



REPORT

DACOWITS

DEFENSE DEPARTMENT ADVISORY COMMITTEE ON WOMEN IN THE SERVICES

1. Deployed chaplains minister to warfighters in Operation Southern Watch. A Protestant chaplain assigned to the 386th Air Expeditionary Wing visits tent city residents at her forward-deployed location in the Arabian Gulf region.
2. U.S. Navy chaplain counsels two Sailors from the Nimitz Class Aircraft Carrier, USS *George Washington* (CVN 73), prior to their 6-month deployment.
3. Lt. Cmdr. (Dr.) gives a patient an injection as part of his post-operative care.
4. A lawyer reviews details of a case.
5. A nurse with the 94th Combat Support Hospital, based out of Seagoville, Texas, gives a dose of medicine to a young girl during a Medical Readiness Training exercise in Poptun, Guatemala.

**Defense Department Advisory Committee on
Women in the Services (DACOWITS)**
4000 Defense Pentagon, Room 2C548A
Washington, District of Columbia 20301-4000

8 February 07

We, the appointed members of the Defense Department Advisory Committee on Women in the Services (DACOWITS), do hereby submit the results of our findings and offer our recommendations to improve the policies, procedures, and climate within the Department of Defense.



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DEFENSE DEPARTMENT
ADVISORY COMMITTEE ON
WOMEN IN THE SERVICES

2006 REPORT

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EXECUTIVE SUMMARY

The mission of the Defense Advisory Committee on Women in the Services (DACOWITS) is to provide the Department with advice and recommendations on matters and policies relating to the recruitment, retention, and advancement of women in the Armed Forces. Further, the Committee is to provide advice and recommendations on family issues related to the recruitment and retention of a highly qualified professional military. In 2006, due to a shorter operational year and smaller membership, DACOWITS members found it necessary to curtail the usual multi-faceted study and focus exclusively on the representation and advancement of female officers among lawyers, clergy and doctors (LCD) in all branches of the Service.

In the last 25-30 years women have joined the military in increasing numbers and are participating in a broad range of professions, including as lawyers, clergy and doctors. Of interest to the Principal Deputy Under Secretary of Defense (Personnel and Readiness) is the question of whether women are being recruited, retained and promoted in these three professional fields at rates one might expect. This question was based on several assumptions:

- (1) It was assumed that the profession of arms ought not to spill over deeply into these areas, because it is not their core business. Since the requirements for being a lawyer, doctor or chaplain in the Services is presumed to be non-combat dependent, women should be well represented at all levels. **The committee found this assumption to be invalid.**
- (2) It was assumed that in these professions women should have done as well or better than their counterparts in the private sector. Women in the private sector have made significant progress toward advancement in these three fields. One would assume that women in the military, therefore, should have done as well as their civilian counterparts. **The committee found this assumption to be valid.**
- (3) It was assumed that, having pursued full-time military careers over the last 25-plus years, there should be adequate numbers of women LCDs at the most senior levels ready to be promoted to flag/general officer ranks. **The committee found this to be an invalid assumption.**

As the Committee examined the responses from participants in focus groups and looked at data furnished by the Services, several common themes emerged:

- Mastery of the most demanding operational assignments is the key to top-level success. Being the best lawyer, chaplain or doctor is not enough. Those chosen for advancement have for the most part been deployed and/or have served with combat units.

- By and large, women LCDs love their work, especially the clients they serve, and they are highly satisfied with life in the military. They believe they are given greater responsibilities sooner in their careers than their counterparts in the civilian sector. Unlike their civilian counterparts, they feel they have achieved pay equity with military male LCDs
- A broad range of skills is required to advance to top leadership. In all three professions, individuals must make the decision to give up all or some of their specialization in order to gain the experiences as a generalist that are essential for anyone considered for promotion to flag/general officer. Many female focus group participants cited family concerns as the primary reason that they would not reach flag/general officer rank.

Some facts emerged that should be noted at the outset. Lawyers, clergy and doctors represent a very small proportion of all active duty officers, and an even smaller share of the military as a whole. More than 40 percent of lawyers, clergy and doctors in the Total Force serve in the Reserve Component Service branches. The DACOWITS inquiry was limited to active duty LCDs. Despite the fact that men dominate in LCD fields in both the civilian and military sectors, women are better represented among military lawyers & doctors than they are in the officer corps at large. By contrast, there are far smaller percentages of women in the chaplaincy than among officers at large, 4.9 percent.

LAWYERS

Overall, the retention of female military lawyers is not an issue. Job satisfaction most often influences the decision to remain in the military. Female lawyers enjoy the work they do, the diversity of their experiences, and the breadth of their responsibilities, particularly when compared to their civilian counterparts. They value the opportunity to perform public service and support the mission. Both men and women expressed high satisfaction with military life—at rates considerably higher than among military officers as a whole.

Due to the nature of the military legal system, most military lawyers are still generalists after 5 to 8 years. Some JAG officers leave at this juncture in order to be more attractive to civilian law firms where having a specialty is key. Most female JAG officers said they do not see becoming a flag or general officer as an unachievable goal, nor do they see opportunities for advancement as limited by institutional barriers or gender bias, but rather by personal choice. They do not believe they must achieve this rank in order to be successful. Success comes from being part of a worthwhile mission and having job satisfaction. Female JAG officers view deployment, military schooling, and leadership positions as key to advancement. These demand personal sacrifices that can be especially difficult for individuals with spouses or children.

In most cases the Services met or exceeded their JAG recruiting goals. Women comprise approximately 25 percent of JAG accessions, while only 15 percent of military officers at large. Key factors for recruiting success include summer internships for law students, the Funded Legal Education Program (FLEP), and utilizing both male and female JAG officers as Field Screening Officers. Whether the current numbers will produce enough female lawyers to maintain the existing level of representation and yield a reasonable number of future senior leaders remains to be seen.

CLERGY

The profile of female military clergy is quite different than that of female lawyers and doctors in key ways. At 1.2 percent, clergy are the smallest percentage of officers across all branches. The small number of women chaplains can make it difficult to draw gender-specific conclusions. That said, both male and female chaplains are enthusiastic about the caliber of their professional experiences and the quality of life in the military, and they view their experiences as superior to those of their civilian counterparts. They note a sense of calling, patriotism, service to soldiers, and job satisfaction as reasons for their high degree of contentment with military life.

The number of flag/general officer billets for clergy is extremely small, a total of 6 for the Army, the Navy and the Air Force. Over the past decade only one of twelve Active Component chaplains promoted to flag/general officer rank was a woman. Today, there are no females at this rank. The odds of promotion to O7 are very small for all eligible personnel, regardless of gender. Few female clergy see themselves as flag/general officer in the future, citing various factors including gender barriers, the reluctance to take on administrative duties and social responsibilities, and inability to earn the right awards. Many chaplains reported that reaching a certain rank is not essential for career success, a view more often articulated by women than men. Clergy frequently mentioned a reluctance to give up ministering in order to advance in rank.

There were key differences encountered by female clergy not experienced by female military lawyers or doctors. First, female participants noted that gender-specific policies—such as the Air Force limit of one female chaplain per location, limited access to operational billets, more assignments to training centers or locations with high sexual assault rates—have limited their access to assignments critical for promotion. The second difference is the resistance female chaplains reported from members of their congregation, supervisors, peers and subordinates. It appears that this stems from the religious beliefs of some Protestant denominations, who believe that women should not be preachers or teachers. Nevertheless, most female focus group participants expressed a high level of satisfaction with their work as chaplains and indicated the

opportunity is better for them in the military than in the civilian sector, citing equal pay and faster advancement.

Female chaplains comprise 4.9 percent of the military chaplaincy, whereas women make up 15 percent of military officers at large and 15 percent of civilian clergy. Only the Army has set a specific goal for recruiting female chaplains. Factors that may limit accessions include a limited pool of female seminarians, the age that women typically enter the seminary, a negative ideological response to recruiting on certain campuses, and a scarcity of female role models.

DOCTORS

Studying military physicians proved to be a difficult endeavor. Due to limited time availability and last-minute emergencies, the number of physicians available for focus groups was small. Their comments, along with quantitative data furnished by the Department, form the basis of findings on retention, opportunity to reach flag/general officer rank, and opportunity for advancement. For the section on recruitment, comments of medical students have been added to those of full-time military physicians. Findings on retention, opportunity to reach flag/general officer rank, and opportunity for advancement are based on focus group data obtained from practicing physicians.

The Army, Navy and Air Force retain doctors at high rates overall, with female doctors leaving at a slightly higher rate than their male counterparts. Factors that influence doctors' decisions to stay include retirement benefits and high job satisfaction. They appreciate the variety of the cases they see, working with Service members, and being able to focus on quality patient care without concerns about insurance coverage or payment. Like women in the civilian sector, female military doctors indicate that family concerns influence their decision to leave the Service.

As in the other professions studied, there is a dearth of women among sitting medical flag/general officers. Over the last 10 years, there have been five female flag/general officers in the Medical Corps. There is an extremely low overall promotion rate for *all* eligible personnel, regardless of gender. In fact, the rate of advancement is viewed as faster for female doctors in the military than in the private sector. Most participants neither view becoming a flag/general officer as unachievable nor express perceptions of institutional or gender-specific barriers, rather they cite putting families first and the desire to pursue medical specialization as the limiting factors. Advancing requires investing time—both in years of service, hours kept, and deployments—as well as added administrative responsibilities. Participants feel job satisfaction and helping Service members are their true measures of career success.

Doctor accessions fell short of recruiting goals during FY04 and FY05. The Service branches offer major financial incentives to prospective military doctors, including scholarships, educational loan relief, and variable special pay, among others, and still were unable to meet some of their goals.

CONCLUSION

Military lawyers and doctors love their work, are highly satisfied in their jobs, and do not perceive gender bias as a factor in advancement. Compared to their civilian colleagues, pay equity is not an issue for female LCDs. Female military lawyers and doctors also recognize that both advancement and the types of assignments they receive are on a par with their male colleagues. Overall, the services retain both men and women lawyers and doctors at a high rate. By contrast, women clergy, although they are satisfied and retain at fairly high rates, feel limited in both their work and advancement.

As seen in previous DACOWITS reports, family and work-life balance issues seriously impact retention and advancement for women in all three categories of professionals studied during 2006. While some gender bias was reported, it is clear that in large part it is the choices made by the women who serve in these professions that impacts the number who reach the most senior ranks. Given the nature of the Armed Forces and the need for flexibility among military personnel in terms of deployments and the variety and frequency of changing assignments, it may not be possible for most female LCDs to reconcile these differences with family responsibilities. Reconciling the needs of Service members with the needs of the military in order to raise the rates of retention may mean “thinking outside the box.” The Committee has made recommendations that, if adopted, may improve recruitment, retention and advancement of women to the highest levels within these professional categories.

I. INTRODUCTION

The Defense Department Advisory Committee on Women in the Services (DACOWITS) was established in 1951 with the mandate to provide the Department of Defense (DoD) with advice and recommendations on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of highly qualified professional women in the Armed Services. Under the current charter, in place since 2002, the Committee also provides advice and recommendations on family issues related to the recruitment and retention of a highly qualified professional military. (See Appendix A for current charter.) The individuals who comprise the Committee are appointed by the Secretary of Defense to serve in a voluntary capacity for 3-year terms. (See Appendix B for biographies of 2006 DACOWITS Committee members.)

The DACOWITS charter authorizes the Committee to advise the DoD through the Principal Deputy Under Secretary of Defense (Personnel and Readiness). Each year, the Office of the Deputy Under Secretary frames for the Committee the Department's most salient concerns related to the integration of military women and family issues in the Armed Services. Based on this guidance, the Committee then selects a specific topic (or topics) to investigate. These topics form the basis of the Committee's research activities for the year and for the annual report they provide to the Secretary of Defense.

In 2006, the Office of the Secretary of Defense (OSD) identified gender diversity at the highest decision-making levels as a priority. The paucity of female flag/general officers among lawyers, clergy, and medical doctors (LCDs) was of particular concern to the Department. This was based on the Department's assumption that advancement in these fields is driven less by the need for combat/operational assignments than in many other military fields. In response to these OSD priorities, DACOWITS elected to investigate the current topic: *The Representation and Advancement of Women Among Lawyers, Clergy, and Doctors in the Armed Forces*. The Committee's research in 2006 was intended to address the following questions:

- What is the experience of female LCDs with respect to advancement within the military?
 - To what extent do they aspire to reach flag/general officer rank and, in their view, what is their likelihood of reaching flag/general officer rank?
 - What barriers, if any, inhibit their advancement?
- What factors influence the career intentions of female LCDs in the military?
- How does the experience of female LCDs in the military compare with the experience of their female counterparts in the private sector, in terms of quality of professional opportunity, advancement, and other factors?
- What factors influence the career intentions of female LCDs who are in dual-military marriages?

- How can recruitment of women LCDs be improved?
- How can retention of women LCDs be improved, including retention of those in dual-military marriages?

This report presents the available research on these topics, including the research conducted by the DACOWITS Committee. As in previous years, the DACOWITS Committee took a multi-pronged approach that included: 1) the use of existing resources such as statistics, survey data, and other research findings, and 2) the collection of data at military sites through focus groups, limited surveys, meetings, and observation. In 2006, due to time constraints outside the Committee's control, the data collection phase was unusually narrow, which limited the number of locations visited and the amount of data gathered.

The primary data collection involved site visits to four military locations during September and October 2006. To accommodate the time constraints under which the Committee was operating, three of these locations were selected for their proximity to the National Capital Region. These sites were not representative of installations military-wide.

During these site visits, teams composed of two Committee members conducted a total of 16 focus groups with female and male LCDs and dual-military spouses. A total of 106 individuals participated in these sessions. Focus group protocols were developed to guide the sessions. Using a laptop computer, transcripts of the focus group sessions were recorded by staff from Caliber, an ICF International Company, a research firm retained to support the Committee's 2006 activities. These transcripts served as the basis for data analysis. Additional information was gathered from the focus group participants via a one-page mini-survey. In addition, Committee members gathered information through less formal means such as meetings with key personnel and visits to installation schools and child development centers. (See Appendix C and D for copies of the protocol and mini-survey and Appendix E through G for further detail regarding the focus group participants.)

A. BACKGROUND

To place the current research in context, the Committee presents in this section statistical data concerning the representation of LCDs in the military, and the extent to which women are represented in these professions. Most of this information was provided by the Services, with some provided by Defense Manpower Data Center (DMDC). This overview provides a useful point of departure for the subsequent analysis of focus group and other data. The family status of current LCDs is also addressed in this section.

1. Representation of the professions in the Armed Services

Officers comprise 16.5 percent of the Active Component of the U.S. Armed Services (including Army, Air Force, Navy, and Marine Corps), and 8.7 percent of military officers serve as LCDs. Thus, these professions comprise a small subset of the Active Component officer corps, and an even smaller share of the military as a whole. The representation of LCDs as a percentage of each Service's officer corps is shown in Exhibit I-1.

Exhibit I-1: Size of Military Professions Relative to Size of Officer Corps					
Service	Total No. Officers¹	Number (%) of LCDs²			
		Lawyers	Clergy	Doctors	All Professionals³
Army	81,208	1,658 (2.0%)	1,397 (1.7%)	6,767 (8.3%)	9,822 (12.1%)
Navy	52,880	755 (1.4%)	835 (1.6%)	4,022 (7.6%)	5,612 (10.6%)
Marine Corps	18,792	458 (2.4%)	-	-	458 (2.4%)
Air Force	73,247	1,276 (1.7%)	613 (.8%)	3,464 (4.7%)	5,353 (7.3%)
Total ⁴	226,127	4,147 (1.8%)	2,845 (1.2%)	14,253 (6.3%)	21,245 (9.4%)
Coast Guard	7,946 ⁵	189 ⁶ (2.4%)	-	-	189 (2.4%)

No figures are presented for clergy and doctors in the Marine Corps or the Coast Guard because these Service branches receive support in these areas from the Navy (Marine Corps doctors and clergy, Coast Guard clergy) or the Public Health Service (Coast Guard doctors). Exhibit I-1 shows that doctors comprise a substantially larger group (6.3% of officers) than either lawyers or clergy (1.8% and 1.2% of officers, respectively).

¹ Office of the Deputy Under Secretary of Defense Military Community and Family Policy. (2006). *2005 demographics profile of the military community*. Washington, DC.

² Data provided by the individual Service branches.

³ For the present purpose, "professionals" includes only lawyers, clergy, and doctors; personnel in closely related fields (e.g., paralegals, chaplain assistants, physician assistants, physical therapists) are not included.

⁴ The Coast Guard is excluded from the total counts since it is part of the Department of Homeland Security, not the DoD.

⁵ Assistant Commandant for Governmental & Public Affairs, *U.S. Coast Guard snapshot* (2006).

⁶ Office of Legal Policy & Program Development, Office of the Judge Advocate General (2006).

Although DACOWITS 2006 research focused on Active Component LCDs, a significant share (40.6%) of LCDs in the Total Force serve in the Reserve Component Service branches. Exhibit I-2 displays the number of LCD professionals currently serving in the Reserves.

Exhibit I-2: Number of Reservists Among the Professions in the Armed Services⁷				
Service	Lawyers	Clergy	Doctors	All Professionals
Army National Guard	610	433	543	1586
Army Reserve	1867	519	1707	4093
Navy Reserve	445	219	675	1339
Marine Corps Reserve	159	-	-	159
Air National Guard	268	255	445	968
Air Force Reserve	630	317	636	1583
Total	3979	1743	4006	9728
Coast Guard Reserve ⁸	24	-	-	12

2. Representation of women within the military LCD professional communities

Among these small professional communities within the military, to what extent are women represented? Exhibit I-3 shows the representation of women among the LCD professions in both the military and the civilian sectors. Though males are disproportionately represented among LCDs in both sectors, these professions are more male-dominant in the military. This is particularly true in the military clergy, where women comprise only about 5 percent of the profession. Exhibit I-3 also shows that, in both the military and the private sectors, the clergy is the most male-dominant of the three professions.

Exhibit I-3: Representation of Women Among Military Versus Civilian Sector LCDs			
Sector	Lawyers	Clergy	Doctors
Military ⁹	25.2%	4.9%	22.5%
Civilian ¹⁰	30.2%	15.5%	32.3%

⁷ Data provided by OSD.

⁸ Figure provided by Coast Guard. Represents the number of Reserve lawyer billets in the Coast Guard Reserve.

⁹ Data provided by DMDC.

¹⁰ U.S. Department of Labor, Bureau of Labor Statistics. (2005). *Household data annual averages*. Retrieved June 28, 2006, from www.bls.gov/cps/cpsaat11.pdf.

Women are best represented among military lawyers, followed by military doctors. It is worth noting that women are better represented among military lawyers and doctors than they are across DoD (all career fields), where they comprise 15.4 percent of the officer corps.¹¹

Exhibit I-4 displays the change in military women's representation in these fields from 1998 to 2006, and among officers at large from 1998 to 2005. All the Services show a slight increase since 1998 in women's representation in each profession and among officers overall.

Exhibit I-4: Representation of Women Among Military LCDs and Officers at Large, by Service¹²								
Service	Lawyers		Clergy		Doctors		Officers at Large	
	1998	2006	1998	2006	1998	2006	1999¹³	2005¹⁴
Army	22.6%	25.2%	3.0%	3.9%	16.1%	20.6%	13.5%	15.3%
Navy	23.0%	28.4%	5.2%	6.7%	17.5%	22.9%	14.4%	14.8%
Marine Corps	6.9%	10.7%	-	-	-	-	5.0%	5.8%
Air Force	27.2%	28.7%	4.4%	5.1%	19.1%	24.5%	16.8%	18.4%
Coast Guard ¹⁵	15.7%	33.3%	-	-	-	-	7.2%*	15.2%

* This Coast Guard figure indicates the representation of women among officers at large in the year 1995.

Exhibit I-4 also shows that women's representation among military LCDs has been higher in the Air Force and the Navy than in the Army. In the Marine Corps, which borrows clergy and doctors from the Navy but uses its own lawyers, women's representation among lawyers has been dramatically lower than in the other three Service branches.

Comparison with officers at large reveals that, in each of the four Services, there are higher percentages of female lawyers and doctors than of female officers at large. This is true even in the Air Force, which has had the highest percentage of female officers at large of the four Services. It is true also in the Marine Corps, which has had the lowest percentage of female officers at large as well as the lowest percentage of female lawyers. Consistent with their small numbers in the civilian sector, in each of the four Services there are far smaller percentages of female chaplains than female officers at large.

¹¹ Data provided by DMDC.

¹² 1998 data provided by DoD (3rd quarter); 2006 data provided by DMDC.

¹³ Office of the Deputy Assistant Secretary of Defense. (1999). *Profile of the military community: 1999 demographics*. Washington, DC.

¹⁴ Office of the Deputy Under Secretary of Defense Military Community and Family Policy. (2006).

¹⁵ Data provided by DMDC.

The lower representation in the Army may reflect the smaller number of positions overall that are open to women in this branch. For example, 67 percent of all Army positions were open to women in 1998, compared to nearly 100 percent in the Air Force and 94 percent¹⁶ in the Navy.¹⁷ This difference is driven by the Army prohibition against assigning women to units below brigade level that engage in combat operations or that co-locate with such units.

3. Family status of female LCD professionals in the Armed Services

Exhibit I-5 provides a snapshot of the family status of military LCDs in FY05. Clear differences can be discerned in the family status of female and male LCDs. Across all three disciplines and four Service branches, smaller percentages of women than men were married. The disparity in percent married was greatest among the clergy, where, in each Service branch, the percentage of married women was less than half that of married men. Among married personnel, women were far more likely than men to be in dual-military marriages. The figures indicate that, while dual-military status is not the norm among female LCDs, it is far more common among female LCDs than among male LCDs. As such, issues related to dual-military status may be more salient for female LCDs than for male.

¹⁶ Author's note: While 94 percent of all Navy positions are available to women, at the end of the current embarkation plan, only about 13 percent of all shipboard bunks will be female berthing. As a result, the number of Navy positions that could be filled simultaneously with women is less than 94 percent.

¹⁷ Beckett, M. K., & Chiaying, S. C. (2002). The status of gender integration in the military, supporting appendices, *RAND Monograph Report MR-1381-OSD*, 8.

Exhibit I-5: Family Status of Military LCDs (FY05)¹⁸				
Service/ Discipline	Percent Married		Among Married, Percent in Dual- Military Marriage	
	Female	Male	Female	Male
Army				
Lawyers	53%	68%	49%	5%
Clergy	44%	86%	8%	1%
Doctors	59%	76%	30%	6%
Navy				
Lawyers	54%	78%	43%	6%
Clergy	34%	75%	22%	1%
Doctors	57%	77%	31%	7%
Marine Corps*				
Lawyers	63%	77%	48%	4%
Clergy	-	-	-	-
Doctors	-	-	-	-
Air Force				
Lawyers	56%	80%	49%	9%
Clergy	45%	79%	21%	3%
Doctors	65%	82%	32%	7%
Total DoD	58%	78%	35%	6%
Coast Guard*				
Lawyers	67%	92%	25%	2%
Clergy	-	-	-	-
Doctors	-	-	-	-

* The Marine Corps and the Coast Guard utilize clergy and doctors from other Service branches.

