): Accurately depict at-sea assignment opportunities and improve the distribution of female Sailors to sea-going billets through a phased upgrade to BBD functionality that provides visibility on currently available female berthing and the ability to adjust berthing allocation based on accession plans.
- Dual-Navy Collocation: To establish distribution procedures that ensure military couples are provided every reasonable opportunity to establish a joint household. Strengthened guidance language to emphasize collocation (Opt out vice Opt in). Flag level concurrence required for any collocation disapprovals.

- Target Female Talent in STEM: Pilot or expand initiatives to increase recruitment of women in STEM. Three lanes of effort include developing and sustaining Centers of Influence contacts and support; outreach for Awareness and Science, Technology, Engineering, and Math (STEM); and recruiting events.
- Increase USNA/ROTC Female Technical Accessions: Increase female officer representation by affecting accessions at U.S. Naval Academy (USNA) and Naval Reserve Officer Training Corps (NROTC), especially in technical fields. Methods include increasing female attendance at USNA Summer Seminar and Candidate Visit weekends; matching interested female candidates with a technical mentor earlier in the recruiting process; engaging with High School Counselors and Congressional Members who make Academy nominations; and opening all operational billets to females.
- Fleet Scholars Education Program (FSEP): Retain strategic thinkers by increasing opportunities for Commanders to select high-performing Navy Officers to attend graduate studies at leading civilian institutions.
- Expand Career Intermission Program (CIP): Allows officers and enlisted Sailors the ability to transfer out of the active component and into the Individual Ready Reserve for up to 3 years to pursue goals of their choosing. The FY16 National Defense Authorization Act lifted the program eligibility restrictions for Service Members who have not completed their first enlistment (or initial Minimum Service Requirement (MSR)) or for those receiving, or fulfilling an obligated service requirement relating to, a Critical Skills Retention Bonus (CSRB). It also grants Secretaries of Military Departments discretion on the number of participants.

Lastly, through increased efforts in their marketing/mailout program, USNA ensures a robust pool of females participating in its STEM and Summer Seminar Programs, greatly contributing to the high number of female candidate applications over recent years.

1b: The Navy implemented several policy levers and initiatives between 2008 – 2018 aimed at female accessions and retention. A summary of these policies and initiatives is below:

- A. Over a decade ago, Chief of Naval Operations established annual diversity accountability reviews with enterprise leaders that required that they brief him personally on Race/Ethnicity (Hispanic)/Gender efforts. These were one-on-one with the Surface Warfare Officer boss, Chief of Civil Engineer Corps, Chief of Supply Corps, etc. As a result, outreach efforts, consideration by selection panels, etc. were given extreme leadership focus and increases across these cohorts were noticeably observed. For example, on and off during this time, local level incentives were provided to recruiters such as 2:1 and 3:1 contract credit for female recruits.
- B. Targeted marketing and advertising to female audience. In October 2015, Navy Recruiting Command completed “Women in Leadership.” This project focused on female officers in the Surface, Nuke, and Aviation Warfare communities. These videos addressed and answered some of the most common barriers to female propensity such as role models, successful career paths, Navy’s compatibility with family planning, and work-life balance.
 - a. These videos highlighted five individual vignettes (a Junior Officer submariner, a ship Commanding Officer, a post command E-2 pilot, a Surface Warfare Officer, nuke, and a Junior Officer helicopter instructor pilot), each about 90 seconds long; and a sixth "long-form" video (7:52) that stitched them all together.
- C. Secretary of Defense Carter announced on 3 Dec 2015 that all military occupations would be opened and available to both women and men. In Jan 2016, all Services developed and implemented their plans for recruiting, accessing, and the initial training, irrespective of gender, across the full assignment spectrum in accordance with existing assignment processes.
- D. In May 2018, female grooming standards were relaxed both at RTC and in the fleet (COMNAVCRUITCOM INSTRUCTION 1130.8J CHANGE TRANSMITTAL 8) based in part on concerns expressed by potential female candidates in market surveys.
- E. Marketing and Advertising Female Targeting

- a. We consciously ensure we represent both women and men in all of our advertising. This robust public affairs posture aims to highlight diversity in our workforce. Over the course of 2018-present, the breakdown of women to men in our premiere advertising products is as follows:
 - b. Commercials:
 - i. Sea to Stars: 1 of 2 “heroes” (50%) is a woman (female pilot/voiceover at end of commercial)
 - ii. Audition: large mixture of both men and women at boot camp
 - iii. Test: 5 of 10 (50%) sailors are women (including the “hero” of the commercial)
 - iv. Game: 2 of 7 (29%) Sailors are women (including the “hero” and voiceover of the commercial)
 - v. Pre-Roll: 18 of 62 spots feature women (29%)
 - c. Rating Videos: 47 of 61 feature women (77%)
 - d. Faces of the Fleet: 4 of 10 films are of women (40%), plus 4 upcoming female Sailor episodes to finish this season
 - e. Sea Stories: 9 of 36 podcasts are of women (25%)
 - f. Navy.com: Has a dedicated “Women in the Navy” landing page
 - g. Paid Media Content: Targeted female specific platforms –
 - i. “This Former Theater Major Turned Navy Bomb Squad Leader is a Real-Life Action Hero” – SheKnows
 - ii. “5 Tips for Achieving Your Personal Best” – Popsugar
 - iii. “US Navy Destroyer Commander Elaine Brunelle is the Boss You’ve Always Wanted” – Bustle
 - h. Display & Social: Many variations of display content with female images, to include a specific Mother’s Day spot
 - i. Event Activations:
 - i. Featured LCDR Adams, MD as a speaker at Conrad Challenge, a competition designed for 8-12th graders developing innovative solutions to a better world
 - ii. Featured Master Chief Pugh, the first woman to do coin toss at Southern Heritage Classic football game
 - j. Public Relations:
 - i. Published article in San Diego Union Tribune, “Female crew takes over aircraft carrier’s catapults, likely a first in the ship’s history”
 - ii. <https://www.sandiegouniontribune.com/military/sd-me-roosevelt-crew-20180506-story.html>
- F. As of calendar year 2019, the percentage of female recruiters stands at 21%, above the Navy total force percentage of 20%.

1e: Lower retention of females compared to males, compounded with a smaller pool of O-7 eligible female/female minority candidates. The policy changes that have positively affected female recruitment and retention were not instituted for eligible Navy O-7+ candidates. Navy promotes based on merit and professional performance, regardless of demographics. A smaller pool of female candidates directly influences female promotion rates.

POC or Office Responsible:
OPNAV N17
Navy Recruiting Command