

SUBJ: DACOWITS RFI (June 2016)

FROM: Coast Guard Recruiting Command

TO: CG-12B

Talent Management: In the 2015 Annual Report to the Secretary of Defense, the Committee recommended that the Military Services devote sufficient resources to target and increase the recruitment of women into the officer and enlisted ranks, to include resources specifically devoted to increasing the recruitment of women and number of female recruiters. The Committee requests a written response from the Military Services updating information that was provided in Sept. 2014, Dec 2014, and March 2015, addressing the following questions:

Question 10:

a) What are the Service's new recruiting initiatives (within the last 12 months) to recruit women?

BLUF: The Coast Guard has engaged in multiple efforts to increase the recruitment of females. Several efforts are associated with monetary investment and/or targeting on a national level, summarized as "National Advertisement/Marketing Initiatives." In addition, multiple non-monetary efforts have been implemented on a very local level by recruiting office personnel that have yielded results in Fiscal Year 2016, complimented by a 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.

National Advertisement/Marketing Female Targeting Initiatives:

Summary: New initiatives include a layered approach to 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.

1) **Paid Media:** Used a multi-tactic/layered approach to effectively message to females:

- The first tactic was to layer audience targeting (females age 17-24) into media buys utilizing partners that enabled us reach our audience where they are consuming content online.
- The second tactic was to leverage female-specific creative to increase likelihood of resonance with the audience while also targeting a generic audience (all youth ages 17-24) with a variety of creative, based on the insight that not all females will prefer female-only creative.

- Thirdly, we augmented this strategy with direct buys into sites with heavy female composition (Women’s Health, Bustle etc), and deeper segment targeting (Caucasian females, African American Females, etc.).
- Investment:
 - FY16: (approximately) \$2.91M for female targeting, representing 30% of CG Recruiting Command’s (CGRC) overall budget. (Increased investment compared to FY15).

2) **Female Direct Mail Campaign:** Executed a direct mail campaign in May 2016 targeting 501,292 female high school seniors living within 100 miles of the 57 Coast Guard recruiting offices.

- Mail Content: Focused on telling the Coast Guard’s unique story with the perspectives and needs of women in mind. Each package highlighted the benefits of CG service, along with the potential for a balanced worklife, while subtly stressing unique opportunities available to women.
 - **Personal Touch:** Each package included a personal, signed letter to the recipient from a successful female Coast Guard Chief Petty Officer.
 - **Call to Action:** A unique landing page on the CG recruiting website was crafted to specifically appeal to the interests and sentiments of prospects responding to the call to action.
- Photography: Strategically selected to showcase women in civilian settings and in their Coast Guard roles.
- Investment: \$100K

3) **Social Media:** Implemented “A Coast Guard Life” video feature series on the recruiting (GOCOASTGUARD) Facebook page.

- Contents: The feature videos focus on real life stories of current active duty CG members, with emphasis on their compelling hobbies and interests outside of service in addition to their role inside the service. 50% of the features have deliberately highlighted women.
- Timing: The posting of the videos was segmented at one per month starting in Feb 2016.
- Personal Interaction: The posts are followed by a Facebook event or opportunity for followers to ask questions directly to the featured person. This direct interaction was implemented to improve the sense of accessibility and reliability between the potential applicant pool and CG service members.
- Investment: \$1,275

Recruiting Office “Local” Efforts:

Summary: 10 of 57 CG recruiting offices have been particularly successful in recruiting a high percentage of females (active duty enlisted). “Success” is defined as the achievement of 20% or greater female active duty accessions out of their total active duty office mission to date (23 May 16). Many of these offices are

implementing deliberate local efforts to garner a larger female applicant pool and higher female accession rate. The following table summarizes these efforts.

Recruiting Office	Active Duty Female %	Specific Efforts
Providence, RI	24%	Having a knowledgeable female recruiter
Washington, DC	24%	Prioritize follow-up with female leads. Having a knowledgeable female recruiter.
Savannah, GA	23%	Having a relatable female recruiter & transparent (no-pressure) office environment.
Corpus Christi, TX	21%	Having a relatable female recruiter. Pairing female applicants up with female recruiter during caretaking evolutions.
Louisville, KY	24%	Having a female recruiter and a female (active duty) office assistant; leveraging the same to cultivate female leads during outreach at high schools.
Fresno, CA	22%	Pairing of new female applicants with another female applicant who is already in the DEP
Honolulu, HI	23%	None noted
Las Vegas, NV	23%	None noted
Riverside, CA	27%	Prioritizes follow-up with female leads
Ventura, CA	33%	Female recruiter

Recruiters in Charge of these offices offered the following insights:

Providence: “A female recruiter arrived in the summer of 2015, where previously the office had all male recruiters. The female recruiter is highly motivated and knowledgeable regarding programs, opportunities and lifestyles in the CG, which generates confidence with female applicants.”

Washington, DC: “The main thing is when we have a female lead, we are certain to make contact with them soonest. Also having a female recruiter in the office helps because she is able to put females at ease more so than a male recruiter could.”

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."

Fresno: "Buddy pairing: Typically we assign female leads to another female buddy who is in the DEP and currently waiting to depart for TRACEN (CG Recruit Training Center, Cape May, NJ). The "buddy" has already gone through much of the process and can share some insight and reassure the new lead on an "applicant level" that this process is not difficult at all. This has increased confidence (of new female leads) that they can and do have the ability to successfully complete the process, and has instilled a "team" approach within the female applicant pool. Many of the applicants seem to prepare better and even take more of an interest in the Coast Guard with a teammate or "buddy." They typically do not know the individual prior (to being paired). This is something that I started this new year with every female lead. We receive lots of leads, however, the individual's concerns and fear of the accession process are often stronger than their interest in the CG. In FY16, this initiative has helped immensely in retaining a lead's interest as well reducing TRACEN failures with a strong team approach. "

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.

b) What is the percentage of women assigned to recruiting billets? Please include data for officers and enlisted, trended over the last five years.

The Coast Guard utilizes an all-enlisted recruiting workforce; all individuals assigned to actual recruiting billets are enlisted (petty officers and chief petty officers).

Fiscal Year (as of 01 Oct)	% of Females
2012	13.7%
2013	12.9%
2014	14.4%
2015	15.0%
2016	18.6%