The family status of military LCDs largely mirrors that of military officers at large, which is presented in Exhibit I-6.

¹⁸ Data provided by DMDC.

Exhibit I-6: Family Status of Military Officers at Large¹⁹						
Service	Percent Married		Among Married, Percent Dual- military		Percent with Children²⁰	
	Female	Male	Female	Male	Female	Male
Army	52%	74%	41%	5%	37%	61%
Navy	49%	72%	35%	4%	35%	58%
Marine Corps	44%	72%	60%	4%	35%	55%
Air Force	55%	75%	47%	10%	39%	58%
Total DoD	52%	73%	43%	6%	38%	59%
Coast Guard	48%	79%	50%	5%	17%	43%

Similar to LCDs, smaller percentages of female than male officers at large are married and, among married officers at large, higher percentages of women than men are dual-military.

In sum, the professional communities that are the focus of the Committee's 2006 research represent a small fraction of the officer corps (9.4%) and an even smaller proportion of the military as a whole. Within this group, doctors significantly outnumber lawyers and clergy, although lawyers have the highest percentage of women. Compared to the civilian sector, women are under-represented among all three LCD professions. Women LCDs differ from their male counterparts in terms of family status. Women are less likely to be married but, among married LCDs, women are more likely to be in dual-military marriages. Consequently, dual-military concerns may be more salient for female LCDs, as a group, than for males.

B. ORGANIZATION OF THE REPORT

This report presents the Committee's findings regarding female LCDs in the military in three chapters, as follows:

- Chapter II—Representation and Advancement of Female Lawyers in the Armed Services
- Chapter III—Representation and Advancement of Female Clergy in the Armed Services
- Chapter IV—Representation and Advancement of Female Doctors in the Armed Services.

These chapters are based on the Committee's primary research (i.e., the focus groups held and mini-surveys administered during the DACOWITS site visits) and on other existing data pertaining to the integration of military and civilian women in these professions.

¹⁹ Office of the Deputy Under Secretary of Defense Military Community and Family Policy. (2006).

²⁰ Data from the *Status of Forces (SOF)* survey (2005); percent with children not available for Coast Guard officers at large.

Findings for female military LCDs are compared to those of their male counterparts as well as to benchmarks in the officer corps and within the private sector, as feasible. For example, data from the DMDC *Status of Forces (SOF)* surveys serve as benchmarks for highlighting similarities and differences between LCDs and the population of military officers at large. Other sources employed in the report include retention data and family status data on military LCDs compiled by DMDC and the Service branches, statistical information on civilians in these professions compiled by the Bureau of Labor Statistics, and articles on the integration of civilian women in these professions gathered through a review of the civilian literature.

Chapter V presents the 2006 DACOWITS recommendations. Appendices also are provided in the report.

II. REPRESENTATION AND ADVANCEMENT OF FEMALE LAWYERS IN THE ARMED SERVICES

This chapter presents findings from the Committee's 2006 focus groups conducted with military lawyers, and supplements these findings with an array of relevant quantitative data. The chapter is organized in five sections as follows:

- A. Characteristics of the lawyer focus group sample
- B. Retention of lawyers (including career intentions and the factors that influence them)
- C. Lawyers' opportunity to reach flag/general officer ranks
- D. Lawyers' opportunity for advancement
- E. Recruitment of lawyers.

Although the report is concerned with the representation of female lawyers in the military, data regarding their male counterparts are provided where possible for comparative purposes.

Military lawyers in the Army, Navy, and Air Force are members of the Judge Advocate General's (JAG) Corps of their respective Services. Neither the Marine Corps nor the Coast Guard have a JAG Corps. While they access lawyers, their lawyers occupy both legal and operational billets over the course of their careers. For the sake of simplicity, however, military lawyers of all Service branches may be referred to in this report as "JAG officers" and their legal branches as "JAG Corps."

A. CHARACTERISTICS OF THE LAWYER FOCUS GROUP SAMPLE

Knowledge of the characteristics of the focus group participants permits a better understanding of the findings that emerged from their responses. Nine lawyer focus group sessions were held, each attended by one of three stakeholder groups, as follows:

- Five sessions were attended exclusively by female lawyers (33 participants, of whom 5 also attended a dual-military session)
- Two sessions were attended exclusively by male lawyers (21 participants)
- Two sessions were attended by dual-military personnel (12 participants, of whom 7 were female lawyers and 5 military spouses).

Thus the 9 lawyer focus groups were attended by a total of 61 individuals.

Salient characteristics of the military lawyer focus group sample are presented in Exhibit II-1.

Exhibit II-1: Characteristics of 2006 Military Lawyer Focus Group Sample	
Total number of participants	61
Gender:	
Female	35 (57%)
Male	26 (43%)
Service:	
Army	35 (57%)
Navy	5 (8%)
Marine Corps	3 (5%)
Air Force	17 (28%)
Coast Guard	1 (2%)
Pay grade:	
O3	6 (10%)
O4	42 (69%)
O5	8 (13%)
O6	4 (7%)
WO3 ¹	1 (2%)
Percent married:	
Female	24 (69% of women)
Male	24 (92% of men)
Percent with children:	
Female	16 (46% of women)
Male	20 (77% of men)
Among married, percent dual-military:	
Female	18 (75% of married women)
Male	6 (25% of married men)

As the exhibit shows, the lawyer sample comprised mostly Army officers (57%) and Air Force officers (28%). Proportionately fewer women than men were married or had children. Among those who were married, a higher percentage of women than men were in dual-military marriages. These gender differences are consistent with differences found for lawyers, clergy, and medical doctors as a whole and among military officers at large. At the time the data were collected, most of the participants in the lawyer focus groups were students, staff, or faculty at one of the military JAG Schools. For a complete summary of the demographic characteristics of the lawyer focus group participants, see Appendix E.

¹ One of the spouses was a warrant officer/legal administrator whereas the remainder of the spouses were lawyers.

B. RETENTION OF LAWYERS

This section addresses the extent to which the military is successfully retaining women lawyers and factors that influence their career decisions. The findings are presented in the following sections:

1. Retention and attrition rates for female lawyers in the military
2. Career intentions of female lawyers in the military
3. Factors that influence the career intentions of female lawyers in the military
4. Retention of female lawyers in the private sector
5. Summary.

The findings in Section 1 are based on data on military lawyers provided by the Services, data on military officers at large provided by the Services and Defense Manpower Data Center (DMDC), and a review of the literature on the integration of civilian women in the legal profession. Findings in Sections 2 and 3 draw on participants' comments and mini-survey data obtained during the Committee's 2006 focus groups with military lawyers, an analysis of key questions from the December 2005 *Status of Forces (SOF)* survey, and the literature review on civilian women.

1. Retention and attrition rates for female lawyers in the military

Overall, all the Services retain lawyers—both female and male—at a high rate. Exhibit II-2 presents female and male retention information provided by the individual Services.

Exhibit II-2: Retention of Military Lawyers, by Service, Gender, and Pay Grade (FY04 and FY05)				
Service	FY04		FY05	
	Female	Male	Female	Male
O3s				
Army	91% (264/290)	90% (670/741)	92% (272/297)	91% (708/776)
Navy	85% (113/133)	76% (209/275)	88% (88/100)	88% (214/242)
Marine Corps	93% (14/15)	84% (127/152)	91% (21/23)	85% (131/155)
Air Force*	Not available	Not available	Not available	Not available
Coast Guard**	100% (19/19)	100% (24/24)	86% (18/21)	77% (27/35)
O4s				
Army	91% (80/88)	93% (266/287)	98% (92/94)	94% (261/277)
Navy	94% (47/50)	96% (140/146)	90% (45/50)	96% (135/140)
Marine Corps	86% (6/7)	93% (104/112)	100% (6/6)	92% (93/101)
Air Force*	Not available	Not available	Not available	Not available
Coast Guard**	100% (3/3)	88% (7/8)	100% (3/3)	100% (8/8)
O5s				
Army	93% (51/55)	94% (191/203)	91% (51/56)	92% (201/218)
Navy	95% (21/22)	94% (89/95)	91% (20/22)	89% (82/92)
Marine Corps	100% (4/4)	84% (58/69)	100% (4/4)	93% (67/72)
Air Force*	Not available	Not available	Not available	Not available
Coast Guard**	100% (1/1)	100% (5/5)	100% (1/1)	100% (5/5)
O6s				
Army	100% (26/26)	89% (109/122)	90% (26/29)	87% (109/126)
Navy	90% (9/10)	93% (62/67)	78% (7/9)	87% (58/67)
Marine Corps	100% (2/2)	72% (18/25)	67% (2/3)	96% (25/26)
Air Force*	Not available	Not available	Not available	Not available
Coast Guard**	None ⁺	None ⁺	None ⁺	None ⁺

* The Air Force provided a different metric than the Army and Navy. This metric was “average time in service,” which the Air Force reports as 9.6 years for both genders.

** Coast Guard data reflect only those lawyers who entered under the Coast Guard’s Direct Commission Lawyer Program.

⁺ No Direct Commission lawyers were at the O6 pay grade during FY04 or FY05.

While Exhibit II-2 shows differences in the percentages of retained female and male lawyers for some cells, these gender differences are neither systematic nor statistically significant.² Overall, the figures indicate that female lawyers were retained at roughly the same, if not higher, rates as male lawyers in FY04 and FY05. Although the Air Force provided no lawyer retention rates, it did report that both sexes were retained for the same length of time, consistent with the other Service branches.

² The difference between female and male lawyer retention rates was statistically significant in only 1 of 24 possible instances (O3 Navy lawyers in FY04).

Attrition data offer an alternative approach to examining retention by documenting the characteristics of those who leave. Exhibit II-3 shows the percentage of military lawyers who left the military in FY03 through FY05, by Service branch and gender.

Exhibit II-3: Military Lawyer Attrition Rates,³ by Service and Gender (FY03–FY05)						
Service	FY03		FY04		FY05	
	Female	Male	Female	Male	Female	Male
Army	8.7% (32/366)	11.3% (124/1097)	9.0% (34/377)	9.2% (101/1099)	9.3% (36/386)	10.9% (122/1118)
Navy	8.8% (15/171)	9.7% (51/528)	11% (19/173)	11.1% (55/497)	11% (23/210)	11% (60/545)
Air Force	5.6% (20/359)	8.7% (82/940)	11.1% (42/377)	10.7% (101/946)	10.9% (40/367)	11.7% (109/931)
Marine Corps	8.1% (3/37)	9.8% (41/420)	4.5% (2/44)	11% (45/405)	4.7% (2/43)	9.6% (38/394)
DoD	7.5% (70/933)	10.0% (298/2985)	10.0% (97/971)	10.2% (302/2947)	10.0% (101/1006)	11.0% (329/2988)
Coast Guard	Not Available	Not Available	Not Available	Not Available	10% (3/30)	6.3% (4/63)

The data in Exhibit II-3 reveal few meaningful gender differences in the attrition of military lawyers for the years examined. In the cases where a statistically significant relationship between attrition and gender *is* observed (e.g., Department of Defense [DoD]-wide for FY03), it is male lawyers, rather than females, who have the higher attrition rate. Overall, these data reinforce the observation made earlier that the retention of female lawyers is not an issue within the military legal branches.

Cohort data offer yet another approach to examining the retention of female JAG officers. Exhibit II-4 shows, for military lawyers of both sexes and all DoD Services, what percent of the FY90 through FY95 officer cohorts were still in the Service 10 years after their respective accessions. For example, of the 12 female lawyers who entered the Army in 1990, three (25%) remained in the Army 10 years later.

³ Data provided by DMDC.

Exhibit II-4: Percentage of Military Lawyers Remaining in Cohorts 1990 through 1995 at 10 Years, by Service and Gender⁴								
Cohort	Army		Navy		Marine Corps		Air Force	
	Female	Male	Female	Male	Female	Male	Female	Male
1990	25.0% (3/12)	34.0% (18/53)	5.0% (1/20)	20.3% (16/79)	0% (0/3)	41.9% (13/31)	44.9% (22/49)	42.9% (39/91)
1991	14.3% (4/28)	24.8% (26/105)	14.8% (4/27)	11.8% (11/93)	20.0% (1/5)	17.6% (3/17)	29.6% (8/27)	45.5% (40/88)
1992	37.5% (6/16)	27.1% (16/59)	28.6% (6/21)	21.9% (16/73)	0% (0/1)	50.0% (2/4)	37.9% (11/29)	37.1% (23/62)
1993	30.0% (9/30)	20.2% (18/89)	18.2% (4/22)	19.1% (18/94)	16.7% (1/6)	42.9% (3/7)	34.2% (13/38)	33.3% (17/51)
1994	16.7% (5/30)	23.1% (18/78)	36.0% (9/25)	25.4% (18/71)	20.0% (1/5)	16.7% (1/6)	47.2% (17/36)	31.7% (20/63)
1995	13.8% (4/29)	21.8% (24/110)	33.3% (5/15)	18.3% (11/60)	33.3% (1/3)	29.3% (12/41)	27.0% (10/37)	29.5% (18/61)

A close examination of Exhibit II-4 reveals that, while there are retention differences (in percentage terms) between the genders for most of the years shown, these differences fluctuate from year to year, with males retaining at higher rates in some cohorts, and women retaining at higher rates in others. Additionally, while some of the gender differences appear large in percentage terms, most are driven by relatively small numbers and could not be considered statistically significant. Overall, these cohort data do not reveal any consistent, predictable pattern in lawyer retention by gender.

Though the accessions process for military lawyers differs in some ways from that of other officers (e.g., the JAG Corps has a higher proportion of direct commissions), it is still informative to compare the retention of military lawyers to that of military officers overall. Exhibit II-5 presents FY04 and FY05 retention data for female and male Service members in pay grades O3 through O6.

⁴ Data provided by DMDC; comparable data not available for the Coast Guard.

Exhibit II-5: Retention Rates of Military Officers at Large, by Service, Gender, and Pay Grade (FY04 and FY05)⁵				
Service	FY04		FY05	
	Female	Male	Female	Male
O3s				
Army	85.8%	90.3%	85.5%	90.1%
Navy	86.5%	90.9%	85.7%	90.9%
Marine Corps	88.7%	91.3%	89.3%	92.9%
Air Force	89.7%	94.6%	88.1%	93.9%
Coast Guard	90.7%	94.9%	87.7%	94.3%
O4s				
Army	92.6%	94.4%	91.7%	93.8%
Navy	89.7%	92.0%	88.3%	90.8%
Marine Corps	84.3%	93.1%	85.3%	92.7%
Air Force	91.0%	92.8%	90.0%	91.5%
Coast Guard	84.2%	92.0%	97.2%	94.5%
O5s				
Army	89.5%	89.6%	83.8%	87.2%
Navy	90.8%	91.6%	88.5%	90.5%
Marine Corps	80.0%	88.4%	77.8%	86.5%
Air Force	86.4%	88.5%	84.5%	85.9%
Coast Guard	94.7%	87.9%	83.9%	89.5%
O6s				
Army	87.7%	82.7%	81.3%	82.8%
Navy	84.7%	84.7%	84.4%	83.1%
Marine Corps	90.0%	80.2%	85.7%	84.5%
Air Force	83.4%	82.8%	79.3%	80.7%
Coast Guard	94.7%	84.8%	85.7%	83.7%

What is evident from this comparison is that, whereas a gender difference in retention rates exists at grade O3 for officers at large (for all Services), this pattern does not hold for military lawyers. Previous Defense Department Advisory Committee on Women in the Services (DACOWITS) reports have noted the disproportionate losses of female officers at the grade of O3. Among military lawyers, however, females in grade O3 are retained at rates comparable to their male counterparts. That the overall pattern does not hold for lawyers may be a function of their unique commissioning process; that is, JAG officers are commissioned as O3s rather than O1s and, as newly commissioned O3s, have just begun their obligation.

⁵ OSD, Office of Personnel and Readiness, Military Personnel Policy. (2005). *Annual report on status of female members of the Armed Forces of the United States FY2002-05*. Washington, DC.

2. Career intentions of female lawyers in the military

Information regarding lawyers' career intentions provides a glimpse into their current thinking about a military career. While the temptation is to assume that career intentions are predictive of actual career decisions, one must recognize that people do not always follow through on their stated intentions. Career intent is, however, perhaps the best available predictor of future retention behavior, which is why intentions are measured on many DoD and Service surveys. The mini-survey administered to DACOWITS focus group participants also addressed this important issue. Exhibit II-6 displays the career intentions of the military lawyers who participated in the 2006 groups. (See Appendix E for frequency distributions of all questions on the mini-survey.)

Exhibit II-6: Career Intentions of 2006 Military Lawyer Focus Group Participants, by Gender*		
Career Intentions	Female (n=32)	Male (n=23)
Stay until retirement	46%	65%
Stay indefinitely, or as long as possible ⁺	3%	7%
Stay beyond present obligation but not necessarily to retirement	9%	8%
Probably leave after present obligation	0%	4%
Definitely leave after present obligation	6%	0%
Undecided	31%	15%
Leave to join Reserve Component	6%	0%

* Percentages may not sum to 100 due to rounding.

⁺ This option was available only for those with more than 20 years of service.

In contrast to the FY04 and FY05 Service-specific retention data on military lawyers shown in Exhibit II-2, this small sample of military lawyers revealed notable gender differences in career intentions. For example, 46 percent of the women in the sample intended to remain in the military until or beyond retirement eligibility, compared to 65 percent of the men. While a similar percentage of women and men reported they would probably or definitely leave after their present obligation (6% versus 4%, respectively), women were much more likely to be undecided about their career intentions (31% versus 15%).

The gender differences identified in the career intentions among the lawyer focus group participants were similar to those found among military officers at large who completed the December 2005 *SOF* survey. The *SOF* survey asked respondents the likelihood they would choose to stay on Active duty, assuming they could. As was true among the focus group participants, a smaller share of women than men (59% versus 69%) indicated it was “very likely” or “likely” that they would stay.

3. Factors that influence the career intentions of female lawyers in the military

DACOWITS' 2006 focus group discussions and the responses obtained from military lawyers on the mini-survey provide insight into the factors that influence military lawyers' career intentions. These factors are discussed in this section.

Reasons for staying

Job satisfaction. Focus group participants who indicated that they would remain in the military after their current obligation was over were asked their reasons. Participants also were asked on the mini-survey to indicate the factors that most influence their decision to leave or stay in the military. By far, the most common reason military lawyers cited for remaining in the military—both on the mini-surveys and in the focus group discussions—was job satisfaction. Military lawyers enjoy the work they do and the environment in which they do it:

“It’s job satisfaction from the very beginning...I’ve had bad bosses and good bosses but there’s never been a day since I joined the Air Force when I woke up and thought, ‘dang, I don’t want to go to work today.’ I still think everyday that I like what I do and I like who I do it with.”

—Female Air Force Lawyer

“I like the job, I like the service, I like the people I work with, I like the people I work for, and I like the clients. I don’t think you can work for anyone better than soldiers.”

—Female Army Lawyer

“If we were all in the same civilian law firm we would be competing against each other for promotion, but in the military, in our little units, it behooves everyone to help everyone and that is a huge difference.”

—Female Lawyer

JAG officers explained that their job satisfaction is related to the diversity of their work in the military, including the adventure that is an integral part of being a military lawyer:

“When I came in, I wanted a career. What I do now is not going to be what I do 2 years from now, which is very important to me. What I do in supporting the sailors, not so much here in DC, but when I am out with the fleet, I get a lot of satisfaction out of that.”

—Female Lawyer

“In a civilian position, you spend 13 years on one thing so you have depth that you won’t find here, but we get to do a variety of tasks.”

—Male Army Lawyer

“Something people don’t understand is that we are Army officers *and* lawyers. We jump out of the same planes as the rest of the Army. We rappel off the same walls and we travel with them. And all of the adventure that’s here for a soldier? We get that too. It’s such a unique experience.”

—Male Army Lawyer

An additional dimension of job satisfaction noted by JAG officers concerned the type and level of their responsibilities, particularly when compared to their civilian counterparts. Participants explained that, in the military, junior attorneys have hands-on opportunities as fledgling JAG officers that, in the private sector, they would not experience until later in their careers:

“I think we get responsibility a lot quicker than our civilian counterparts.”

—Female Air Force Lawyer

“I tried more cases by myself in my first 3 years here than any of my civilian friends have in their first 10 years. We get complete trust from our bosses.”

—Female Army Lawyer

“The fact that you can work on a capital case a few years out of law school is scary but it’s an amazing opportunity.”

—Female Army Lawyer

Given their job satisfaction, their diversity of experience, and the breadth of their responsibilities as military lawyers, it is not surprising that JAG officers consistently rated their professional experiences in the military as superior to that of their civilian counterparts:

“When I travel a lot I get to see what others do for a living, and other lawyers often hate what they’re doing. It’s not all great here, it’s not all beer and pretzels, but a lot of the time it’s so worth it. I love it.”

—Male Army Lawyer

“I’ve had a conversation with one of my law school classmates where I told him that I went to law school to save the world and I’m getting to do it. I know that this job will never be more professionally rewarding than when I deployed, no matter what. We got to do all kinds of things and to talk to law school buddies about what we worked on, about the challenges we faced - they are blown away. I don’t know that anyone would have traded with me for that experience, but they’re still jealous of my experiences.”

—Male Army Lawyer

Other factors. Less frequently cited reasons for staying in the military include the opportunity to perform public service/support the mission, the opportunity to travel, and the people or sense of community. In a small number of instances, women cited being dual-military, or being able to be co-located with their military spouse, as the reason they stay in the military. At the same time,

some focus group members stated that their dual-military status is a reason that they plan to leave the military.

The enthusiasm that military lawyers feel for their military jobs and careers was also reflected in their attitudes about the military lifestyle. Results of the mini-survey indicated that 89 percent of female lawyers and 92 percent of male lawyers in the sample were “very satisfied” or “satisfied” with military life. These satisfaction rates are considerably higher than among military officers as a whole. For example, on the December 2005 *SOF* survey, 75 percent of female officers and 79 percent of male officers (all career fields) reported being “satisfied” or “very satisfied” with military life.

Reasons for leaving or for being undecided

Family factors. The large majority of personnel who had decided to leave or were undecided—both men and women—were motivated by family considerations. They expressed concern about separation from family, especially in today’s high OPTEMPO environment. Many indicated that they treasure their career as a military lawyer and would like to stay as long as possible. They explained, however, that if a time comes when their military career significantly compromises their family’s well-being, or if they can no longer advance in their career due to family responsibilities, their families come first:

“I agree with all the positives so far. I like my job but it’s mostly family. Most Air Force bases are located in places where I don’t want my kids in the public schools and I’m tired of paying out of pocket for private school and my wife is tired of it. If it were just my decision, I’d just stay in but it’s my family’s choice too.”

—Male Air Force Lawyer

“I have a 1-year old daughter and if there comes a time where I get passed over for promotions then I will have to reevaluate. I love being in the military and my goal is to stay as long as it goes well, so I will stay if I can make it work and continue to have satisfaction.

If my increasing responsibilities with a child affect my career negatively, I might leave because I enjoy being at the same level as my peers. At the end of the day, the military will never love you back so there has to be a self-preservation aspect to this. To the furthest extent possible, I am going to try to have both the family and the career—my goal is both.”

—Female Lawyer

Clearly, the welfare of their children, including any future children, was the driving concern for many JAG officers considering leaving the military. Some women reflected that having a family and being in the military can be hard to balance:

“I’m undecided because I’m fairly new. I have only completed a year thus far. I’m single now and I don’t have any kids or a husband but I’m looking for this in the future. Eventually, if I do have a family, I’m not sure that I want constant deployments to Iraq to be a part of my family’s life. They are sending JAGs now quite often in this war and I don’t know if I want to do that.”

—Female Air Force Lawyer

“I think that a lot of women don’t like moving around so much when they have children because they feel responsible for providing them with a more stable environment.”

—Female Air Force Lawyer

The welfare of their spouses, too, was of concern to JAG officers, many of whom were married to fellow professionals:

“Since he’s an attorney, he needs to get into a career path where he can work in a field which allows him to travel, or he would have to take the bar in many states. I’ve always had bosses that are just wonderful, so I love what I do and my husband might stay home with our children while I work, or he’d have to take the bar over and over again as a lawyer.”

—Female Lawyer

“My husband is establishing roots and I want to be near him...”

—Female Lawyer

Challenge of dual-military status. As noted earlier, being in a dual-military marriage was more common among the female than the male lawyers in the focus group sample (75% versus 25%, respectively). The comments of dual-military female lawyers revealed that, in many respects, the stresses of juggling family needs with a career as a JAG officer are compounded when one’s spouse is also military:

“Accession isn’t the problem. It’s that people have to choose between having children and a family and staying in. Some people, often dual-military, think it is too difficult to handle balancing their career and their family life. If they marry a civilian it brings its own line of problems with trying to have a man follow a woman around when she is moved.”

—Female Lawyer

“Mostly it’s because my husband and I have never even be able to think about having a family because we are so dedicated to the Army. I’ve deployed three times and I actually think that if I got pregnant, then I could not do my job as well as I do now. If I could just get a kid I might be able to, and while adoption is an option, we’ve never been in one house for longer than a year and a half. We’ve never been in a house long enough to think about settling down. But I love my job and I love switching places around and I echo all their reasons for staying.”

—Female Army Lawyer

Ensuring that their children are well taken care of is a perpetual challenge for dual-military couples. In some circumstances, dual-military couples do not feel that they can be the kinds of parents they want to be while both are serving:

“I am retirement eligible. I am part of a dual-service couple with a daughter who is 5. I intend to stay forever if I can take care of my daughter and do what she needs, but if my husband has to deploy, my fun doesn’t override her well-being. Her well-being is most important in my life.”

—Female Lawyer

“What do you do with an infant child when you have to go to PT with your spouse at 6:00 a.m.? You’re looking at maybe a 12- to 14-hour day where you have to leave them in someone else’s care, and that’s tough. That is a long time to be away from your children.”

—Female Army Lawyer

“I do think that the women who get out are doing so because of family reasons. My wife is one of them. We don’t think dual-military can work. We tried and it didn’t work out. She got out after 10 years in.”

—Male Army Lawyer

“My wife and I also tried to do the dual-military thing but it did not work.”

—Male Lawyer

Lacking an “at-home” spouse who assumes primary responsibility for maintaining the home and taking care of the children can be a hardship for dual-military personnel:

“The military often thinks that you have a spouse who can take care of things at home but we’re all 04s here and we all have things to do. There will be times when we don’t see each other for a week because she will be in bed when I get home and vice versa. I think that when we get higher in rank it’s going to be even harder because I suspect at some point you have to choose between serving your country and serving your family.”

—Male Army Lawyer

“I think that it’s the same barriers we would have in a civilian office. If you have to leave a meeting early to pick up a child at daycare, they get mad because they have stay-at-home wives to do this sort of thing for them.”

—Female Air Force Lawyer

Relationship of family status, gender, and career intentions

The focus group participants identified family factors as reasons why military lawyers contemplate leaving the military. Although male and female lawyers both expressed reservations about their abilities to successfully balance a military career with family responsibilities, family factors do not necessarily influence female and male lawyers equally. Exhibit II-7 presents the

focus group participants' career intentions by gender and marital status, based on their mini-survey responses.

Exhibit II-7: Career Intentions of 2006 Military Lawyer Focus Group Participants, by Gender and Marital Status				
Career Intentions	Female (n=35)		Male (n=26)	
	Married (n=24)	Single/ Divorced (n=11)	Married (n=24)	Single/ Divorced (n=2)*
Stay until retirement	38%	64%	67%	
Stay indefinitely, or as long as possible ⁺	4%	0%	8%	
Stay beyond present obligation but not necessarily to retirement	8%	9%	8%	
Probably leave after present obligation	0%	0%	4%	
Definitely leave after present obligation	4%	9%	0%	
Undecided	38%	18%	13%	
Leave to join Reserve Component	8%	0%	0%	

* To maintain privacy, cell percentages are not provided for groups smaller than five.

⁺ This option was available only for those with more than 20 years of service.

Exhibit II-7 reveals that, among the focus group participants, the large majority of married male lawyers (83%) and single female lawyers (73%) intended to stay in the military past their current obligation. Married female lawyers, however, were much less likely to intend to stay (50%) than individuals in either of the two other groups. DoD-wide attrition data tend to corroborate that marital status differentially influences female and male lawyers' thinking about a military career: Between FY03 and FY05, proportionately fewer unmarried females than unmarried males left the military and, in FY05, the difference was statistically significant. As other data will show, the relatively low percentage of married female lawyers intending to stay may be more a function of their dual-military status, which is more common among female lawyers than male, than of being married per se. Interestingly, across DoD as a whole (i.e., all Services and occupations), married female officers were more likely than their single female counterparts to intend to stay in until retirement (61% versus 48%, respectively).⁶

Exhibit II-8 shows women's and men's career intentions in the context of parental status.

⁶ Data from *SOF* survey (2005); other things equal, married personnel are likely to be older and have more years of service than those who are single or childless, and years of service are strongly related to intention to remain in the military.

Exhibit II-8: Career Intentions of 2006 Military Lawyer Focus Group Participants, by Gender and Parental Status*				
Career Intentions	Female (n=35)		Male (n=26)	
	Children (n=16)	No Children (n=19)	Children (n=20)	No Children (n=6)
Stay until retirement	50%	42%	65%	67%
Stay indefinitely, or as long as possible ⁺	6%	0%	10%	0%
Stay beyond present obligation but not necessarily to retirement	0%	16%	5%	17%
Probably leave after present obligation	0%	0%	5%	0%
Definitely leave after present obligation	6%	5%	0%	0%
Undecided	25%	37%	15%	17%
Leave to join Reserve Component	13%	0%	0%	0%

* Percentages may not sum to 100 due to rounding.

⁺ This option was available only for those with more than 20 years of service.

Exhibit II-8 shows that, at least for the current sample of military lawyers, having children did not appreciably influence female or male lawyers' career intentions. Among women, 56 percent of those with children and 58 percent of those without children intended to stay in the military at least beyond their present obligation. Among men, 80 percent of those with children and 84 percent of those without children intended to stay. It is possible that the anticipation of becoming a parent among those who do not yet have children may account for the absence of differences between the career intentions of lawyers with and without children. These findings did not hold true for officers at large, who were more likely to intend to stay in the military if they had children than if they did not. This was particularly true for female officers, with 63 percent of those with children, as opposed to only 48 percent of those without children, intending to stay. The difference was less dramatic for the male officers, with 73 percent of those with children and 64 percent of those without children intending to stay (December 2005 *SOF* survey).⁷

Exhibit II-9 depicts the career intentions of the dual-military participants.

⁷ Personnel who have children are likely to be older and have more years of service than those who are single or childless, which positively affects their intention to remain in the military.

Exhibit II-9: Career Intentions of 2006 Dual-Military Lawyer Focus Group Participants, by Gender		
Career Intentions	% of Females (n=18)	% of Males (n=6)
Stay until retirement	33%	33%
Stay indefinitely, or as long as possible ⁺	0%	17%
Stay beyond present obligation but not necessarily to retirement	11%	17%
Probably leave after present obligation	0%	0%
Definitely leave after present obligation	6%	0%
Undecided	44%	33%
Leave to join Reserve Component	6%	0%

⁺ This option was available only for those with more than 20 years of service.

Among dual-military lawyers in the focus group sample, the same proportion of men and women intended to stay until retirement (33 percent), a lower percentage than was true for female and male focus group participants overall (46 percent and 65 percent, respectively). Those who were dual-military also were more likely than focus group participants overall to be undecided about their career intentions. These differences between the career intentions of the dual-military lawyers in the focus group sample and the focus group sample as a whole suggest that dual-military status gives military lawyers of both genders pause when they think about their professional futures. While the focus group findings indicate that dual-military status influences *career intentions* of female and male lawyers more or less equally, DoD-wide lawyer attrition rates for FY03 through FY05 suggest that this is not necessarily the case for dual-military lawyers as a whole. When looking at *career behavior* of dual-military lawyers, higher proportions of dual-military women than dual-military men actually left the military in each of these years.⁸ None of these gender differences were statistically significant, however.

The quantitative results presented in the preceding exhibits corroborate the qualitative findings. The influence of marital status on career intentions demonstrates that, for female military lawyers, marriage/family and career are difficult to balance. The demonstrated effect of dual-military status underscores the difficulty of this lifestyle for men as well as women. The ways in which family factors deter female and dual-military lawyers from choosing careers in the military will be addressed further in subsequent sections.

Indecision as default. For some military lawyers, particularly those who are dual-military, indecision is their “default mode.” These individuals re-evaluate their career intentions each time they receive permanent change of station (PCS) orders:

⁸ Data provided by DMDC.

“I will do this as long as I am having fun. I do not have this present plan to get out but my husband is also a JAG and it’s hard. We go assignment to assignment and make decisions based on each new one so I know I might be getting out any time this comes up.”

—Female Air Force Lawyer

“For me it’s exactly what he said in terms of having fun and satisfaction because right now I’m experiencing all of that. However, the promise I made to my family was that if I ever felt like I was, number 1, grinding away or, number 2, not having an impact, well, I told them that I would stop and evaluate it. When I say I’m undecided, it’s less about any big cloud looming ahead and more about the fact that I still have 2.5 years to see what I’m going to do and to check and see what my family is doing and I will always take this time to stop and think it through. When I say undecided, it’s the approach I’ve taken my whole career.”

—Male Army Lawyer

Career implications of JAG officer as generalist. A few participants pointed out that the diverse experiences that characterize law practice in the military make generalists of JAG officers, in comparison to the typical civilian lawyer, who is more of a specialist. This aspect of military legal practice is appealing to some but not to others, and is a reason that some choose the private sector. Some participants noted also that many JAG officers who leave the military do so in the 5- to 8-year timeframe, when their generalist experience is in demand and their lack of specialization is not yet seen as a deficit by civilian firms:

“There’s the fact that at the 5- to 8-year mark you’re still marketable to a civilian law firm.

You are looked at positively for having the work experience but you’re not seen as being pigeonholed into a specific tract yet, which often happens in civilian law. But once you have been in for a while, you are looked at negatively for not having a specialty.”

—Female Air Force Lawyer

“You get a dabbling of a little bit of everything as you move up here but you don’t get that specific focus in one area like you do in civilian law so you may not have that specialty in any particular area yet. I think that may be a reason to leave at that time too, so that you can be more marketable down the road.”

—Female Air Force Lawyer

Attitudes regarding switching to the Reserves

This topic was addressed only sporadically in the focus groups. Several women indicated that they would consider transferring to the Reserves if it were more conducive to work/life balance. Several men noted, considering that current Reserve OPTEMPO and deployment pace are at least as high as the Active Component’s, the Reserves are no longer a desirable alternative.

4. Retention of female lawyers in the civilian sector

Research on the experience of women lawyers in the private sector indicates that they, like the female lawyer focus group participants, are more likely to leave the legal profession than their male counterparts. For example, research sponsored by the New York State Bar Association (NYSB) Committee on Women in the Law found in 2001 that women were less likely than men to stay in the legal field (61% versus 71%, respectively).⁹ A more recent study similarly concluded that more women than men leave their first law firm within 3 years, and that 40 percent of women who graduated from law school in the early 1980s have left the legal profession.¹⁰

Studies suggest that lawyers in the private sector leave their careers for some of the same reasons expressed by the women in the focus groups. In particular, family factors emerge as a driver in the career decision of civilian female lawyers. In the 2001 NYSB study, 55 percent of female lawyers versus 19 percent of male lawyers indicated that their childcare responsibilities affected their choice of specialty.¹¹ In this same study, it was found that women reported both formal and informal challenges in their careers that resulted from having children. For example, civilian female lawyers missed more time from work because of young children: 73 percent of females versus 17 percent of males with minor children took parental leave.¹² Women also reported a perceived loss of informal opportunities for advancement because of family factors: more female than male lawyers (94% versus 69%, respectively) indicated that their childcare responsibilities limited their ability to participate in informal networking.¹³

A 2006 article investigating the career experiences of female lawyers noted female lawyers with families would “often” prefer to remain in their careers, but feel pushed to choose one over the other.¹⁴ Women meet additional challenges when returning from parental leave as they face the so-called “maternal wall” in law firms: the product of management’s assumption that women will not work as hard after they have children.¹⁵ Many civilian female lawyers believe this assumption on the part of senior managers limits women’s access to the more choice assignments and to senior positions.¹⁶

⁹ New York State Bar Association Committee on Women in the Law. (2002). *Gender equity in the legal profession: A survey, observations, and recommendations*. Retrieved June 28, 2006, from <http://www.nysba.org/Content/ContentGroups/News1/Reports3/womeninlawreport-recs.pdf>

¹⁰ Reichman, N. J., & Sterling, J. S. (2004). Sticky floors, broken steps, and concrete ceilings in legal careers. *Texas Journal of Women and the Law*, 14, 27–76.

¹¹ New York State Bar Association Committee on Women in the Law. (2002).

¹² Ibid.

¹³ Ibid.

¹⁴ O’Brien, T. (2006, March 19). Up the down staircase. *The New York Times*, Section 3, 1.

¹⁵ Ibid.

¹⁶ Ibid.

Female and male lawyers in the private sector tend to view their opportunities for advancement differently. The NYSB found, for example, that 66 percent of female lawyers agreed that “prospects for advancement are available equally for male and female lawyers,” whereas 88 percent of male lawyers agreed.¹⁷ This study also found that more female attorneys (33%) than male attorneys (27%) changed jobs because they were dissatisfied with career advancement opportunities or with the work overall.¹⁸ Similarly, Reichman and Sterling found that 42 percent of female lawyers were satisfied with opportunities for advancement, compared with 77 percent of males.¹⁹

Additionally, female and male civilian lawyers report different levels of satisfaction with their compensation. For example, the NYSB found that only 68 percent of female lawyers agreed that “high salaries are available equally for male and female lawyers,” while 90 percent of male lawyers agreed.²⁰ Similarly, 14 percent of female attorneys reported low satisfaction with compensation, while no male lawyers did.²¹ The NYSB study noted that only 41 percent of female lawyers earned at least \$100,000 in 2000, whereas 59 percent of their male counterparts did.²² Census data confirmed the salary discrepancies between male and female lawyers in civilian firms: the median annual income of female lawyers was 73 percent of that of male lawyers in 2000, as the median annual income for female lawyers was \$66,670 versus \$90,941 for male lawyers.²³ A 2004 study by Reichman and Sterling found that the gender gap in lawyers’ pay remained stable between 1993 and 1999.²⁴ These authors concluded that pay inequity and lack of advancement opportunity are the primary reasons women leave the practice of law, and why the pipeline of women lawyers leaks at all levels.²⁵

Not all findings from the reviewed civilian research were echoed in the DACOWITS lawyer focus groups. The civilian studies cited a lack of access to good assignments and the gender gap in compensation as major factors contributing to women lawyers’ decisions to leave the profession. Conversely, while the DACOWITS focus group participants acknowledged the role of family factors in the career choices of female military lawyers, male and female participants agreed that female lawyers’ opportunities for advancement are plentiful in the military. (Advancement opportunities are discussed in greater detail later in this chapter.)

¹⁷ New York State Bar Association Committee on Women in the Law. (2002).

¹⁸ Ibid.

¹⁹ Reichman, N. J., & Sterling, J. S. (2004).

²⁰ New York State Bar Association Committee on Women in the Law. (2001).

²¹ Ibid.

²² Ibid.

²³ U.S. Census Bureau. (2000). *Earnings by occupation and education*. Retrieved June 28, 2006, from <http://www.census.gov/hhes/www/income/earnings/call2usboth.html>.

²⁴ Reichman, N. J., & Sterling, J. S. (2004).

²⁵ Ibid.

5. Summary

Retention of female JAG officers was examined from several vantage points, yielding distinct outlooks on female retention. These vantage points include recent JAG officer retention and attrition rates, which are retrospective, and the career intentions of the JAG officers who participated in the focus groups, which are prospective. Recent retention rates for each grade suggested that the legal branches are retaining women at much the same rate as men. They are not suffering the losses of female O3s that are typical across DoD as a whole, in part because many O3 lawyers are still completing their first term of service and lack the option to leave. Attrition data for fiscal years 2003, 2004 and 2005, as well as 1990–1995 cohort data, reinforced the finding that the Services' legal branches are retaining women and men at similar rates. Neither of these data sources revealed any consistent or predictable pattern in military lawyer attrition or retention rates by gender. Small differences within a given year, cohort, or Service were noted occasionally, but most of these were within statistical margins of error, went unreported the following year, and/or were counterintuitive (i.e., men's attrition higher than women's).

The career intentions of JAG officer focus group participants presented a different retention picture, however: far fewer female than male JAG officers intended to stay in the military beyond their present obligation, much less until retirement. While imperfect, career intentions are the best available indicator of future career decisions and, as such, they demand attention.

JAG officers of both sexes expressed very high job satisfaction, and those who had decided to remain in the military cited this as the primary reason for their decision. Specific dimensions of job satisfaction stressed by the focus group participants included the variety, importance, and adventure in the work they do, the environment in which they do it, and the life they live in the military. They believe the quality of their professional experience far exceeds that of their civilian counterparts. Participants told the DACOWITS members these are the main factors that encourage both female and male military lawyers to continue to serve.

DACOWITS focus group participants explained that family factors discourage JAG officers from staying in the military. Frequently, children's well-being and spouses' opportunity to further their careers are the key drivers in the decision to leave military service. Female JAG officers, who often have—or expect to have—husbands pursuing their own careers and children who look to their mother as their primary caretaker, were more likely than men to describe family factors as impediments to a JAG career. Quantitative data corroborated that being married influences the career decisions of female JAG officers differently than it does those of male JAG officers. Married female JAG focus group participants were less likely to intend to remain in the military than either married male participants or single female participants. In addition, in terms

of career behavior, it is apparent from DoD-wide attrition data that proportionately fewer unmarried female lawyers than unmarried male lawyers left the military in recent years.

The stresses of juggling family and career tend to be compounded for dual-military personnel. While dual-military focus group participants of both sexes described challenges related to being dual-military and were less likely than focus group participants overall to intend to remain in the military, dual-military status seems to be a more salient issue for female JAG officers than male. Across DoD, not only are proportionately more married female JAG officers than married male JAG officers dual-military, but attrition data show that proportionately more dual-military females than dual-military males left the military in recent years.

Clearly, many female JAG officers feel compelled to leave the military because they find juggling the competing demands of family and career too difficult. However, the available literature suggests their counterparts in the private sector struggle with some of the same challenges.

C. LAWYERS' OPPORTUNITY TO REACH FLAG/GENERAL OFFICER RANKS

The forerunner of today's JAG Corps was established in the 19th century and women began serving as military lawyers during World War II. However, it was not until 2003 that an Active Component female JAG—an Air Force officer—reached flag/general officer rank. The dearth of women among sitting flag/general officers was a major impetus for this report.

This section examines factors related to the promotion of women JAG officers to flag/general officer positions. The findings are organized in the following sections:

1. Promotion rates to flag/general officer for female lawyers in the military
2. Female military lawyers' perceived opportunity to advance to flag/general officer rank
3. Measures of career success for female military lawyers
4. Female military lawyers' views on continuing to practice their craft
5. Summary.

The findings in Section 1 are based on data provided by the Services on military lawyers and on military officers at large. The findings in the subsequent sections come from the comments gathered during the Committee's 2006 focus groups with military lawyers.

1. Promotion rates to flag/general officer for female lawyers in the military

A meaningful discussion of the opportunity of JAG officers to reach flag/general officer ranks must begin with the recognition that the number of JAG Corps flag/general officer billets is very small. The number of billets and the number of billets currently occupied by women are shown in Exhibit II-10.

Exhibit II-10: JAG Corps Flag/General Officer Billets, by Service²⁶		
Service	No. Flag/General Officer Billets	No. of Billets Currently Filled by a Woman
Army JAG Corps	5	1
Navy JAG Corps	2	0
Marine Corps	1	0
Air Force JAG Corps	6	0
Total DoD	14	1
Coast Guard	1	0

Currently, just one of the 14 flag/general officer billets—7 percent of the total—is occupied by a woman, an Army officer.

If promotion of women to flag/general officer billets (i.e., grades O7-O10) is an indicator of the successful integration and advancement of women in the military, what level of female representation among those ranks is sufficient? In other words, is 7 percent a high, neutral, or low level of representation? The Committee identified two possible benchmarks to answer this question. One benchmark compares female representation among flag/general officer lawyers to female representation among flag/general officers DoD-wide. Throughout DoD, there are approximately 900 flag/general officers, of whom 43 (or 5%) were women in FY05.²⁷ Thus, women's representation at the highest levels of the JAG Corps is comparable to, even slightly higher than, their representation among flag/general officers in DoD as a whole.

One would expect, however, that the absence of gender restrictions in the JAG Corps would lead to greater female representation among flag/general officers in the legal profession than is true DoD-wide. For example, this is clearly the case at lower grades, as women make up more than 25 percent of military lawyers but only 15 percent of officers in DoD overall. A second benchmark, therefore, compares female representation among flag/general officer lawyers to female representation only within the JAG Corps. Using this benchmark, women are clearly

²⁶ Data provided by the individual Service branches.

²⁷ Data provided by DoD and Office of the Deputy Under Secretary of Defense Military Community and Family Policy. (2006). *2005 demographics profile of the military community*. Washington, DC.

under-represented at the highest levels in the legal branches. Particularly noteworthy is the lack of current female representation among flag/general officer lawyers in the Air Force, the Service branch with the most flag/general officer JAG billets (6) and, in FY04 and FY05, the highest proportion of female lawyers.

With so few billets, promotions to flag/general officer are not annual occurrences in the legal branches, as is reflected in the FY04 through FY06 promotion rates presented in Exhibits II-11 through II-13. These exhibits show promotion rates to O7 for JAG officers overall and for JAG females only.

Exhibit II-11: Promotion to O7 of Active Duty Lawyers: All Eligible and Eligible Women Only (FY04)²⁸	
Service	Percent Promoted
Army	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Navy	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Marine Corps	
Of all eligible personnel	4.3% (1/23)
Of eligible women	0% (0/2)
Air Force	
Of all eligible personnel	2.7% (2/73)
Of eligible women	0% (0/13)
Coast Guard	
Of all eligible personnel	0% (0/4)
Of eligible women	0% (0/2)

* There were no vacancies to promote into.

²⁸ Data provided by the individual Service branches.

Exhibit II-12: Promotion to O7 of Active Duty Lawyers: All Eligible and Eligible Women Only (FY05)²⁹	
Service	Percent Promoted
Army	
Of all eligible personnel	2.9% (3/103)
Of eligible women	5.6% (1/18)
Navy	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Marine Corps	
Of all eligible personnel	0% (0/13)
Of eligible women	0% (0/2)
Air Force	
Of all eligible personnel	1.4% (1/72)
Of eligible women	0% (0/12)
Coast Guard	
Of all eligible personnel	16.7% (1/6)
Of eligible women	0% (0/2)

* There were no vacancies to promote into.

Exhibit II-13: Promotion to O7 of Active Duty Lawyers: All Eligible and Eligible Women Only (FY06)³⁰	
Service	Percent Promoted
Army	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Navy	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Marine Corps	
Of all eligible personnel	0% (0/14)
Of eligible women	0% (0/2)
Air Force	
Of all eligible personnel	1.4% (1/70)
Of eligible women	0% (0/11)
Coast Guard	
Of all eligible personnel	0% (0/6)
Of eligible women	0% (0/2)

* There were no vacancies to promote into.

²⁹ Data provided by the individual Service branches.

³⁰ Ibid.

In some years from FY04 through FY06, the Service branches promoted no lawyers to O7. When promotions did occur, the small number of vacant flag/general officer billets resulted in extremely low overall promotion rates (1.4% to 4.3%). In this environment, the odds were against all eligible personnel receiving promotions, regardless of gender.

2. Female military lawyers' perceived opportunity to advance to flag/general officer rank

When focus group participants were asked whether they see themselves as flag/general officers in the future, most female JAG officers said they do not. They do not view becoming a flag/general officer as an unachievable goal, nor do they point to obstacles such as institutional barriers or gender bias. Rather, they express a lack of desire to serve as a flag/general officer, viewing it as a journey that requires personal sacrifices that they are unwilling or unable to make:

“I would say ‘no,’ but it’s not because the opportunity isn’t there. My goal is lieutenant colonel and that’s it. I just don’t want to do that.”

—Female Army Lawyer

“I just think that it takes too much self-preservation and too much of a political agenda with what you have to do, with all the ladders you have to climb—male or female—but females in particular because there are less of them. I just don’t want to do that for myself. But it takes that for any general officer, male or female.”

—Female Army Lawyer

“For me, it’s that by that time in my career, I wouldn’t want to do all of that. I just wouldn’t.”

—Female Air Force Lawyer

For dual-military JAG officers, the desire to be co-located may necessitate that they forego the top assignments that allow one to remain competitive for promotion to flag/general officer rank. The effect of co-location issues on advancement is discussed further in Chapter IV.

“If you asked me two years ago, before I met my husband, I would have said ‘yes.’ Now I have been told that there’s no way I could go that far because I will be limited in my assignments by trying to stay with him. I don’t consider it an option not to be with him, so eventually we’re going to have to choose. One of us is going to have to get out and we’ll see whose career is going the best at that time and we’ll look at who has the most opportunities. We agreed to alternate who gets to pick which job to take and it’s worked well so far.”

—Female Air Force Lawyer

3. Measures of career success for female military lawyers

Focus group participants were asked what they consider to be the most important measure of a successful career. No JAG officers—male or female—said they must become a flag/general

officer in order to feel successful. A fair number said they do not need to reach any particular rank in order to feel successful. A comparable number—comprising more men than women—indicated they would like to reach lieutenant colonel. The measure of a successful career most frequently mentioned by JAG officers was job satisfaction:

“Job satisfaction and personal life satisfaction. Success means knowing that you’re happy with your family and your personal life situation as well as your job and that you put those two together successfully.”

—Female Army Lawyer

“For the most part, people in the military enjoy what they do because we don’t get paid enough to do what we do in Iraq and Afghanistan to stay in unless we’re having fun.”

—Male Army Lawyer

For some JAG officers, a successful career is related to being part of an important, worthwhile mission:

“I know a lot of people who just want to be lawyers but all four of us are in for the higher calling of wanting to help the bigger picture. I want to help support the guys in the field and I want to go back there as much as I don’t want to go out there.”

—Female Army Lawyer

“I’ve ended up in Iraq and Afghanistan but for some it’s not something up here (arm motion waving up high) it’s something down here (arm motion waving down low). Teaching brand new kids, working with these people, working with soldiers, that’s what matters to me. Some people just take it as the opportunity to work with soldiers every single day.”

—Male Army Lawyer

“It was so hard for us coming back because I left people in Iraq. We just wanted to be there.”

—Female Army Lawyer

What JAG officers said makes a career successful—job satisfaction—is also the reason they cited for choosing to stay in the military. (See the previous description of career intentions on page 18.)

4. Female military lawyers’ views on continuing to practice their craft

As they advance, professionals tend to turn their attention to activities such as management, policy-making, leadership, and advising, leaving the practice of their craft to more junior personnel. Focus group participants were asked how important it is for them to be able to continue to practice their craft as they advance in their careers. Their responses were mixed. A fair number of JAG officers indicated they are not averse to leaving the traditional practice of law for more administrative or advisory roles:

“It can be a nice break and we don’t have to go find another job to get that break, we can just ask for one. It’s one of the nice things about the flexibility of the Navy. As long as you get the job you ask for you get to choose your career.”³¹

—Female Lawyer

“I think that in any large organization the ability to practice your craft is going to diminish as you move up the ladder. I think it’s a personal decision. For me it’s more of a ‘look at the power you have to affect younger people,’ and that’s where my priorities are rather than being in the courtroom. I look at administration as a possibility to influence more people and that’s what I value. I haven’t practiced law in years and I don’t mind.”

—Male Army Lawyer

A smaller number of JAG officers indicated they would prefer to continue to practice law. It was observed that many of those who leave the Army do so in order to preserve the option of continuing to practice their craft:

“To me it is extremely important. I love criminal law and I would do it forever. It’s something I fought over because it’s very hard to continue to do litigation in the JAG Corps so people who want to have to get out. I want to keep doing criminal law and I am.”

—Male Army Lawyer

“I think that the way that it is set up is that if you want to keep practicing your law, you’re one of the ones who get out.”

—Female Air Force Lawyer

For the most part, JAG officers embrace roles that transcend traditional legal practice. For most, the requirement that they suspend practicing their craft as they rise through the ranks does not diminish their interest in advancement.

5. Summary

The DoD legal branches have a very small number of flag/general officer billets—five for the Army, six for the Air Force, two for the Navy, and one for the Marine Corps. Since 2003, there have been two female JAG flag/general officers, one of whom continues to serve on Active duty. With one female flag/general officer, the female representation among JAG flag/general officers is slightly higher than across all career fields (7% versus 5%) but far lower than the overall representation of women in the military’s legal branches (7% versus 25.2%).

Given the limited number of flag/general officer billets in the legal branches and the infrequency with which they are vacated, JAG officers recognize that promotion to flag/general officer rank is an unlikely occurrence even under the best of circumstances. What is more, when asked

³¹ In the Marine Corps and Coast Guard, lawyers at all levels have the opportunity to work “out of specialty.”

whether they see themselves as flag/general officers in the future, most female focus group participants said they do not. For most of the JAG officers who participated in the focus groups, the rank they achieve in the military is not the yardstick by which they said they measure their success. These JAG officers were more likely to measure the success of their career intrinsically—by the amount of job satisfaction they experience.

Though most JAG officers said that they do not measure their success by the rank they achieve, all do seek reasonable advancement, which is the topic of the next section.

D. LAWYERS' OPPORTUNITY FOR ADVANCEMENT

This section deals with topics related to the advancement of female JAG officers through the ranks. The section identifies key factors that are affecting the pipeline of junior and mid-grade military lawyers, from which future leaders will be selected. The findings are organized in the following sections:

1. Advancement rates for female lawyers in the military
2. Conditions that promote advancement within the JAG Corps
3. Female military lawyers' perceived access to the conditions that promote advancement
4. Importance of mentoring for female military lawyers
5. Focus group participants' recommendations related to the advancement of female lawyers in the military
6. Summary.

The findings in Section 1 are based on data on military lawyers provided by the Services and data on military officers at large provided by the Services and DoD. Section 2 draws exclusively upon the comments gathered during the Committee's 2006 focus groups with military lawyers. Section 3 presents data from the focus groups as well as the DMDC *SOF* survey. Section 4 draws on the comments and mini-survey data obtained during the focus groups. Findings in Section 5 come from the focus groups as well, with commentary from the civilian literature.

1. Advancement rates for female lawyers in the military

The promotion rates for military lawyers, by Service and by gender, are presented separately for FY04 and FY05 in Exhibits II-14 and II-15.

Exhibit II-14: Promotion Rates Among Military Lawyers, by Service and Gender (FY04)³²			
Service	Promotion to:	Female	Male
Army	O4	77% (10/13)	95% (40/42)
	O5	71% (10/14)	85% (34/40)
	O6	43% (3/7)	60% (15/25)
Navy	O4	100% (8/8)	71% (25/35)
	O5	33% (1/3)	60% (12/20)
	O6	50% (3/6)	50% (7/14)
Marine Corps	O4	100% (2/2)	90% (19/21)
	O5	50% (1/2)	30% (11/37)
	O6	100% (1/1)	27% (4/15)
Air Force	O4	93% (26/28)	94% (47/50)
	O5	0% *	0% *
	O6	63% (5/8)	57% (13/23)
Coast Guard	O4	75% (3/4)	100% (5/5)
	O5	100% (3/3)	100% (9/9)
	O6	0% (0/0)	83% (5/6)

* No O5 promotion board was held in FY04.

Exhibit II-15: Promotion Rates Among Military Lawyers, by Service and Gender (FY05)³³			
Service	Promotion to:	Female	Male
Army	O4	91% (20/22)	93% (42/45)
	O5	67% (10/15)	71% (20/28)
	O6	50% (3/6)	55% (11/20)
Navy	O4	53% (8/15)	72% (21/29)
	O5	78% (7/9)	66% (19/29)
	O6	0% (0/2)	54% (7/13)
Marine Corps	O4	100% (1/1)	92% (12/13)
	O5	50% (1/2)	30% (11/37)
	O6	0% (0/0)	27% (4/15)
Air Force	O4	85% (17/20)	85% (45/53)
	O5	77% (20/26)	79% (44/56)
	O6	53% (9/17)	53% (21/40)
Coast Guard	O4	100% (5/5)	100% (7/7)
	O5	100% (2/2)	0% (0/0)
	O6	50% (1/2)	40% (2/5)

³² Data provided by the individual Service branches.

³³ Ibid.

Overall, the FY04 and FY05 military lawyer promotion rates show no clear gender patterns across pay grades, Service branches, or fiscal years. Female lawyers were promoted at lower rates than male lawyers roughly half the time. In FY04, the female promotion rate to O6 was more favorable than in FY05. That is, in FY04 it was lower than the male rate in only one of four Services (Army), whereas in FY05 it was lower than the male rate in three of four Services (Army, Navy, and Marine Corps). Only the Army showed lower female than male promotion rates to O6 2 years in a row.

In FY04, Navy lawyer promotion rates showed no clear pattern by gender. Air Force female promotion rates were comparable to or higher than male rates. Marine Corps promotion rates to each grade were higher for female lawyers than male lawyers, although the female rates were based on extremely small numbers of eligible personnel. Conversely, Army promotion rates to each grade were lower for female lawyers than male lawyers.

FY05 promotion rates conformed to FY04 rates in some of the Services. The Army continued to promote women to each grade at lower rates than men, although the size of the gender disparity was smaller in FY05 than in FY04. Air Force female promotion rates remained comparable to male rates. In the Navy, where no clear gender pattern was discerned in FY04, smaller percentages of women than men were promoted to O4 and O6. In the Marine Corps, where women consistently fared better than men in FY04, higher percentages of women were promoted only to O4 and O5, although it is important to again acknowledge that the female promotion rates were based on extremely small numbers of eligible personnel.

Promotion rates for military officers at large are presented in Exhibit II-16, permitting comparison with military lawyers.

Exhibit II-16: Promotion Rates Among Military Officers at Large, by Service and Gender (FY04)³⁴			
Service	Promotion to:	Female	Male
Army	O4	98.0%	96.8%
	O5	78.5%	76.9%
	O6	50.0%	53.1%
Navy	O4	82.5%	87.8%
	O5	72.0%	76.7%
	O6	48.9%	55.8%
Marine Corps	O4	70%	85.9%
	O5	77.8%	61.4%
	O6	25.0%	50.9%
Air Force	O4	92.4%	93.3%
	O5	77.7%	72.5%
	O6	48.3%	44.4%
Coast Guard	O4	82.0%	85.0%
	O5	65.0%	70.0%
	O6	50.0%	64.0%

Exhibit II-17: Promotion Rates Among Military Officers at Large, by Service and Gender (FY05)³⁵			
Service	Promotion to:	Female	Male
Army	O4	98.2%	97.6%
	O5	84.2%	86.8%
	O6	58.8%	59.6%
Navy	O4	81.8%	83.6%
	O5	72.6%	78.0%
	O6	51.9%	56.2%
Marine Corps	O4	82.5%	87%
	O5	62.5%	67.3%
	O6	100%	40.4%
Air Force	O4	93.0%	93.1%
	O5	80.3%	73.2%
	O6	37.5%	47.0%
Coast Guard	O4	76.0%	82.0%
	O5	85.0%	73.0%
	O6	50.0%	55.0%

³⁴ Data provided by the individual Service branches.

³⁵ Ibid.

In the Army and Air Force, no obvious gender differences can be seen in the FY04 and FY05 officer at large promotion rates except in promotions to O6. For promotions to O4 and O5, female rates were equal to or better than male rates. Specifically, female and male officer promotion rates to O4 were comparable in most cases, and female officer promotion rates to O5 were as likely to be higher than males' as lower. For promotions to O6, however, female officer promotion rates were lower than males' in most cases. In the Army and the Navy, female officer promotion rates to O6 were lower than males' in both FY04 and FY05.

Similarly, military lawyers showed no obvious gender differences in promotion rates to O4 and O5. With respect to promotion rates to O6, the data suggest that female military lawyers fared slightly better than female officers at large. In both fiscal years, female officers at large were promoted to O6 at lower rates than males in three of four Services. The same can be said of female lawyers only in FY05; the previous year, female lawyers were promoted to O6 at lower rates than males in only one of four Services. Of the four Services, only the Army showed lower female promotion rates to O6 2 years in a row for both officers at large and military lawyers.

Selection for command positions and selection for military schooling are additional measures of advancement in the military. Exhibits II-18 and II-19 compare female and male officers at large in terms of selection rates for these competitive opportunities.

Exhibit II-18: Selection of Military Officers at Large for O5 and O6 Command Positions, by Service and Gender (FY04 and FY05)³⁶				
Service	FY04		FY05	
	Female	Male	Female	Male
O5 Command Positions				
Army	13.7%	15.6%	16.13%	15.5%
Navy	25.3%	16.6%	30.7%	17.5%
Marine Corps	3.7%	15.8%	12.5%	18.0%
Air Force	12.8%	17.3%	13.3%	18.1%
Coast Guard	8.8%	12.7%	3.2%	12.0%
O6 Command Positions				
Army	23.6%	19.9%	16.4%	20.8%
Navy	36.0%	18.9%	75.7%	24.50%
Marine Corps	25.0%	21.1%	20.0%	23.0%
Air Force	30.7%	31.5%	32.7%	32.9%
Coast Guard	21.1%	28.0%	23.8%	29.4%

Female selection rates for command positions across the Services in FY04 and FY05 varied depending on the level of the position. More often than not, female selection rates for O5

³⁶ DMDC. (2005). In some circumstances, selected officers do not assume command.

command positions were lower than male selection rates. For O6 command positions, male and female selection rates were comparable. The Navy stood out among its sister Services by selecting substantially higher percentages of females than males for both O5 and O6 command positions in both fiscal years. (Equivalent figures for JAG officers, e.g., selection for Staff Judge Advocate positions, were not provided.)

Exhibit II-19: Selection of Military Officers at Large for Intermediate and Senior Service School, by Service and Gender (FY04 and FY05)³⁷				
Service	FY04		FY05	
	Female	Male	Female	Male
Intermediate Service School				
Army*	25.3%	31.5%	100%	100%
Navy	32.9%	53.4%	60.8%	50.8%
Marine Corps	60.0%	54.7%	60.0%	70.0%
Air Force	35.8%	24.7%	59.9%	55.4%
Coast Guard**	Not available	Not available	Not available	Not available
Senior Service School				
Army	7.0%	8.1%	7.5%	9.0%
Navy	7.0%	8.1%	57.9%	56.8%
Marine Corps	4.3%	10.4%	13.6%	12.2%
Air Force	35.1%	16.7%	15.8%	22.7%
Coast Guard	9.0%	7.2%	10.0%	6.0%

* In FY05, the Army began sending all eligible officers to Intermediate Service School (i.e., Command and General Staff College).

** In FY04, of 68 Coast Guard applicants, 1 female and 6 males were selected for Intermediate Service School. In FY05, of 88 applicants, 90 females and 5 males were selected.

Exhibit II-19 shows comparable female and male officer at large selection rates for Intermediate Service School but slightly less favorable female selection rates for Senior Service School. (Figures were not provided specifically for JAG officers.)

In combination, the figures presented in Exhibits II-16 through II-19 suggest that gender plays a role in the advancement of military officers at large in some Services. Specifically, in the years reviewed, female officers at large in some Services were not promoted to O6, selected for O5 command positions, or selected for Senior Service School at the same rate as their male counterparts. Promotion rates in the JAG Corps suggest that, to some extent, female lawyers encounter similar difficulties in reaching O6, particularly in the Army. These similar advancement experiences are somewhat counter-intuitive if female lawyers encounter fewer gender restrictions in their advancement than do female officers at large. In the absence of

³⁷ DMDC (2005).

significant assignment limitations due to gender, other reasons must explain why female JAG officers are not promoted to O6 at the same rate as their male counterparts.

2. Conditions that promote advancement within the JAG Corps

Focus group participants were asked a series of questions related to the extent to which female lawyers have the same opportunity as male lawyers to advance in the JAG Corps. First, participants were asked the conditions necessary for advancement in their field. The prerequisite for advancement in the JAG Corps that was mentioned most consistently was the right assignments, which were described as hard and diverse. Deployment experience is an essential component of the right assignments:

“You could look at the 100 people who will meet at the next board and you can probably easily pick the top 32 right now. It’ll be those people who are in those hard jobs who will get promoted—assuming they are successful in it—so if you take yourself out of that job you’ll be at risk for not getting that school or that promotion.”

—Female Army Lawyer

“The traditional way to make O6 as an Air Force JAG, in my opinion, is to have a variety of jobs but then to focus on leadership jobs—become a deputy and then become an SJA. There are always exceptions to this but generally this is the way they get there.”

—Female Air Force Lawyer

“They say there’s no one path to success but the path is taking the hard jobs with deployment and high hour requirements but these are the non-family friendly positions too. Early on you have to pick, or someone will pick for you, between the fast path where your family is second priority and the other path which is much slower.”

—Male Army Lawyer

Also mentioned as conditions for advancement were long hours, military schooling, leadership positions, good performance, and/or good evaluations.

3. Female military lawyers’ perceived access to the conditions that promote advancement

After discussing the conditions necessary for advancement in their field, and the centrality of having the right assignments, focus group participants were asked to what extent women in the JAG Corps have as much access as men to the keys to success. The focus group participants perceived no barriers in the Army, Air Force, or Coast Guard JAG Corps that are unique to the military or that do not affect men equally in comparable circumstances (e.g., men who are married, parents, in dual-career marriages, or in dual-military marriages):

“I think men and women hit the same deciding point of, ‘do I put the Army first or do I put my family first?’ I think it’s just that more often the women choose their families...it’s an individual choice and both have an equal playing field.”

—Male Army Lawyer

“I was thinking that the only barrier is the nature of the Army itself because it just won’t appeal to everyone. Within the Army though, I don’t see any barriers. We do have women serving in all of our jobs. We have 10 divisions in the Army and 3 of the 10 are headed by women.”

—Female Army Lawyer

“I am really glad to be an Air Force member. I mean all women have issues, all women in civilian law firms will too. But I can honestly say we have a higher female lawyer percentage than our civilian counterparts and we may retain our female lawyers at a higher rate than men even. ... A lot of families getting out are dual-service or have child concerns.”

—Female Air Force Lawyer

“Our first Active Duty female general officer had a great presentation she put together about women in the Army JAG Corps. To be honest, it’s pretty amazing. After seeing that, I don’t see how a female lawyer in the Army could say, ‘I don’t have an opportunity for advancement so I’m getting out.’”

—Male Army Lawyer

A few focus group participants noted that current efforts within the JAG community to support women’s advancement may be giving women an edge:

“From that perspective, it can be argued that they have more access than men because there is a very special emphasis in ensuring that a certain number of females are promoted. Love it or hate it, they get preferential treatment in terms of selections, promotion, selection boards, job offers, etc.”

—Male Army Lawyer

“I think sometimes it actually works to our advantage because they want to promote women.”

—Female Army Lawyer

While they perceived no institutional barriers to women’s advancement in the Army or Air Force, focus group participants observed that the jobs necessary for advancement demand personal sacrifices that can be especially trying for individuals with spouses or children. Female lawyers who are married, and women who have children, juggle competing family and career demands that often require them to prioritize one over the other:

“The preference always goes to the person with the harder job who deployed so only a real superstar can stay in DC and get promoted. Is this hard on women? I think it’s hard on men and women and that they have to make these choices for themselves. It might be harder for

women but it's hard for men too. It's hard on anyone to ask for a job where you know you're going to leave your family."

—Female Army Lawyer

"I think opting out is the number one reason women get promoted at a lower rate past Major probably, but certainly past Lieutenant Colonel."

—Female Air Force Lawyer

"Whether they did it intentionally or unintentionally, if you look at the assignment process from last year, the women who were single without children were the ones who got the high level assignments which deploy a lot and are on the fast track but this was the case for men too. It was the single men who got them and so I guess it's that the military is protecting its families by saying deployment isn't good for them."

—Female Army Lawyer

A few focus group participants suggested that some women decline the most career-enhancing assignments in the interest of their family, thereby inhibiting their advancement:

"The only barrier comes from the women who pull themselves out and say, 'I don't want to do that.' That's fine if that's what they want because they are making their own life choices. It's their right to do that and that's their choice."

—Female Army Lawyer

"I look at the women who may pick a job that isn't as demanding when they have small children at home. I think that they hurt their chances for promotion this way. I think the choices you make reflect this. The opportunities are there and I think that they are equal but sometimes you have to give up something to balance a family life. Some choose to give up taking challenging jobs and I think that choice hurts you in the long run with promotions."

—Female Air Force Lawyer

"Those on the fast path are rewarded with rank but this means some women may not want this because of the time away from family. But if you pick the other path you are rewarded with weekends with your family."

—Male Army Lawyer

Some men and women felt that opportunity for female lawyers in the Navy is not as favorable as in the other Services:

"It sounds like in the other Services the women are doing OK and are on the fast track with fair competition, but I think in the Navy there is some recognition that perhaps we have not done so well at putting females in the jobs that are on the fast track."

—Navy Lawyer

“...I cannot tell any young women that they can go as far as they want to because they can’t ... where are the women in senior positions with the Navy? ... There is a glass ceiling in the Navy.”

—Navy Lawyer

The difficult choices that female military lawyers face are most extreme, perhaps, in the case of the Navy, where some noted that the time when Navy lawyers should be at sea coincides with women’s child-bearing years, causing them to feel they must forfeit one or the other:

“We are at sea during child-bearing years and that creates a choice between waiting on kids and facing miscarriages and fertility issues or falling behind in your career. It’s a hard choice: family or go to sea to stay equal with peers. There is a narrow window for promotion for O4s at sea and so I asked my doctor what happens to me. We graduate professional school in our late 20s and then talk to doctors who pull out the ‘scary chart’ which shows the increased probability of genetic abnormality and the fertility issues that make it take longer to get pregnant, but this is a choice that we face.”

—Female Lawyer

The Navy reports that it is currently exploring ways to ameliorate the pressure to choose between child-bearing and a successful JAG career.³⁸ Specifically, the Navy is seeking to offer lawyers more flexibility regarding when they pass through critical career gates. It is looking into widening the timeframe for sea duty and for attendance at post-graduate school, thus allowing lawyers more discretion over when they take these assignments. The Navy is also extending the window of eligibility for Strike Group billets, which are desirable operational assignments that previously were available only to O4s.

Female focus group participants’ assessments of opportunity for advancement tracked with, or exceeded, the assessments of female military officers at large. On the December 2004 and December 2005 *SOF* surveys, military officers at large were asked several questions related to advancement.³⁹ Overall, the responses of female officers at large did not differ dramatically from those of their male counterparts, although women’s responses reflected a slightly less positive outlook (Exhibit II-20).

³⁸ Navy Judge Advocate General Briefing to DACOWITS Committee, Dec 06.

³⁹ *SOF* survey questions on advancement pertained to level of satisfaction with opportunities for promotion and level of agreement that “I will get the assignments I need to be competitive for promotions,” “My Service’s evaluation/selection system is effective in promoting its best members,” and “If I stay in the Service, I will be promoted as high as my ability and effort warrant.”

Exhibit II-20: Views of Military Officers at Large on Their Advancement Opportunity, from <i>SOF</i> Survey (December 2004)		
Survey Questions/Respondent Categories	Female	Male
How satisfied are you with your opportunities for promotion? (percent satisfied/very satisfied)*		
All respondents	70%	72%
Married	74%	72%
Single	66%	72%
With children	70%	71%
Without children	69%	73%
How much do you agree that, “I will get the assignments I need to be competitive for promotions?” (percent agree/strongly agree)		
All respondents	59%	62%
Married	60%	61%
Single	58%	65%
With children	62%	62%
Without children	56%	61%
How much do you agree that, “My Service’s evaluation/selection system is effective in promoting its best members?” (percent agree/strongly agree)		
All respondents	31%	36%
Married	31%	32%
Single	31%	50%
With children	29%	35%
Without children	35%	37%
How much do you agree that, “If I stay in the Service, I will be promoted as high as my ability and effort warrant?” (percent agree/strongly agree)		
All respondents	50%	49%
Married	47%	46%
Single	54%	61%
With children	47%	49%
Without children	52%	49%

* Data from the December 2005 *SOF* survey.

At least two-thirds of female and male officers at large expressed satisfaction with their opportunity for promotion. Responses to the remaining questions were less positive, hinting at a disgruntlement with promotion systems that was not detected among the JAG officers. Importantly, differences were observed—for both sexes—between the responses of married and unmarried officers and the responses of officers with and without children, demonstrating that the influence of family factors on perceptions of advancement opportunity applies to military officers at large as well as to JAG officers.

Perceived advancement as compared to female lawyers in the private sector

Many focus group participants indicated that the rate of advancement is faster for women in the military than in the private sector, although some acknowledged that the benchmarks of advancement—e.g., making partner, making a high salary, making colonel, being assigned as a Staff Judge Advocate—are too different to compare:

“I think women in the civilian world face the same issues that we do. They face the same question of, are you going to work that 18-hour day and be able to have kids?... We have to go fight in the nation’s wars but women in civilian law firms face many of these issues too. I would also add to this that women in the civilian sector face more discrimination because of their gender than we do. The civilian firms don’t have to report their statistics like we have to post our numbers saying, ‘we want diversity and we want women.’ I think it’s better for us.”

—Female Army Lawyer

“Very few of the senior partners of those firms are female and of course we have a female who is a general and there are four Corps SJA positions and one is currently a female. I’ve had five females who have rated me or senior rated me and one of them is a mentor to me.”

—Male Army Lawyer

The evidence suggests that female lawyers in the military recognize that the challenges they face are not unique to the military and that the military may actually offer greater opportunity for women than the private sector. Nevertheless, their belief that they cannot simultaneously do what is necessary to stay competitive for promotion and be a good mother leads many to abandon their military careers. (Refer to Section B for findings related to how having a family affects female lawyers’ advancement in the civilian sector.)

Advancement of dual-military personnel

The advancement of personnel in dual-military marriages is subject to further challenges. The desire to be co-located limits access to the best, most career-enhancing assignments for one or both dual-military partners. This is particularly true as they advance in rank and the number of desirable positions shrinks:⁴⁰

“We’re limited in where we can go because we want to stay together. Even if you’re married to someone who is not a JAG, it can be difficult to stay together. There are some good opportunities we would take ourselves out of immediately because we want to stay together.”

—Female Air Force Lawyer

⁴⁰ Across DoD, significant strides have been made in the proportion of dual-military personnel who are “jointly assigned.” Whereas 65 percent of dual-military couples were jointly assigned in 2002, 89 percent were jointly assigned in 2005. Opportunity for joint assignment for JAG officers at different pay grades is unknown.

“It’s not an easy choice to make either because you’re saying either that your spouse is more important and are choosing to give up your career or you’re saying your job is more important while telling your husband I’m going to be away from you for a year.”

—Female Air Force Lawyer

Taking care of children—e.g., picking them up from childcare, taking them to the doctor, and staying home with them when they are sick—precludes for at least one dual-military partner the time commitment many important assignments demand. Frequently, this is a concession made by the mother, who often by choice or default is the primary caretaker:

“The other thing my husband would say is that while the male spouse rising to the occasion and taking 50 percent of the responsibility with the children is tough, you need that equal responsibility because in the military the mom cannot be the sole parental figure, the dad has to pick up the slack.”

—Female Army Lawyer

“The barriers that exist are put there from our own minds—it’s the guilt we feel between a husband and a wife who are both in. Who gets out if we have kids? That’s a tough question to answer but I don’t think there are barriers for us in the JAG Corps.”

—Female Army Lawyer

Frequently, the impediments to optimal career advancement that dual-military personnel experience cause one or both partners to leave the military.

4. Importance of mentoring for female military lawyers

DACOWITS was interested in the extent to which female JAG officers are being mentored and the influence of mentorship on advancement. Although the focus group protocol included no formal question on mentoring, the subject arose in a number of focus groups. The mini-survey also included a question related to mentoring.

Most JAG officers reported having mentors, although there is indication that somewhat fewer females have mentors than males. Nine percent of women responding to the mini-survey indicated they had never had a mentor, whereas none of the men so indicated. Relative to military officers at large, however, the proportion of JAG officers who have had mentors is high. According to December 2004 *SOF* survey data, almost one-third of female and male officers at large (32% and 31%, respectively) have never had mentors.

While most JAG officers reported having mentors, their choice of mentor varied somewhat. According to the mini-survey, their mentor was most frequently either their rater/senior rater or some other person of higher rank than themselves. However, females were considerably less

likely than males (35% versus 48%) to identify their rater/senior rater as their mentor. Females were more likely than males (15% versus none) to identify someone of their same rank or someone outside the military as their mentor.

The gender differences in focus group participants' choices of mentors more or less track with those identified by military officers at large on the December 2004 *SOF* survey. Exhibit II-21 shows the mentors of male and female military lawyers and military officers at large.

Exhibit II-21: Mentors of Military Lawyer Focus Group Participants and Military Officers at Large⁴¹				
Survey Question	Lawyers		Officers at Large	
	Female	Male	Female	Male
Who is or has been your mentor?				
My rater or senior rater	35%	48%	36%	42%
A person who is/was higher than me in rank, but not my rater or senior rater	50%	52%	50%	46%
A person who is/was at my same rank	10%	0%	4%	7%
A person who is/was lower in rank than me	0%	0%	5%	2%
A person who is not or was not in the military at the time the mentoring was provided	5%	0%	5%	2%

Like the female and male military lawyer focus group participants, at least 85 percent of female and male officers at large indicated their mentor was their rater, senior rater, or other person of higher rank. Also, in both populations—lawyers and officers at large—women were less likely than men to look to their rater or senior rater as their mentor.

While mentoring did not emerge in the focus group discussions as a key condition for advancement, participants' comments leave little doubt that they believe that mentors can facilitate advancement:

“When someone pulls you aside and tells you that you need to take this class that you don’t want to take and gives you good career advice, that’s what you need.”

—Female Army Lawyer

⁴¹ Of those who indicated they have had a mentor; data for military officers at large and military lawyer focus group participants from December 2004 *SOF* survey and DACOWITS mini-survey, respectively.

“I’ve had mentors who are both male and female and I can call both of them up and ask, ‘what should I do? Should I take this job?’ ...I think it’s important.”

—Female Army Lawyer

“I think mentoring is extremely important. You have senior people who you can look up to and ask for advice. In addition, since we’re such a small group and all know each other, your mentor can be an advocate for you when they know what type of job they want to put you into and you want to take.”

—Female Army Lawyer

The value ascribed to mentoring by military lawyers was mirrored by military officers at large who responded to questions about mentoring on the December 2004 *SOF* survey. The majority of female and male officers consistently rated their mentors as very or extremely helpful at providing career guidance, acting as a role model, teaching/advising on organizational politics, providing sponsorship/contacts to advance their career, and assisting in future assignments. Females’ and males’ ratings of mentor helpfulness in these areas were comparable, except in providing career guidance and assisting in future assignments, for which females gave their mentors notably higher ratings than males gave theirs.

Female focus group participants indicated that they have male and/or female mentors. There was no consensus among them as to how important it is that women have female mentors:

“I have three that are all very different. They are all men but they are great. And I mean mentor as in someone who is not assigned to me.”

—Female Army Lawyer

“It’s not gender-dependent. I have male and female mentors.”

—Female Army Lawyer

The focus group participants’ comments suggest that active female-to-female mentoring may be more prevalent in some Service branches than others; it seems to be particularly common in the Army:

“We do however have women who are direct commission officers who know very little about the military and we have social events where we invite the Basic Course women and ask them and let them ask, ‘What do I do when I have a baby?’ It can be as silly as, ‘Where did you get your shoes? They’re great’ or it can be serious. It’s never a bashing of any kind, it’s just support.”

—Female Army Lawyer

5. Focus group participants' recommendations related to the advancement of female lawyers in the military

The focus group protocol included several questions that tapped participants' thoughts about how to retain and advance women lawyers in the military. Regardless of the specific questions, most of their recommendations shared a common theme—family. The answer to retaining and advancing female JAG officers, many seemed to suggest, is to make military life more family-friendly.

Focus group participants' views on the value of a flexible career path

Focus group participants who were considering leaving the Army were asked whether it would affect their career intentions if the military were able to provide a more flexible career path. For many, the answer was a resounding “yes.” They support policies and programs that help women better negotiate motherhood and career, particularly if this relief does not come at the expense of advancement, i.e., if they are able to get back on the “fast track” on their return:

“Oh yes, I would absolutely stay in.”

—Female Air Force Lawyer

“Being able to get off and get back on Active Duty—it’s true for the men too. Everyone has issues, whether its children at one age or your parents at another. Having the ability to help solve that and then deal with it would help women.”

—Female Lawyer

“I would love to be able to take some time off. I have civilian friends who are working from home for a little bit while they have kids and I would love to be able to do that. They say, ‘yeah, my employers want me so they are flexible.’”

—Female Air Force Lawyer

“I think having the opportunity to get off for a leave of absence without losing the opportunity of getting on the track to the big job would be so helpful...”

—Female Lawyer

Others expressed an opposite sentiment—that special treatment for women is neither called for nor is it fair to men:

“But the very reason we don’t have a ‘mommy track’ in the military is that we want equality so with it comes the responsibility to deploy. We can’t leave that responsibility to the men or to the single people.”

—Female Army Lawyer

“Women enter the services with their eyes open knowing that they will be leaving their families and that they will deploy. I don’t expect anyone to fix the Army so that I can stay in it. I get angry when people suggest I find non-deployable options to stay on Active Duty because I don’t think that’s what the Army is about.”

—Female Army Lawyer

Focus group participants’ other recommendations

In addition to the question about flexible career paths, focus group participants were asked what could be done differently to improve opportunity for advancement among female JAG officers and, more generally, what could be done differently to encourage them to stay in the military. Some dual-military participants were asked what could be done differently to encourage *married* female lawyers to stay in the military. Most of the focus group participants’ suggestions were geared more to reconciling the incompatibilities between family and career than to advancement.

Better support for parents. A relatively small number of individuals offered a handful of suggestions that, in isolation, were relatively insignificant. In combination, however, these suggestions represent a call for greater support for parents, particularly for parents of young children. The participants’ suggestions included:

- Better logistical support for nursing mothers
- Increased on-post child development center capacity and hours
- More extensive maternity and paternity leave.

Better support for civilian spouses. Two individuals made recommendations related to providing better employment and other kinds of support for civilian spouses. The first recommended that, in order to decrease the length of time that the spouse is unemployed and the family is reliant on a single income, entry into the Spouse Preference Program be permitted earlier than 30 days prior to a PCS. A second individual urged that, when female JAGs are accessed and beyond, more consideration be given to the circumstances and needs of the civilian spouse:

“I met a person here who is married to a civilian and how he fits into her assignments is a big issue too. Sometimes I don’t think that is addressed as often as it should be.”

—Male Army Lawyer

More flexible timeline for military schooling. One focus group participant suggested that JAG officers be given a window of time rather than a specific year during which they should attend military schooling, which would afford officers and their families much appreciated flexibility:

“I think flexibility would help both men and women. There’s a lot of frustration on the part of people in the Army over the fact that they tell you, ‘this school is required for you and you have to move now and you have to go this year because you can’t put it off one year.’ I think that if they told people, ‘here’s a 4-year window and you have to go to the school during this window but we’ll work with you to find the best time to do it,’ I think this would greatly help retention because people would feel like they had a little more control over it. Even if they don’t have much control, they could at least get to choose and weigh what’s important for their family at that time.”

—Male Army Lawyer

Removal of gender information from promotion packets. There was some discussion of the merit of removing gender information from promotion packets, which apparently could work for or against women:

“I don’t think that the promotion process is unfair but if it was or if something were to be done, they should take away the pictures on the applications and take away the first names like the Air Force does. That way it just says, ‘Major’ and your last name so they do not even know you are a female when they look at you for promotion boards.”

—Female Army Lawyer

6. Summary

FY04 and FY05 advancement data for military officers at large and for military lawyers were analyzed. The figures suggest that female officers encountered some difficulty reaching the O6 level, whether they were JAG officers or officers at large (i.e., all career fields). The presumed lower number of gender-restricted billets in the legal branches compared to other career fields would lead to the expectation that female lawyers enjoy greater advancement opportunity, relative to men, than female officers at large. The uniformity of women’s difficulty reaching the rank of O6 regardless of career field, while unexplained, helps account for the dearth of female leaders at the highest JAG Corps levels.

For the most part, female focus group participants identified no institutional barriers to their advancement. Contrary to the promotion rate data, which suggests that women’s advancement is negatively influenced by gender, the female JAG officers who participated in the focus groups expressed positive and appreciative views of their opportunity for advancement within the military. A possible exception is the Navy; based on a variety of comments from male and female JAG officers, opportunity for female JAG officers may be more limited in this Service branch.

Female and male focus group participants agreed that the key to advancement in the JAG Corps is the right assignments. Such assignments must be difficult and diverse, and they must include deployment. Taking the right assignments takes a toll on families, however, particularly for

women who serve as their children's primary caretaker. Assignment challenges are exacerbated for dual-military couples, who tend to have difficulty finding two good assignments in the same location, especially as they progress in rank and desirable positions become scarcer. Frequently, partners in a dual-military marriage must choose either to forego the best assignment in order to be co-located or to accept a separation in order to have the competitive assignment.

Thus, the prevailing view among female JAG officers in the focus groups is that decisions regarding family, rather than externally imposed obstacles or gender bias, affect advancement to the highest levels.

E. RECRUITMENT OF LAWYERS

The representation and advancement of female lawyers in the military is influenced in no small part by how successfully the military is able to attract them. This section addresses the accession of female lawyers into the military. The findings are organized in the following sections:

1. Accession rates for female lawyers in the military
2. Military lawyer recruitment practices
3. Participant recommendations for improving recruitment of female lawyers
4. Summary.

The findings in Section 1 come from data on military lawyers provided by the Services. Section 2 is based on data on military lawyers provided by the Services as well as comments obtained during the Committee's 2006 focus groups with military lawyers. Section 3 is drawn exclusively from the focus group comments.

1. Accession rates for female lawyers in the military

The Service branches' FY04 and FY05 recruiting goals for military lawyers and corresponding accession rates are presented in Exhibit II-22.

Exhibit II-22: FY04 and FY05 Military Lawyer Recruiting Goals and Accession Rates, by Service⁴²			
Service	FY	Recruiting Goal	Accession Rate
Army	FY04	140	149 (106%)
	FY05	155	158 (102%)
Navy	FY04	60	60 (100%)
	FY05	61	61 (100%)
Marine Corps	FY04	35	35 (100%)
	FY05	35	46 (131%)
Air Force	FY04	120	122 (102%)
	FY05	120	109 (91%)
Coast Guard	FY04	12	12 (100%)
	FY05	10	10 (100%)

In most cases, the Service branches met or exceeded their recruiting goals.

FY04 and FY05 JAG officer accession rates are detailed by gender in Exhibit II-23.

Exhibit II-23: Accessions of Lawyers in the Military, by Service and Gender⁴³			
Service	FY	Female Lawyers	Male Lawyers
Army	FY04	28% (41/149)	72% (108/149)
	FY05	26% (41/158)	74% (117/158)
Navy	FY04	35% (21/60)	65% (39/60)
	FY05	16% (10/61)	84% (51/61)
Marine Corps	FY04	9% (3/35)	91% (32/35)
	FY05	20% (9/46)	80% (37/46)
Air Force	FY04	24% (29/122)	76% (93/122)
	FY05	38% (41/109)	62% (68/109)
Coast Guard	FY04	17% (2/12)	83% (10/12)
	FY05	40% (4/10)	60% (6/10)

On average, females comprised approximately 25 percent of FY04 accessions and 27 percent of FY05 accessions. These accession rates were equal to or slightly higher than the representation of female lawyers in the military overall (25%) and slightly lower than the representation of female lawyers in the private sector (32%). No consistent trend was observed from FY04 to FY05; Army accession rates decreased slightly (28% to 26%), Air Force accession rates increased by more than 50 percent (24% to 38%), Marine Corps accession rates increased by more than 100 percent (9% to 20%), and Navy accession rates decreased by more than 50 percent (from 35% to 16%).

⁴² Data provided by the individual Service branches.

⁴³ Ibid.

The Army, Navy, Marine Corps, and Air Force articulate no gender-specific goals or target numbers as part of their JAG Corps recruiting missions, precluding specific comment about female accession rates. Since females currently comprise 25 percent of military lawyers across DoD, however, maintaining this level of female representation over time will almost certainly require a current accession rate higher than 25 percent since women tend to leave the military earlier than men. At the current rate, which ranged from 25 percent to 27 percent between FY04 and FY05, female accessions are probably not high enough to sustain the current 25 percent rate of female representation in the military legal communities, much less to yield a reasonable proportion of female senior leaders.

2. Military lawyer recruitment practices

Among the focus group participants who contributed to the discussions of recruiting practices were military lawyers who had been on the receiving end of recruiting practices as well as military lawyers who, as former recruiters, had participated in recruiting practices.

Military lawyer recruiting practices are naturally influenced by the marketplace. Former recruiters as well as the individual Service branches noted that they experience no shortage of lawyer applicants. As such, military lawyer recruiting practices focus on selecting the most qualified applicants more than on cultivating interest.

Description of recruiting practices

There is indication that some lawyers join the military without being “recruited” at all. Several female JAG officers said they found information about the military JAG Corps, and applied, online. In other words, they were not approached by the military until their application packets had been evaluated and deemed competitive:

“I wasn’t recruited. I looked on the web and got all the information myself.”

—Female Air Force Lawyer

“I talked to a few recruiters who I sought out but otherwise I was not officially recruited. I went online to get information.”

—Female Air Force Lawyer

Three key recruiting practices that help the military identify and attract the best applicants—visits to law schools, internships for law students, and the Funded Legal Education Program (FLEP)—were described by former recruiters.

Visits to law schools. The Service branches decentralize the recruiting mission by tasking practicing JAG officers in the field to serve as Field Screening Officers who travel to law schools in their vicinities to give presentations and conduct interviews:

“There’s a centralized JAG recruitment office in DC and overseas. The actions are done by field screening officers, by attorneys who are located at various locations. I served in this position in Kentucky. This is an extra duty on top of your other job. I would go twice a year to a set of four colleges that the JAG recruiting office asked me to go to and I would make myself available for big group briefings. I would also conduct individual interviews. I think that’s as far as we go with recruiting formally...”

—Male Army Lawyer

“I’ve served as a field screening officer and I recruited at three universities. The Army has a definite plan for recruiting from there. We would go to the universities and interview students a few times a year and go to their career fairs. First- and second-year students were interviewed for internships and third-year students were interviewed about coming onto Active Duty.”

—Male Army Lawyer

“The Air Force recruits differently than the Army does. We go to law schools twice a year and we do informational interviews with interested students but the hiring interview is not with me. I’m there to try to give them a flavor for what it’s like to be a JAG in the Air Force...”

—Female Air Force Lawyer

Summer internships for law students. Law students who are contemplating joining the military upon graduation may compete for the opportunity to serve as a summer intern in a JAG office. Such internships give law students a realistic basis for assessing their compatibility with the military without requiring them to make a long-term commitment:

“I think that the internship is huge especially because it is something that is noncommittal. For most people who have no experience with the military, they could have this screaming drill sergeant view of the military but then they could come in and see the quality of the people and the quality of the life and it helps them explain their new option to their parents. I know my father-in-law was in WWII and he was a Major. Even he saw me coming into the military as a waste of my education because he didn’t understand the military outside of war.”

—Male Army Lawyer

“There’s an internship program in the summer after first or second year of law school where they apply and come work in a JAG office for the summer. I think that helps recruit a lot. Both males and females start showing up at PT and start doing the extra things that we do in the Army even though they only have to work from 9 to 5. If they show up and like all that we do, they often come right in. I think it’s even between men and women.”

—Male Army Lawyer

Funded Legal Education Program (FLEP). FLEP, which may be better described as a recruiting tool than a recruiting practice, targets currently serving Active Component officers. Each year, the Service branches select a very small number of highly competitive officers for this program. FLEP officers receive a full scholarship for law school, in return for which they must serve a specified number of additional years:

“They also have the FLEP (funded legal education program) and for that you apply and hope you get selected. It seems like one person from each base gets chosen and it seems to end up about a 50/50 split between men and women who go in so I feel like it was fair and there was an opportunity there.”

—Female Army Lawyer

Several of the lawyer focus group participants indicated that they had attended law school as FLEP officers.

The Marine Corps noted that, in addition to FLEP, it employs recruiting incentives such as the Excess Leave Program and the Law School Education Debt Subsidy Program.⁴⁴

Extent of gender differences in recruiting practices

The focus group participants perceived no gender differences in Army, Air Force, Navy, or Coast Guard recruiting. Across many focus group sessions, they agreed that recruiting practices are equal for men and women in these Service branches:

“I was recruited from law school. They came and recruited and I felt there was no difference between male and female recruiting. We don’t spend a lot on it but we do a lot of recruiting. Recruiting is even, it is retaining women that’s the problem.”

—Female Lawyer

“There is absolutely no difference in the way we recruit men and women in the Air Force.”

—Female Air Force Lawyer

Former recruiters corroborated gender-neutral recruiting practices by confirming the absence of target numbers or quota systems for recruiting female lawyers. The recruitment process they participated in, for better or worse, was “gender-blind.” They also pointed out that the Services assign both men and women to serve as recruiters:

“When you’re recruiting, you look for the best qualified person. Gender, ethnicity— these things do not go into it. They want the best.”

—Female Army Lawyer

⁴⁴ Data provided by the Marine Corps.

“I was a field screening officer also and I had more female applicants than males. There were times I had males that were better suited and there were times when I had females who were better suited. I think the recruiting process itself is fair.”

—Female Army Lawyer

“I served as a field screening officer as well and I’d say of the 75 people I interviewed over the course of a year that at least 50 percent of them were women. The one who was most excited about joining the JAG Corps was a woman who just graduated this basic training course.”

—Male Army Lawyer

There were a few suggestions within the focus groups that Marine Corps recruiting is less gender-blind than that of the other Service branches. Some focus group participants attributed this to the fact that Marine Corps recruiters tend to be male:

“In the Marine Corps, they get people who come right out of law school so there may be a barrier there. The recruiter tends to be an aggressive male and a lot of us don’t necessarily relate to him, especially women.”

—Marine Corps Lawyer

“I don’t think I’ve ever seen a female Marine recruiter. There may be one out there but I’ve never seen one.”

—Marine Corps Lawyer

3. Participant recommendations for improving recruitment of female lawyers

Few suggestions for improving recruiting practices were offered, apparently because participants did not perceive inequities or problems in female recruitment. Some focus group participants said that nothing needs to be done differently in recruiting since this process is equal—i.e., nothing needs to be fixed. They emphasized that the important issue is female retention rather than female recruitment, although others indicated that there are no barriers in the military that are unique to females.

No information was obtained as to whether female recruiters are intentionally paired with female candidates. Some focus groups were asked, however, whether female recruiters would be more effective at recruiting female candidates than male recruiters would. While some female participants’ comments suggest that talking to another woman helps a female candidate better visualize a future in the military, other comments indicated that the gender of the recruiter makes no difference:

“My recruiting experience is the whole reason that I am here right now. The woman I met with just glowed about her job and she had nothing but positive things to say about it. The best part was that you could tell it was genuine. When I compared her to the other people who I talked to, to those who worked in civilian firms, they looked miserable and she was glowing. When I thought about who I wanted to be in 5 years, it was her.”

—Female Air Force Lawyer

“I think even 20 years ago when I had my interview I only had a one-on-one experience and it was very positive. It was with a male and he was enthusiastic and we didn’t talk about specific opportunities for women except he assured me women had all the same opportunities in the Army JAG Corps as men. I know that 20 years ago they were open to women or at least that one recruiter was. When I went in the door to talk to him I was interested, but when I went out that door I was much more interested.”

—Female Army Lawyer

4. Summary

Overall, the Service branches met or exceeded their JAG officer recruiting goals in FY04 and FY05. Female lawyers were accessed at rates of 25 percent and 27 percent in FY04 and FY05, respectively. These accession rates were equal to or slightly higher than the proportion of female lawyers in the military overall, which was 25 percent. Whether the current female accession rates will produce enough female lawyers to maintain the current level of representation, factoring in attrition, is unclear. Equally uncertain is whether the current level of female representation is sufficient to yield a reasonable number of women among the next generation of senior leaders in the legal branches.

Because many law students are interested in the military, becoming a military lawyer is a competitive process. Recruiting practices are therefore oriented toward selecting the most qualified among large applicant pools. Focus group participants indicated that visits to local law schools by field screening officers—i.e., practicing military lawyers who are assigned additional duties—are a cornerstone recruiting practice. During these visits, the field screening officers make presentations about their respective legal branches and/or conduct interviews. Additional recruiting practices identified by the participants include the summer internship program, which enables select law students to sample the life of a JAG officer by briefly working in a JAG office, and the FLEP, which offers qualified Active Duty officers scholarships to law school in return for additional years of service.

There was strong agreement among the focus group participants, several of whom were former recruiters, that the recruiting and selection process is free of gender bias. The Services use both male and female recruiters. The deliberate pairing of female recruiters with female candidates does not appear to be a consistent practice, although some focus group participants

acknowledged its merit. Some JAG officers indicated that they had not been recruited at all, having learned about and applied to the JAG Corps online.

At present, based on information provided by both the Services and the focus group participants, it appears that no steps to increase female lawyer accession, such as gender-specific accession goals or designated recruiting strategies, are being taken. This may be justified, given the popularity of the JAG Corps among both female and male law students. The potential impact of increased female accessions on the gender diversity of tomorrow's JAG leadership remains an open question.

III. REPRESENTATION AND ADVANCEMENT OF FEMALE CLERGY IN THE ARMED SERVICES

This chapter presents findings from the Committee's 2006 focus groups conducted with military clergy and supplements these findings with an array of relevant quantitative data. The chapter is organized in five sections as follows:

- A. Characteristics of the clergy focus group sample
- B. Retention of clergy (including career intentions and the factors that influence them)
- C. Clergy members' opportunity to reach flag/general officer ranks
- D. Female clergy members' opportunity for advancement
- E. Recruitment of clergy.

Although the report is concerned with the representation of female clergy in the military, data regarding their male counterparts and female clergy in the private sector are provided where possible for comparative purposes.

A. CHARACTERISTICS OF THE CLERGY FOCUS GROUP SAMPLE

Knowledge of the characteristics of focus group participants permits a better understanding of the findings that emerged from their responses. The clergy sample comprised three focus groups as follows:

- One session was attended by three male and four female clergy
- One session was attended by five female clergy
- One session was attended by four male clergy.

Thus, the three focus groups were attended by a total of 16 individuals. The relatively small number of participants means that comments and findings recorded during the focus groups may not reflect the views of the larger population of military clergy.

Salient characteristics of the military clergy focus group sample are presented in Exhibit III-1.

Exhibit III-1: Characteristics of 2006 Military Clergy Focus Group Sample	
Total number of participants	16
Gender:	
Female	9
Male	7
Service:	
Army	3
Navy	3
Air Force	10
Pay grade:	
O3	8
O4	6
O5	2
Number married:	
Female	4
Male	5
Number with children:	
Female	3
Male	4
Among married, number of dual-military marriages:	
Female	0
Male	0

The sample of military clergy comprised nine women and seven men, the majority of whom were Air Force officers. Since the Air Force was the most highly represented of all the Services, the views of clergy from this Service strongly affect the overall focus group findings.

Proportionately fewer women (4 of 9) than men (5 of 7) were married, and none of the married participants were in dual-military marriages. This is somewhat atypical for female clergy, but it is normal for male clergy. (In 2005, 8 percent to 22 percent of married female clergy and 1 percent to 3 percent of married male clergy were married to fellow Service members.) For a complete summary of the demographic characteristics of clergy focus group participants, see Appendix F.

B. RETENTION OF CLERGY

This section addresses the extent to which the military is successfully retaining women clergy and factors that influence their career decisions. The findings are presented in the following sections:

1. Retention and attrition rates for female clergy in the military
2. Career intentions of female clergy in the military
3. Factors that influence the career intentions of female clergy in the military
4. Retention of female clergy in the civilian sector
5. Summary.

The findings in Section 1 are based on military clergy data provided by the Services, data on military officers at large provided by the Services and the Defense Manpower Data Center (DMDC), and a review of the literature on the integration of civilian women in the clergy field. Findings in Sections 2 and 3 draw on participants' comments and mini-survey data obtained during the Committee's 2006 focus groups with military clergy, an analysis of key questions from the December 2005 *Status of Forces (SOF)* survey, and the civilian literature review.

1. Retention and attrition rates for female clergy in the military

Because the Services gather and report clergy retention data differently, inter-Service comparison is somewhat difficult. An added challenge is that the small numbers of female clergy in each Service, and particularly in pay grades within a Service, can render gender-specific comparisons less meaningful. When very small numbers are involved, for example, differences in rates that are simply due to chance (or to unique individual circumstances) often hold sway. Thus, the data presented in this section should be interpreted with caution, and some gender differences that might appear large in percentage terms will not actually be statistically significant.

These observations notwithstanding, retention data provided by the Armed Services do suggest that female clergy are retained at lower rates than male clergy in some Services. The Air Force reported retention in terms of "average time in service," which was lower for women than for men in both FY04 and FY05. Specifically, the average time in the Service for female Air Force clergy was 8.4 years in FY04 and 14.6 years in FY05. Average time in the Service was much higher for male Air Force clergy in both FY04 and FY05: 17.4 and 17.9 years, respectively. Thus, in FY04, male Air Force clergy had served an average of 9 years longer than their female counterparts and, in FY05, an average of 3.3 years longer.

The Army provided FY04 and FY05 retention rates for female and male clergy, which were comparable. While 91.1% of female clergy were retained in FY04, versus 94.7% of male clergy, the percentage difference is negligible considering the small number of personnel involved. In FY05, no gender difference existed in Army clergy retention as the Army retained 94.5% of females and 94.6% of males.

For Navy clergy, separate FY04 and FY05 gender-specific retention rates were provided for three pay grades. Navy female clergy at pay grade O4 retained at lower rates than their male counterparts in FY04 (84.6% versus 94.7%, respectively). In FY05, however, there was virtually no gender difference in rates for females and males at grade O4 (91.7% versus 92.1%, respectively). Among Navy O5s, female clergy were retained at a lower rate than males in FY04 (81.8% versus 95.4%) but at a higher rate than males in FY05 (100% versus 93.7%). Among Navy O6s, female clergy were retained at higher rates in FY04 (100% versus 82%) and in FY05 (100% versus 88%), although it should be noted that there were only two female clergy at that grade each year.

Clergy retention data were not provided by the Marine Corps and Coast Guard since they use Navy assets.

Attrition data offer an alternative approach to examining retention by documenting the characteristics of those who leave. Exhibit III-2 shows the percentage of military clergy who left the military in FY03 through FY05, by gender and Service branch.

Exhibit III-2: Military Clergy Attrition Rates, by Service and Gender (FY03–FY05)¹						
Service	FY03		FY04		FY05	
	Female	Male	Female	Male	Female	Male
Army	3.6% (2/55)	5.4% (67/1240)	11.5% (7/61)	5.8% (75/1286)	9.3% (5/54)	7.1% (94/1324)
Navy	7.3% (4/55)	5.0% (42/842)	7.5% (4/53)	7.1% (60/848)	7.5% (4/53)	8.5% (71/837)
Air Force	3.6% (1/28)	7.9% (45/570)	15.2% (5/33)	6.2% (36/581)	6.5% (2/31)	7.0% (41/584)
DoD	5.1% (7/138)	5.8% (154/2652)	10.9% (16/147)	6.3% (171/2715)	8.0% (11/138)	7.5% (206/2745)

The attrition rates presented in Exhibit III-2 show a statistically significant gender difference for Department of Defense (DoD) clergy in FY04, with a female clergy attrition rate higher than the male rate (10.9% versus 6.3%, respectively). For FY03 and FY05, however, there was no significant gender difference in overall DoD clergy attrition.

Cohort data offer yet another approach to examining the retention of female clergy in the military. Exhibit III-3 shows for military clergy of both sexes and all DoD Services what percent of the FY90 through FY95 officer cohorts were still in the Service 10 years after their respective

¹ Data provided by DMDC.

accessions. For example, of the two female clergy who entered the Army in 1990, one (or 50%) remained in the Army 10 years later.

Exhibit III-3: Percentage of Military Clergy Remaining in Cohorts 1990 through 1995 at 10 Years, by Service and Gender²						
Cohort	Army		Navy		Air Force	
	Female	Male	Female	Male	Female	Male
1990	50.0% (1/2)	54.0% (27/50)	33.3% (4/12)	37.2% (29/78)	40.0% (2/5)	48.4% (15/31)
1991	33.3% (1/3)	46.2% (18/39)	50.0% (5/10)	33.9% (20/59)	0% (0/0)	46.4% (13/28)
1992	0% (0/0)	55.6% (15/27)	33.3% (3/9)	57.6% (53/92)	50.0% (1/2)	54.2% (13/24)
1993	62.5% (5/8)	72.5% (29/40)	50.0% (2/4)	57.1% (32/56)	0% (0/0)	50.0% (16/32)
1994	25.0% (1/4)	61.5% (56/91)	25.0% (2/8)	51.7% (31/60)	0% (0/0)	54.8% (17/31)
1995	50.0% (2/4)	61.3% (38/62)	25.0% (1/4)	52.3% (45/86)	0% (0/1)	72.7% (16/22)

Due to very small cell sizes in the female columns (average cell size is 4), it is not meaningful to discuss retention of these female clergy cohorts in percentage terms or to compare the percentages of female and male cohorts. For this reason, no conclusions about gender-specific retention rates can confidently be drawn from these cohort data.³

Though the accessions process for military clergy differs in some ways from that of other officers, it is still informative to compare retention of military clergy to that of military officers overall. Exhibit III-4 presents FY04 and FY05 retention data for female and male Service members in pay grades O3 through O6.

² Data provided by DMDC.

³ Cohort data are provided to maintain consistency with the lawyer and doctor chapters.

Exhibit III-4: Retention Rates of Military Officers at Large, by Service, Gender, and Pay Grade (FY04 and FY05)⁴				
Service	FY04		FY05	
	Female	Male	Female	Male
O3s				
Army	85.8%	90.3%	85.5%	90.1%
Navy	86.5%	90.9%	85.7%	90.9%
Marine Corps	88.7%	91.3%	89.3%	92.9%
Air Force	89.7%	94.6%	88.1%	93.9%
Coast Guard	90.7%	94.9%	87.7%	94.3%
O4s				
Army	92.6%	94.4%	91.7%	93.8%
Navy	89.7%	92.0%	88.3%	90.8%
Marine Corps	84.3%	93.1%	85.3%	92.7%
Air Force	91.0%	92.8%	90.0%	91.5%
Coast Guard	84.2%	92.0%	97.2%	94.5%
O5s				
Army	89.5%	89.6%	83.8%	87.2%
Navy	90.8%	91.6%	88.5%	90.5%
Marine Corps	80.0%	88.4%	77.8%	86.5%
Air Force	86.4%	88.5%	84.5%	85.9%
Coast Guard	94.7%	87.9%	83.9%	89.5%
O6s				
Army	87.7%	82.7%	81.3%	82.8%
Navy	84.7%	84.7%	84.4%	83.1%
Marine Corps	90.0%	80.2%	85.7%	84.5%
Air Force	83.4%	82.8%	79.3%	80.7%
Coast Guard	94.7%	84.8%	85.7%	83.7%

Exhibit III-4 shows the disproportionate losses of female officers at large at the grade of O3, across all career fields and all Services, which the Defense Department Advisory Committee on Women in the Services (DACOWITS) reported previously. In contrast, retention of female clergy in grade O3 is commensurate with if not better than retention of male clergy in this grade. That the pattern does not hold for clergy may be a function of their unique commissioning process. That is, because clergy may enter the military at a higher rank than officers in other career fields, O3 clergy may have just begun their obligation.

⁴ OSD, Office of Personnel and Readiness, Military Personnel Policy. (2005). *Annual report on status of female members of the Armed Forces of the United States FY2002-05*. Washington, DC.

2. Career intentions of female clergy in the military

Information regarding career intentions of military clergy gives us insight into their plans at the time the information is gathered. Career intentions may or may not predict actual career decisions because people do not always follow through on their stated intentions. Career intent may be the best available predictor of future retention behavior, however, which is why many DoD and Service surveys—including the DACOWITS focus group mini-survey—measure it. Exhibit III-5 displays the career intentions of the military clergy who participated in the 2006 groups. (See Appendix F for frequency distributions of all questions on the mini-survey.)

Exhibit III-5: Career Intentions of 2006 Military Clergy Focus Group Participants, by Gender		
Career Intentions	Female (n=9)	Male (n=7)
Stay until retirement	7	5
Staying in indefinitely or as long as possible*	0	2
Stay beyond present obligation but not necessarily to retirement	0	0
Probably leave after present obligation	0	0
Definitely leave after present obligation	0	0
Undecided	2	0
Leave to join Reserve Component	0	0

* This option was only available for those with more than 20 years of service.

Most participants in this small sample of military clergy indicated that they intend to remain in the military. It is worth noting that the two chaplains who were undecided were both women. By way of comparison, data from the December 2005 *SOF* survey indicate that among DoD officers at large, 59 percent of women and 69 percent of men reported they were “likely” or “very likely” to choose to remain on Active duty.

3. Factors that influence the career intentions of female clergy in the military

DACOWITS’ 2006 focus group discussions and the responses obtained from military clergy on the mini-survey provide insight into the factors that influence career intentions of military clergy. These factors are discussed in this section.

Reasons for staying

Clergy focus group participants who indicated they would stay in the military beyond their present obligation were asked their reasons. For the majority of clergy members, both female and male, their motivation for staying was selfless in nature. For example:

A sense of calling. A sense of calling was the single most frequent reason cited for staying by both males and females.

“For me, it’s both patriotism and a calling. I am also in an awesome place right now...we’re being deployed and I want to be where the metal meets the flesh. I want to be where the people deploy—right in the middle of where the people really need you and need to know that God is there too. For as long as I can, I want to be there. I don’t know how many female chaplains have been in this position in the past, but I still believe that we need female representation in the special operations and I want to do it if I’m physically and mentally capable.”

—Female Air Force Chaplain

“I’d do it for \$40,000 less than they already pay me. For us—I say us because I include my wife in this—it’s a sense of calling. The job is very rewarding, and the chance to be involved in this time of our nation’s history is very appealing.”

—Male Chaplain

Patriotism and service. Many clergy indicated that they are motivated to stay in the military by patriotism and service to Service members, military families, and the nation:

“Once you’re in, you realize the need. You become aware that Soldiers have pastoral needs and that our presence makes a difference.”

—Male Chaplain

“It’s such a joy to be able to minister as chaplains because it gives us the opportunity to bring a part of the faith and holiness to the men and women of the Armed Forces. The unique role we play is that we serve where our people are—on the ship 24/7, deployed in the field—there’s a level of intimacy that civilian clergy cannot share.”

—Male Chaplain

Job satisfaction. Some focus group participants said they stay because of the job satisfaction they experience:

“I don’t know what it is, but I love the military and every day that I wake up, I’m happy that I joined. I cannot say where I will be one day or even where I will be the next day, but I love the ministry, I love the people, and I love what I do.”

—Female Air Force Chaplain

In one group, job satisfaction related to work diversity emerged as a common motivation for staying. Clergy expressed appreciation for the diversity of tasks, colleagues, and the flock to which they minister:

“The satisfaction and the diversity. I would add the opportunity to work within the interfaith component and with other clergy, from the broad perspective of the American culture. . . .

Also, the ability to advise leadership, which is very important from a moral/ethical standpoint. On the inside, you gain the credibility which puts you on a level playing field with leadership—you have a forum to advise leadership.”

—Female Air Force Chaplain

These factors—a calling, patriotism, opportunity to serve, and job satisfaction—contributed to a level of fulfillment among participants that they believe is unparalleled among their civilian counterparts. They consistently rated their professional experiences as superior to those of clergy in the private sector, reporting better opportunities for training, better education and conferences, and a ministry far more vast and diverse than one could experience on the outside:

“I think that for me, beyond measure, the training and the conferences I’ve been to far exceed civilian opportunities. It’s such a vast ministry here that people sitting in one church in civilian life will never experience.”

—Female Air Force Chaplain

“When someone told me about his military career within the chaplaincy, he said, ‘I can sum my whole career in just one word: opportunity.’ And I agree.”

—Female Air Force Chaplain

The enthusiasm that military clergy feel for their jobs and careers was also reflected in their attitudes about military lifestyle. Results of the mini-survey indicated that all of the female and male clergy in the sample were “very satisfied” or “satisfied” with military life. In comparison, only about three-quarters of military officers at large (all career fields) reported being “very satisfied” or “satisfied” with military life (December 2005 *SOF* survey).

Reasons for leaving or for being undecided

None of the focus group participants indicated that they intend to leave the military; two were undecided. Because the large majority of the clergy focus group participants intend to remain in the military, little could be gleaned regarding the factors that motivate clergy to leave or consider leaving. For the two who were undecided—both women—family-related factors were the prime consideration.

“I just made this decision to be undecided in the past 2 months because of family situations. My dad recently had a stroke and this puts my family back into first priority. I love my country and I love what I do, but I only have one family.”

—Female Chaplain

A third woman noted that while she currently intends to remain in the military and is fully satisfied with her job, she “uses every new set of orders as a discernment process.”

Relationship of family status and career intentions

Theoretically, the influence of family factors on career intentions can be examined quantitatively. With a small sample of 16 respondents, however, the mini-survey data are not recommended for this purpose because the sub-groups within the sample (e.g., the number of married women, unmarried women, married men, and unmarried men) are too small to allow meaningful interpretation. Also, privacy considerations preclude the reporting of responses of sub-groups as small as these. DoD-wide clergy attrition data for FY03 through FY05 offer a sounder basis for examining the influence of family factors on career intentions. One finds that marital status seems to differentially influence the career decisions of female and male clergy, with proportionately fewer single female clergy than single male clergy, and proportionately more married female clergy than married male clergy, choosing to leave the military.⁵ These differences tended not to be statistically significant, except in FY04, when 15 percent of married females, as compared to 5.5 percent of married males, left the military.

Attitudes regarding switching to the Reserves

The question of whether participants would consider switching from the Active Component to the Reserves was posed in only two of the three clergy focus groups. Fewer than one-fourth of the participants in these two groups indicated that they would consider joining the Reserves. Those that did were motivated by family reasons.

4. Retention of female clergy in the civilian sector

Bureau of Labor statistics show that in 2005, there were 435,000 clergy in the United States, including full-time and part-time employees in all sectors, of whom 15.5 percent were women.⁶ This section presents an overview of the research regarding women in the civilian clergy. Many of the findings pertain exclusively to the Methodist faith due to a number of studies conducted by

⁵ Data provided by DMDC.

⁶ U.S. Department of Labor, Bureau of Labor Statistics. (2005). *Household data annual averages*. Retrieved June 28, 2006, from www.bls.gov/cps/cpsaat11.pdf.

the Methodist Commission on the Status and Role of Women (COSROW). Comprobable research regarding clergy of other faith groups is limited.

Research on the experience of women clergy in the private sector found that for some denominations, attrition is rare for both female and male clergy. For example, research sponsored by COSROW found an overall attrition rate of 1 to 2 percent per year among Methodist clergy, which is much lower than in other professions, with little difference between female and male clergy members.⁷ Few participants in this study reported that they “think often about leaving the ministry.”

While the attrition rates of female and male clergy members in the private sector show no significant gender differences, female clergy face salary discrepancies and a lack of opportunity for advancement. The 2000 Census found that the median salary of female clergy was 90 percent of the median salary of male clergy (\$28,503 versus \$31,623).⁸ The 2004 Methodist COSROW study found similar discrepancies in compensation among Methodist clergy, with only 27 percent of female clergy, as compared to more than 50 percent of male clergy, earning salaries of \$50,000 or higher.⁹ The same study also reported that among Methodist clergy earning a base salary of \$70,000 or greater, males outnumbered females three to one.¹⁰

In addition to salary discrepancies, female members of the clergy in the private sector report that they often face glass ceiling issues with promotion. For example, Charlton noted that female clergy were less likely than male clergy to be assigned to high-level administrative positions, including district superintendents and bishops, as well as positions at the most popular and largest churches.¹¹ These findings corroborated findings from an earlier study that found positions with greater prestige and responsibility were disproportionately filled by men.¹² The Methodist COSROW study similarly found that women serve smaller Methodist congregations more often than men.¹³ The median attendance in 2003 for Methodist churches served by women clergy was 131, compared to 181 for Methodist churches served by men. In 2003, “few women” served as senior pastors in Methodist churches with an attendance of 350 or more.¹⁴

⁷ The Baltimore-Washington Conference of the United Methodist Church. (2003). *COSROW study of clergy: Executive summary*. Retrieved June 28, 2006, from www.bwcumc.org/page.asp?PKValue=105.

⁸ U.S. Census Bureau. (2000). *Earnings by occupation and education*. Retrieved June 28, 2006, from www.census.gov/hhes/www/income/earnings/call2usboth.html.

⁹ The Baltimore-Washington Conference of the United Methodist Church. (2003).

¹⁰ Ibid.

¹¹ Charlton, J. (2000). Women and clergywomen. *Sociology of Religion*, 61(4), 419–424.

¹² Sullins, P. (2000). The stained glass ceiling: Career attainment for women clergy. *Sociology of Religion*, 61(3), 243–266.

¹³ The Baltimore-Washington Conference of the United Methodist Church. (2003).

¹⁴ Ibid.

The fact that female members of the clergy often serve smaller congregations, have positions with less prestige and responsibility, and face pay discrepancies may be partially explained by their later entry into the ministry. Among the Methodist COSROW study participants, females were more likely than males to have worked in another occupation before entering the ministry and reported that they first felt called to become ordained ministers about a decade later than their male counterparts did.¹⁵

Some would suggest that as “latecomers,” female clergy cannot expect to advance at the same rate as their male counterparts. Others feel that gender discrimination exists in the civilian clergy that cannot be explained by the later entry of female clergy into the field. Sullins argued that women are in lower positions than their male counterparts because of embedded cultural values that emphasize the key role men play in religion but that bias is dissipating as more women are accepted and even appointed to high positions.¹⁶ In November 2006, the first woman became head bishop of the Episcopal Church in the United States, although some districts reject her authority because they do not support ordaining women.¹⁷

Important similarities and differences can be identified between civilian clergy and military clergy, based on the reviewed literature and responses of the DACOWITS focus group participants. In both sectors, men and women are deeply committed to their professions and retention is strong. As will be discussed later in this chapter, the discrepancies in opportunity that female clergy members experience in the civilian sector are, to some extent, mirrored in the military. Like female civilian clergy, female military clergy report having less opportunity for advancement than their male counterparts.

5. Summary

Army, Navy, and Air Force clergy retention data and DoD clergy attrition data were examined. Between FY03 and FY05, the Chaplains Corps did not experience the disproportionate losses of female O3s seen in other career fields, in part because O3 chaplains still may be fulfilling their initial obligation. That said, during FY04 and FY05, the Air Force retained female clergy for considerably shorter lengths of time—9 years and 3 years, respectively—than male clergy. The Army and Navy retention data for the same time period were more positive than the Air Force data. In the Army, female and male clergy retention was similar in FY04 and virtually the same in FY05. In the Navy, which broke out retention by pay grade, female O4 clergy were retained at lower rates than males in FY04, but at similar rates as males in FY05. Female O5 clergy were

¹⁵ The Baltimore-Washington Conference of the United Methodist Church. (2003).

¹⁶ Sullins, P. (2000).

¹⁷ *A first: Woman becomes head bishop of Episcopal Church.* (2006). CNN.com. Retrieved November 22, 2006, from www.cnn.com/2006/US/11/04/woman.bishop.ap/index.html.

retained at a lower rate than males one year and at a higher rate the next. Female O6 clergy were retained at higher rates than males both years, although there were only two female O6s each year to be retained. DoD attrition data showed a higher attrition rate for women clergy in FY04 but not in FY03 or FY05. Overall, the retention and attrition data for female and male clergy in the services are inconclusive.

Clergy focus group participants' comments revealed that their reasons for staying in the military tend to be selfless in nature. Many attributed their decision to stay to a sense of calling; patriotism; or the opportunity to be of service to military members, military families, and the nation. Some focus group participants noted they stay because of the job satisfaction they experience as military chaplains, including the diversity of their work, their colleagues, and the constituencies to which they minister.

Clergy focus group participants of both sexes were enthusiastic about the caliber of their professional experiences and the quality of their life in the military. They described their professional experiences as superior to those of clergy in the private sector and reported a high degree of satisfaction with military life. Because the focus group participants were largely "stayers," factors that influence clergy to leave the military were not elicited, however, for the two participants who were undecided about their career intentions, the pivotal factor was family considerations. In order to determine whether there are gender differences in the way that family considerations influence those who leave, DoD attrition data were examined. These data indicated that proportionately fewer single female clergy than single male clergy, and proportionately more married female clergy than married male clergy, chose to leave the military in FY03 through FY05, although these differences tended not to be statistically significant.

The influence of dual-military status on career intentions could not be assessed as none of the focus group participants were part of a dual-military couple.

C. CLERGY MEMBERS' OPPORTUNITY TO REACH FLAG/GENERAL OFFICER RANKS

The impetus for this report came in part from the dearth of women among sitting flag/general officers. Over the past 10 years in the Army, Navy, and Air Force, there has been one Active Component female chaplain promoted to flag/general officer rank, an Air Force officer. She has since retired; today, there are no female flag/general officers in the Chaplains Corps.

This section examines factors related to promotion of women clergy to flag/general positions. The findings are organized in the following sections:

1. Promotion rates to flag/general officer for female clergy in the military
2. Female military clergy members' perceived opportunity to advance to flag/general officer rank
3. Measures of career success for female military chaplains
4. Military chaplains' views on continuing to practice their craft
5. Summary.

The findings in Section 1 are based on data provided by the Services on military clergy and on military officers at large. Findings in subsequent sections come from the comments gathered during the Committee's 2006 focus groups with military clergy.

1. Promotion rates to flag/general officer for female clergy in the military

A meaningful discussion of the opportunity of military clergy to reach flag/general ranks must begin with the recognition that the number of flag/general officer billets for clergy is very small. The current billets are shown in Exhibit III-6.

Exhibit III-6: Chaplain Flag/General Officer Billets, by Service¹⁸		
Service¹⁹	No. Flag/General Officer Billets	No. Billets Currently Filled by a Woman
Army	2	0
Navy	2	0
Air Force	2	0
Total DoD	6	0

None of these six flag/general officer billets is currently occupied by a female chaplain. Were just one woman to be promoted into one of these slots, women would comprise roughly 17 percent of the top leadership of the Chaplains Corps. A 17 percent female representation at the most senior ranks of the Chaplains Corps would far exceed both the representation of women among military chaplains at large (4.9%) and the representation of women among flag/general officers across all career fields (5%).

With so few billets, promotions to flag/general officers are far from annual occurrences in the clergy branches, as is reflected in the FY04 through FY06 promotion rates presented in Exhibits III-7 through III-9. These exhibits show promotion rates to O7 for clergy overall and for female clergy only.

¹⁸ Data provided by the individual Service branches.

¹⁹ The Marine Corps and Coast Guard use clergy from the Navy.

Exhibit III-7: Promotion to O7 of Active Duty Clergy: All Eligible and Eligible Women Only (FY04)²⁰	
Service	Percent Promoted
Army	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Navy	
Of all eligible personnel	2% (1/62)
Of eligible women	0% (0/3)
Air Force	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)

* There were no vacancies to promote into.

Exhibit III-8: Promotion to O7 of Active Duty Clergy: All Eligible and Eligible Women Only (FY05)²¹	
Service	Percent Promoted
Army	
Of all eligible personnel	2% (1/46)
Of eligible women	0% (0/1)
Navy	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Air Force	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)

* There were no vacancies to promote into.

²⁰ Data provided by the individual Service branches.

²¹ Ibid.

Exhibit III-9: Promotion to O7 of Active Duty Clergy: All Eligible and Eligible Women Only (FY06)²²	
Service	Percent Promoted
Army	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Navy	
Of all eligible personnel	0% (0/0*)
Of eligible women	0% (0/0*)
Air Force	
Of all eligible personnel	3% (1/30)
Of eligible women	0% (0/0)

* There were no vacancies to promote into.

In each fiscal year, a single flag/general officer slot was filled by one of the three Service branches (Navy in FY04, Army in FY05, and Air Force in FY06). None of these three flag/general officer positions went to women. That said, at this rate of position turnover, the odds of promotion to O7 are against all eligible personnel, regardless of gender.

2. Female military clergy’ perceived opportunity to advance to flag/general officer rank

When focus groups participants were asked whether they see themselves as flag/general officers in the future, most female clergy said they did not. They tended to attribute this perception to several factors, including gender-related barriers to advancement:

“Once upon a time . . . I thought it might be nice. But reality is reality. If the playing field was fair then, yes, I would think all of us would have a chance, and I would hope that all of us would want to be there, but that’s not a reality. . . .They just aren’t accepting of women in these spots yet. There’s still that stained glass ceiling.”

—Female Air Force Chaplain

“Would have to be a miracle.”

—Female Chaplain

Gender-related barriers to advancement are discussed further in the next subsection, which deals with advancement opportunity overall.

Female clergy also identified additional factors that they believe contribute to a lack of opportunity to advance to flag/general officer rank. For example, it was observed that those who are promoted to flag/general officer rank are being rewarded for taking key administrative

²² Data provided by the individual Service branches.

positions, receiving the right awards, and getting to know the right people—whereas, participants implied, female clergy are more intent on simply being ministers:

“I remember when I used to be like her (pointing to participant who said that she wanted to be a flag/general officer and plans to do so). . . . I used to think, ‘wouldn’t it be great to pin on that star?’ but now I don’t believe I should aspire to this. You don’t get that spot through ministering; you have to do administration and a lot of other things like shaking the right hands and getting the right awards.”

—Female Air Force Chaplain

Female clergy indicated that the small number of flag/general officer slots within the military clergy limits the odds of selection regardless of one’s ability or gender. Further, female clergy noted, they often enter the military at an older age than their male counterparts and are unlikely to remain in the military long enough to be eligible for promotion to flag/general officer.

Many female clergy with families acknowledged that they do not want the social responsibilities that come with promotion to flag/general rank.

“I watched what the female general officer in chaplaincy who has now retired went through and I don’t know if I want to go through all of that. She didn’t have children at home but I do. It’s so much time away from home.”

—Female Air Force Chaplain

3. Measures of career success for female military chaplains

Clergy focus group participants were asked what they consider to be the most important measure of a successful career. None of the participants indicated that they must become flag/general officers to feel that their careers have been successful. In fact, a fair number of them expressed the opinion that rank is not a meaningful measure of career success. This position was more likely to be held by women than men:

“What we do is so intrinsic that if I was to retire today, I’d feel I had a successful career. Financially, making O5 would be a great career. But if I retire as an O4, I’m not going to sneeze at that—I don’t think it’s a reflection on who I am as a person or as a chaplain.”

—Female Chaplain

“I had one goal when I came in on Active Duty—it was to do something that would make a difference in the lives of the families so that they would know that God is in their lives. I did that in my first assignment so now everything else is just gravy. To know that I make a difference in their lives and in the lives of their children is amazing.”

—Female Air Force Chaplain

“Making a difference is what matters.”

—Female Air Force Chaplain

A fair number of focus group participants said that because opportunities for promotion decrease with rank, it would be nice to reach O5. Several male participants commented that not being selected for promotion is a demoralizing experience:

“When you don’t get promoted, it’s the institution saying you didn’t make the cut for the next grade so it’s a personal thing and it can be hurtful.”

—Male Chaplain

“The response is always, ‘oh, he or she was passed over,’ as if it describes that person.”

—Male Chaplain

Some participants observed that attaining higher rank, while not necessarily important to them personally, would allow them to have a broader impact than they would otherwise:

“I do want some type of power to have the opportunity to be at the level where I can make a difference. At the lower levels, I don’t see us making that much of an impact, and, for that reason, I feel I need to stick around because those with an eagle or a star can make a difference.”

—Female Air Force Chaplain

“But those who approach rank in a healthy sense want a higher rank not because it means more personal gain but because it means you have a higher scale of administration and more power to minister to those around you. It’s the same as wanting to be a bishop or a parish priest.”

—Male Chaplain

4. Military chaplains’ views on continuing to practice their craft

As they advance, professionals tend to turn their attention to such activities as management, policymaking, leadership, and advising—leaving the practice of their craft to more junior personnel. When asked how important it is to them to be able to continue to practice their craft as they advance in their careers, a fair number of participants spoke positively of administrative assignments and advisory positions. These clergy seemed to view such roles as another form of ministry, with a “larger flock,” rather than a different practice altogether:

“I enjoy the military family; there’s a sense of purpose . . . and I love being an advisor to command . . .”

—Male Chaplain

“I define ministry as wherever the Army puts me. By making sure regulations meet needs, it has an impact.”

—Male Chaplain

“It’s a different form of ministry, that’s all; ordination is forever.”

—Female Air Force Chaplain

5. Summary

Over the past decade, a total of 12 Active Component Army, Navy, and Air Force chaplains have been promoted to flag/general officer rank. One of these 12 was a female Air Force chaplain who has since retired. The Chaplains Corps has just six flag/general officer billets, two each for the Army, Navy, and Air Force. (The Marine Corps and the Coast Guard use Navy chaplains.) With so few flag/general officer billets, the odds of promotion to this level are slim for female and male clergy alike.

Female chaplains who participated in the focus groups did not, as a rule, see themselves as future flag/general officers. Gender-related barriers to advancement were cited as one of the reasons that they do not expect to rise to that level. These barriers are discussed in the next section, which deals with advancement opportunity. Female clergy cited more benign obstacles to their advancement as well, such as the small number of flag/general officer slots, being less interested than men in taking non-ministering assignments that are associated with advancement, and a disinterest in the social responsibilities associated with being a flag/general officer.

Not only did female clergy not see themselves as flag/general officers in the future, but they did not aspire to be in that rank. No chaplains—female or male—indicated that they must achieve the rank of flag/general officer for their career to have been a success. While a few indicated they would like to reach O5, a fair number suggested that rank is not necessarily a meaningful measure of career success.

D. FEMALE CLERGY MEMBERS’ OPPORTUNITY FOR ADVANCEMENT

This section of the report deals with topics related to the advancement of female clergy through the ranks. This section identifies key factors that are molding the pipeline of junior and mid-grade military clergy from which tomorrow’s leaders will be selected. The findings are organized in the following sections:

1. Advancement rates for female clergy in the military
2. Conditions that promote advancement within the military clergy
3. Female chaplains’ perceived access to conditions that promote advancement

4. Importance of mentoring for female military clergy
5. Participant recommendations for advancement of female clergy in the military
6. Summary.

The findings in Section 1 are based on data on military clergy provided by the Services and data on military officers at large provided by the Services and DoD. Section 2 draws exclusively on the comments gathered during the Committee's 2006 focus groups with military clergy. Section 3 presents data from the focus groups as well as the DMDC *SOF* survey. Section 4 draws on the comments and mini-survey data obtained during the focus groups. Findings in Section 5 come from the focus groups as well.

1. Advancement rates for female clergy in the military

Promotion rates for military clergy, by Service and by gender, are presented separately in Exhibit III-10 and Exhibit III-11 for FY04 and FY05, respectively. It should be noted that, given the small number of female chaplains in the military overall, the numbers eligible for promotion to each grade were very small. Thus, the use of percentages to describe patterns in female promotions, or to compare female promotion rates with those of male chaplains, can be misleading.

Exhibit III-10: Promotion Rates Among Military Clergy, by Service and by Gender (FY04)²³			
Service	Promotion to:	Female	Male
Army	O4	67% (2/3)	64% (48/75)
	O5	60% (3/5)	62% (32/52)
	O6	0% (0/2)	47% (14/30)
Navy	O4	100% (2/2)	90% (35/39)
	O5	0% (0/4)	71% (25/35)
	O6	0% (0/0)*	56% (10/18)
Air Force	O4	50% (1/2)	77% (13/17)
	O5	0% ⁺	0% ⁺
	O6	100% (1/1)	38% (6/16)

* None were eligible.

⁺ No O5 promotion board was held in FY04.

²³ Data provided by the individual Service branches.

Exhibit III-11: Promotion Rates Among Military Clergy, by Service and by Gender (FY05)²⁴			
Service	Promotion to:	Female	Male
Army	O4	50% (1/2)	66% (37/56)
	O5	0% (0/1)	47% (21/45)
	O6	0% (0/0)	42% (10/24)
Navy	O4	100% (2/2)	78% (32/41)
	O5	0% (0/2)	68% (17/25)
	O6	0% (0/1)	50% (11/22)
Air Force	O4	0% ⁺	0% ⁺
	O5	0% (0/1)	52% (10/19)
	O6	0% (0/1)	48% (10/21)

⁺ No O4 promotion board was held in FY05.

Sixteen clergy promotion boards were held in FY04 and FY05. In seven of these boards, no women were selected for promotion, despite the fact that one or more women were eligible for consideration in each case. In seven other FY04 and FY05 clergy boards, women were selected for promotion. It is worthwhile to note that in both years the Navy promoted more than half of its eligible males to O5 but none of its eligible females. The exhibits illustrate the extremely small pools of female clergy who are eligible for promotion to each grade and the relatively high likelihood that those who are eligible will be passed over. In an absolute sense, independent of any comparison with the promotion rates of male clergy, the promotion outlook for female clergy could not be described as favorable.

Promotion rates for military officers at large are presented in Exhibits III-12 and III-13, permitting comparison with military clergy.

²⁴ Data provided by the individual Service branches.

Exhibit III-12: Promotion Rates Among Military Officers at Large, by Service and by Gender (FY04)²⁵			
Service	Promotion to:	Female	Male
Army	O4	98.0%	96.8%
	O5	78.5%	76.9%
	O6	50.0%	53.1%
Navy	O4	82.5%	87.8%
	O5	72.0%	76.7%
	O6	48.9%	55.8%
Marine Corps	O4	70.0%	85.9%
	O5	77.8%	61.4%
	O6	25.0%	50.9%
Air Force	O4	92.4%	93.3%
	O5	77.7%	72.5%
	O6	48.3%	44.4%
Coast Guard	O4	82.0%	85.0%
	O5	65.0%	70.0%
	O6	50.0%	64.0%

Exhibit III-13: Promotion Rates Among Military Officers at Large, by Service and by Gender (FY05)²⁶			
Service	Promotion to:	Female	Male
Army	O4	98.2%	97.6%
	O5	84.2%	86.8%
	O6	58.8%	59.6%
Navy	O4	81.8%	83.6%
	O5	72.6%	78.0%
	O6	51.9%	56.2%
Marine Corps	O4	82.5%	87%
	O5	62.5%	67.3%
	O6	100%	40.4%
Air Force	O4	93.0%	93.1%
	O5	80.3%	73.2%
	O6	37.5%	47.0%
Coast Guard	O4	76.0%	82.0%
	O5	85.0%	73.0%
	O6	50.0%	55.0%

²⁵ Data provided by the individual Service branches.

²⁶ Ibid.

In the Army and Air Force, no obvious gender differences can be seen in the FY04 and FY05 officer-at-large promotion rates except in promotions to O6. For promotions to O4 and O5, female rates were equal to or better than male rates. Specifically, female and male officer promotion rates to O4 were comparable in most cases, and female officer promotion rates to O5 were as likely to be higher than males' as lower. For promotions to O6, however, female officer promotion rates were lower than males' in most cases. In the Army and the Navy, female officer promotion rates to O6 were lower than males' in both FY04 and FY05.

Selection for command positions and military schooling are additional measures of advancement in the military. Exhibits III-14 and III-15 compare male and female officers at large in terms of selection rates for these competitive opportunities.

Exhibit III-14: Selection of Military Officers at Large for O5 and O6 Command Positions, by Service and Gender (FY04 and FY05)²⁷				
Service	FY04		FY05	
	Female	Male	Female	Male
O5 Command Positions				
Army	13.7%	15.6%	16.13%	15.5%
Navy	25.3%	16.6%	30.7%	17.5%
Marine Corps	3.7%	15.8%	12.5%	18.0%
Air Force	12.8%	17.3%	13.3%	18.1%
Coast Guard	8.8%	12.7%	3.2%	12.0%
O6 Command Positions				
Army	23.6%	19.9%	16.4%	20.8%
Navy	36.0%	18.9%	75.7%	24.50%
Marine Corps	25.0%	21.1%	20.0%	23.0%
Air Force	30.7%	31.5%	32.7%	32.9%
Coast Guard	21.1%	28.0%	23.8%	29.4%

Female selection rates for command positions across the Services in FY04 and FY05 varied depending on the level of the position. More often than not, female selection rates for O5 command positions were lower than male selection rates. For O6 command positions, male and female selection rates were comparable. The Navy stood out among its sister services by selecting substantially higher percentages of females than males for both O5 and O6 command positions in both fiscal years. (Equivalent figures for military clergy [e.g., selection for head pastor positions] were not provided.)

²⁷ DMDC. (2005). It should be noted that in some circumstances selected officers do not assume command.

Exhibit III-15: Selection of Military Officers at Large for Intermediate and Senior Service School, by Service and Gender (FY04 and FY05)²⁸				
Service	FY04		FY05	
	Female	Male	Female	Male
Intermediate Service School				
Army*	25.3%	31.5%	100%	100%
Navy	32.9%	53.4%	60.8%	50.8%
Marine Corps	60.0%	54.7%	60.0%	70.0%
Air Force	35.8%	24.7%	59.9%	55.4%
Coast Guard**	Not available	Not available	Not available	Not available
Senior Service School				
Army	7.0%	8.1%	7.5%	9.0%
Navy	7.0%	8.1%	57.9%	56.8%
Marine Corps	4.3%	10.4%	13.6%	12.2%
Air Force	35.1%	16.7%	15.8%	22.7%
Coast Guard	9.0%	7.2%	10.0%	6.0%

* In FY05, the Army began sending all eligible officers to Intermediate Service School (i.e., Command and General Staff College).

** In FY04, of 68 Coast Guard applicants, 1 female and 6 males were selected for Intermediate Service School. In FY05, of 88 applicants, 0 females and 5 males were selected.

Exhibit III-15 shows comparable female and male officer-at-large selection rates for Intermediate Service School but slightly less favorable female selection rates for Senior Service School. (Figures were not provided specifically for Judge Advocate General officers.)

In combination, data presented in Exhibits III-16 through III-19 suggest that gender plays a role in the advancement of military officers at large in some Services. Specifically, in the years reviewed, female officers in some Services were not promoted to O6, selected for O5 command positions, or selected for Senior Service School at the same rate as their male counterparts. FY04 and FY05 Chaplains Corps promotion data, while difficult to interpret due to the small pools of female chaplains eligible to be promoted to each rank, suggest that female chaplains encounter similar if not greater advancement challenges. It should be noted that one would expect female chaplains to encounter less promotion difficulty than female officers at large if there are fewer gender-restricted positions within the Chaplains Corps than in other career fields. Further discussion of what facilitates and constrains advancement of military clergy, from the perspective of clergy focus group participants, is presented in the remainder of this chapter.

²⁸ DMDC. (2005).

2. Conditions that promote advancement within the military clergy

The condition most frequently mentioned by clergy focus group participants in conjunction with advancement was career-enhancing assignments. Although participants did not directly address what constitutes career-enhancing assignments, one can infer from their comments that operational billets and pulpit positions fall in this category. Some focus group participants noted that awards are also important for advancement. Focus group participants described with chagrin a third condition that they perceive as unimportant to advancement—effective ministering:

“Ministering does not get us promoted. Being a good minister is great, but it does not get you there.”
—Male Chaplain

Less frequently mentioned factors that can influence advancement include taking professional military education in-residence rather than by correspondence and having well-written officer evaluation reports, which often reflect more about the rater or writer than the officer being evaluated:

“Good reports. . . . Having a good chaplain above you who will mentor your raters on how to properly write a good report with quantifiable information. It’s hard to say whether that’s going to be effective, but all we are is paper when we go before the board. Other than what our commanders have written, they’ll look at what we’ve done and where we’ve done it.”
—Female Chaplain

Focus group participants did not necessarily view these advancement-related circumstances as being evenly distributed among female and male clergy, as discussed in the next subsection.

3. Female chaplains’ perceived access to conditions that promote advancement

From the perspective of the female clergy focus group participants, female clergy lack the access that males have to the desirable assignments that are preconditions for advancement. In fact, the number and intensity of their remarks about assignments suggest that the assignments process may be the greatest obstacle facing female clergy in the military. Clergy focus group participants identified several ways in which they believe assignment options are influenced by gender. These are described in the following paragraphs.

Unequal access to assignments

One female chaplain per installation. Air Force focus group participants perceive that only one female chaplain may be assigned to any one installation. Thus, a female chaplain may be

required to forego a desirable assignment because another female chaplain is already assigned at that location. In addition to reducing female chaplains' assignment options, this practice effectively decreases their opportunity to cultivate new friendships with other women chaplains, including potential mentors:

“We have 30 female chaplains, and we have 90 bases that we can send them to. We do this with other minorities, too. After all, where are we going to put 83 priests? At separate bases and overseas.”

—Male Chaplain

In a similar vein, a female chaplain observed that often only one woman will be written up for an award or recommended for a desirable assignment even when several are qualified:

“If she and I were up for an award or even an assignment, if they have three slots they won't send both of us, even if they say that we are both good and we are both qualified. They will just send one of us because they only want to send one woman, and this hurts our chances for opportunities.”

—Female Air Force Chaplain

Some positions are considered better suited for women. There are some clergy positions for which women are assumed to be better suited than men. Female chaplains explained that the frequent practice of filling these positions with women effectively deprives them of consideration for more career-enhancing assignments:

“The problem is that they do feel more comfortable talking to female chaplains, but this limits us. Because they prefer to talk to women, they keep at least one woman at the training centers, which takes away the opportunity to deploy, and deployments help for promotions.”

—Female Air Force Chaplain

“And if you have to send a female chaplain to Lackland and Shepherd—because of the sexual assault issues, it's required to have a woman there—then they won't get to go anywhere else, so many people will never see female chaplains at other bases.”

—Female Air Force Chaplain

Some operational billets are not open to women. Although women are apparently considered particularly well-suited for some positions, they are considered unsuited for others. Navy chaplains discussed how operational billets needed for promotion are typically unavailable to women. It is possible that the chaplains were referring specifically to Marine Corps operational billets:

“I think we’re always overcoming a male-dominated society, but in the Navy, particularly, to get operational experience (forward) is very difficult. The more operational experience you have shows how you have a balanced career and there is no possibility at all now for a woman to do that. Women will never be on the ground forward deployed with a battalion ...”

—Navy Chaplain

“In support of what the last person just said, I think that is a factor, especially on our boards when they’re looking at the variety of operational experience. Operational billets are becoming more competitive (the Green Side or Fleet Marine Force). There are some billets, but the ones they can get into are very limited, and it’s the competition aspect because everyone is trying to get those billets. That should be considered in the boards or our females won’t get promoted. . . . There are ships that have not yet gone coed.”

—Navy Chaplain

It appears that there are more operational billets open to female chaplains in the Army and Air Force than in the Navy:

“I had an opportunity to serve with an Infantry Training Brigade. . . . I was pregnant at the time and expected resistance. I found that I had to prove my mettle to them—the idea of “ministry of presence”—but because of that, I was accepted in that environment, and I’m now running into people who remember me as their chaplain. If I were in a forward combat unit, there would be hostility to a female chaplain because there’s certain things we’re not allowed or not able to do—there’s a certain testing of each other; they’ll test their chaplains.”

—Female Chaplain

“We have no barriers like that in the Air Force, and we’ve had a Chief of Chaplains who was a woman. My first assignment was deployed with F16 fighter pilots.”

—Female Air Force Chaplain

Denominationally diverse Protestant congregations are less receptive to female clergy. Focus group participants explained that meeting the spiritual needs of the many Protestant denominations represented among military community members requires that installations provide generic Protestant services. To lead these services, that is, to serve as Protestant congregational ministers, the military seeks clergy who can minister to a diverse religious community:

“As a Roman Catholic priest, I know why I was endorsed and I know who my congregation is. . . . A Protestant chaplain is asked to be a sort of generalist. I don’t have to be a generalist.

I will take care of anyone to the best of my ability who comes to us, but as a Protestant chaplain you may be asked to minister at a liturgical service or a very non-liturgical service, which may or may not have anything to do with your faith. Then you are judged by how well you can be a generalist rather than how much you can stick to your faith. I think that’s very difficult when you have to step out like that.”

—Male Chaplain

Because some Protestant denominations do not ordain women or prohibit preaching by women, female clergy cannot minister to as diverse a congregation as males can. Consequently, they may be considered less eligible than males to lead a Protestant congregation:

“It’s not an issue in Catholicism because there are no female priests, but in the Protestant realm, some people will not accept female chaplains because they interpret things from the Bible to mean they should not be able to pastor. . . . When we tell our congregation a female is coming to preach, we have to sit back and wonder how many people aren’t going to stay for that service or how many people aren’t going to show up. . . . Where problems can happen is when a female goes to a base and is assigned to positions locally when, for the good of the congregations, a man will not allow a female to minister there. As a result, she may not get the opportunities for promotion. . . . The same thing can happen with a male though, such as if a Mormon minister came in and although he’d be labeled as a Protestant, the thing is that the ministry may not accept that because they do not all agree that a Mormon is close enough to their denomination. As a result, the man might not be able to minister there and may have to do other things.”

—Male Chaplain

Difficult environment

In the course of discussing their experiences with advancement, the female clergy focus group participants provided clues about the backdrop against which these experiences occurred. A picture emerged of an environment in which women are engaged in an ongoing struggle for acceptance. Their legitimacy as chaplains is challenged, and they do not receive the respect of colleagues, subordinates, and community members that male chaplains take for granted:

“It’s a sad thing to think that we can’t seem to get there. I hit the glass ceiling in the parish, and it’s tough to hit it again in the military environment.”

—Female Chaplain

“I have talked to women who are at my level and who are above mine, and I think that’s probably why they don’t stay on—because they’re tired of it. They are tired of not getting put in for awards and tired of being told, ‘you got promoted because you’re a woman.’ . . . You get tired of younger chaplains telling you that they don’t have to listen to you because they don’t believe in women in the chaplaincy. You get tired of men walking out of your services because they don’t believe in women ministers in their faith.”

—Female Air Force Chaplain

Male clergy focus group participants’ comments suggest that they may be less attuned than their female counterparts to the barriers that female clergy encounter in the military and other difficulties that female clergy experience:

“I don’t believe that there are any institutional barriers preventing women from achieving a high rank, but I think that many people, many female chaplains in particular, would not agree with this.”

—Male Chaplain

“It’s not the ‘good old boy’ system anymore; it’s changed. The institution has gone a great distance in getting away from that. When they look at who to accept as chaplains there are no photographs, and if you don’t know the person, you don’t always even know if a person is male or female.”

—Male Chaplain

Comparison with *SOF* survey respondents’ views on advancement opportunity suggests that many female officers at large share some of the same concerns that female clergy focus group participants expressed (see Exhibit III-16).

Exhibit III-16: Views of Military Officers at Large on Their Advancement Opportunity, from <i>SOF</i> Survey (December 2004, December 2005)		
Survey Questions/Response Categories	Female	Male
How satisfied are you with your opportunities for promotion? (percent satisfied/very satisfied)	70%	72%
How much do you agree that “I will get the assignments I need to be competitive for promotions”? (percent agree/strongly agree)	59%	62%
How much do you agree that “My Service’s evaluation/selection system is effective in promoting its best members”? (percent agree/strongly agree)	31%	36%
How much do you agree that “If I stay in the Service, I will be promoted as high as my ability and effort warrant”? (percent agree/strongly agree)	50%	49%

Overall, responses of female officers at large, like the comments of the female clergy focus group participants, do not reflect great confidence in being able to access the choice assignments they need to advance nor the overall evaluation systems of their respective Services. Importantly, Exhibit III-16 suggests that the attitudes of female officers at large are comparable to those of male officers with respect to these particular aspects of the promotion system. In contrast, DACOWITS focus groups with female clergy members revealed at least the attitude that advancement opportunity is not as good for women as it is for men.

Perceived advancement as compared to female clergy in the private sector

Despite the challenges recounted by the female chaplains who participated in the focus groups, many indicated that they advance faster in the military than female clergy do in the private

sector, citing equal pay and superior ministering opportunities. One chaplain noted that in the military she is a head pastor while no females in her denomination have done this as civilians. Another said she could not even practice as an ordained minister in her denomination in the civilian world:

“I am way above my female counterparts in my denomination. I have been head pastor in a church, and no female chaplains have done this in my denomination as a civilian.”

—Female Air Force Chaplain

“I would have to change denominations if I were to go civilian because they won’t ordain women.”

—Female Chaplain

Additionally, some female clergy in the military are earning as much as their male counterparts for the first time:

“I was in the ministry for 15 years before joining the military. I was often making considerably less than my male counterparts. . . . Prior to coming in, I was barely making above poverty level, and I was working the extra hours because I was single and female. I find that in the military my schedule may be harder at times, but financially I’m being paid for what I do and I have great benefits.”

—Female Chaplain

“Even being in a liberal church, when I came into the military it was the first time I was paid as much as a man. I’m O3 with under 2 years in, and I am making the same as a man even though he might be 25 years old—I love this country!”

—Female Air Force Chaplain

It was mentioned that not all female clergy command a better salary in the military than in the private sector. Some Protestant denominations apparently impose minimum salaries, which ensure that their female clergy are paid fairly.

4. Importance of mentoring for female military clergy

Mentoring was discussed more in passing in clergy focus groups than in response to formal questions. There seemed to be implicit agreement among female and male clergy that mentoring is worthwhile. It was also apparent that mentoring of female and male clergy occurs to an extent, although no mention was made of established mentoring programs. There is some indication that female and male clergy differ in their views on how well today’s female clergy are being mentored.

Some female clergy expressed dissatisfaction with the mentoring they receive. Several noted that it is important for female clergy to be mentored by other females. A few female Air Force chaplains noted that mentoring of women by women is made more difficult by the perceived practice of assigning only one female chaplain per installation. Mentoring of women by women is also inhibited, some participants said, by the scarcity of female chaplains in the higher ranks:

“It’s so important for women to be mentored by women. My last mentor was a woman, and she gave me opportunities for awards and advancement that I didn’t get before and I haven’t had since. This made me want to stay in the military, but now it’s gone back to ‘golly, can I do this?’”

—Female Air Force Chaplain

Male clergy, on the other hand, suggested that male mentors are not only accessible to women but also effective.

“They feel as though they are isolated. They feel as though they have no one to talk to, but what I have to say about that is that just because someone isn’t a female doesn’t mean they can’t be a good mentor. They can still be really good.”

—Male Chaplain

“When I had a female chaplain work for me, I worked just as hard to mentor her as all of my male chaplains because we were a team.”

—Male Chaplain

In terms of choice of mentor, the majority of female and male clergy identified their rater, senior rater, or some other individual above them in rank as their mentor. They were similar in this regard to officers at large. (*SOF* survey, December 2004)

5. Participant recommendations for advancement of female clergy in the military

In one focus group, participants were asked whether a more flexible career path would affect female clergy members’ career intentions. Although the question was posed in only one session, participants’ responses are noteworthy because they do not perceive a flexible career path as the panacea that some might. Both females in that session remarked that flexible “on/off ramps,” which can be particularly helpful to women during their child-bearing years, are less important to female clergy than to other female officers because female clergy typically enter the military at a later age and are less apt to have young children. They also pointed out that not all women enjoy being stay-at-home moms or would view an extended maternal leave favorably:

“We all come in a little bit older than lawyers and doctors do so we tend to have children a little bit older too. When I had kids, I liked the fact that I had a job to go to.”

—Female Air Force Chaplain

Clergy focus group participants also made a small number of observations and suggestions for improving the advancement of female clergy. A male chaplain surmised that gathering female chaplains for periodic conferences would help to ameliorate the sense of isolation they can experience as the sole female chaplain at their respective installations. He indicated that such conferences were held at one time but have been discontinued.

Participants made a few recommendations with implications for both male and female clergy. It was observed that not all chaplains have raters who are experienced or skilled evaluation report writers, which can negatively affect how subordinates are perceived by promotion boards. Several focus group participants recommended that raters be better trained to write evaluation reports so that all chaplains can be judged fairly by promotion boards, on the basis of their own performance and potential rather than that of their rater. Additionally, it was urged that more resources be allocated—time as well as money—for chaplains to attend professional training and that chaplains take their professional military education in-residence rather than by correspondence whenever possible.

6. Summary

FY04 and FY05 advancement data for military officers at large and military clergy were examined. The data revealed that females in both groups experience difficulties with advancement. Clergy focus group participants agreed that the key to promotions is getting career-enhancing assignments. Many participants observed with chagrin that effective ministering does *not* seem to be a prerequisite for promotion. Female participants indicated that they lack the same access to the career-enhancing assignments that male clergy have and cited several reasons. Gender-specific assignment practices, such as assigning only one female chaplain per location; positions that are considered better suited to women; and operational billets that are not open to women all significantly reduce female chaplains' assignment options. Ministering assignments are further limited, participants indicated, by constraints related to one's denomination. That is, to meet the spiritual needs of the many Protestant denominations represented among military community members requires clergy who can minister to a diverse religious community. Female clergy are often more limited in this regard than males because some Protestant denominations do not ordain women or permit women preachers.

Despite the assignment constraints they cited, most of the female clergy focus group participants expressed a high level of satisfaction with their work as military chaplains and indicated that opportunity is better for them in the military than in the civilian sector, citing equal pay and faster advancement. Nonetheless, a picture emerged from some of their comments of an environment in which their legitimacy is often challenged by colleagues, subordinates, and community members. Male participants' comments suggest that they may be less attuned than

their female counterparts to the barriers that female clergy encounter in the military or that they interpret the circumstances faced by female clergy differently.

Focus group participants acknowledged that mentoring is worthwhile and that it does take place within the clergy. No mention was made of established mentoring programs. Most female and male clergy identified their rater or senior rater as their mentor. There is some indication that female and male clergy differ in their views on how well today's female clergy are being mentored and on how important it is for female clergy to be mentored by other females.

E. RECRUITMENT OF CLERGY

Representation and advancement of female clergy in the military is in part a function of how effectively the military attracts them. This section addresses the accession of female clergy into the military. The findings are organized in the following sections:

1. Accession rates for female clergy in the military
2. Military clergy recruiting practices
3. Participant recommendations for improving recruitment of female clergy
4. Summary.

The findings in Section 1 come from data on military clergy provided by the Services. Section 2 is based on data on military clergy provided by the Services as well as comments obtained during the Committee's 2006 focus groups with military clergy. Section 3 is drawn exclusively from the focus group's comments.

1. Accession rates for female clergy in the military

The Service branches' recruiting goals for military clergy and corresponding accession rates for FY04 and FY05 are presented in Exhibit III-17.

Exhibit III-17: FY04 and FY05 Military Clergy Recruiting Goals and Accession Rates, by Service²⁹			
Service	FY	Recruiting Goal	Accession Rate
Army	FY04	120	69 (58%)
	FY05	120	85 (71%)
Navy	FY04	56	50 (89%)
	FY05	50	54 (108%)
Air Force	FY04	40	44 (110%)
	FY05	31	35 (113%)

According to the data, the Service branches did not have equal success in reaching their recruiting goals. The Army fell short of its goals both years, although in absolute terms it accessed more chaplains than either the Navy or the Air Force. The Navy was shy of its goal in FY04 but exceeded it in FY05. The Air Force exceeded its goal both years.

Accession rates of male and female clergy for FY04 and FY05 are presented in Exhibit III-18.

Exhibit III-18: Accessions of Female Clergy in the Military, by Service³⁰			
Service	FY	Female Clergy	Male Clergy
Army	FY04	10% (7/69)	90% (62/69)
	FY05	11% (9/85)	89% (76/85)
Navy	FY04	10% (5/50)	90% (45/50)
	FY05	11% (6/54)	89% (48/54)
Air Force	FY04	7% (3/44)	93% (41/44)
	FY05	3% (1/35)	97% (34/35)

Overall, females comprised approximately 9 percent of clergy accessions in both fiscal years. These accession rates were higher than the representation of female clergy in the military overall (4.9%) and lower than the representation of female clergy in the civilian sector (15.5%).³¹ Both years, Air Force female accessions were noticeably lower (7% and 3%, respectively) than Army and Navy accessions (both 10% and 11%, respectively). Air Force accessions also showed a downturn in FY05, whereas the other two Services showed slight increases.

According to the information provided by the respective Service branches, the Navy and the Air Force do not offer monetary bonuses or special incentives for prospective chaplains, nor do they have gender-specific recruiting goals. The Army, in contrast, does articulate gender-specific targets as part of their chaplain recruiting mission. With the goal of increasing the current female

²⁹ Data provided by the individual Service branches.

³⁰ Ibid.

³¹ U.S. Department of Labor, Bureau of Labor Statistics. (2005).

representation of 4 percent to 8 percent, the Army target was to access nine female chaplains in FY04 and in FY05. The Army was shy of the target by two accessions in FY04, but it accomplished the target in FY05. The Army offers a tuition assistance program, a guaranteed overseas assignment, and a recruiting bonus as incentives for candidates of either sex, but it does not appear to have any initiatives that are geared specifically to women.

Overall, the percentage of females among accessed clergy in FY04 and FY05 well exceeded the current representation of female clergy across DoD (9% versus 4.9%). Whether these rates of female clergy accessions will create a sufficient surplus of female chaplains to maintain the current level of female representation over time is uncertain, considering that women tend to leave the military earlier than men. Similarly, it is unclear whether the 9 percent female accession rate will be sufficient to ensure an appropriate level of female representation among the next generation of senior Chaplains Corps leaders.

2. Military clergy recruiting practices

Focus group participants' comments about recruiting practices are discussed in two parts. Individual personal experiences are presented first, followed by their observations about factors that discourage the accession of female clergy into the military.

Individual experiences with recruitment

As might be expected, recruitment experiences of individual female clergy differed. An unknown percentage of female focus group participants were recruited from enlisted ranks. None of these participants reported receiving strong support from recruiters, however.

One female chaplain attributed her accession into the military to a chance encounter:

“I just happened to run into a retired Navy chaplain who said the Navy was dying for good female chaplains. I made a telephone call based on that encounter in February, and by April I was in Chaplain’s School. . . . On the other hand, that was dumb luck. . . . I would make the argument that I don’t think we’ve done a good job of providing a long-range strategic plan for recruiting females.”

—Female Chaplain

A second female chaplain said that the Army was the only Service branch that responded to her calls:

“I had to call. I called the Navy and they said, ‘We don’t have anyone who’s recruiting,’ and never called me back (that was in ’97). The Air Force said, ‘We’ll take your name and number,’ and never did. The Army recruiter is the one who called me back. I prayed on it for a year; the recruiter stayed in touch and was low-key.”

—Female Chaplain

The same female chaplain indicated that the application process was not smooth, and she received little or no help with it from the recruiter:

“I had a hard time pushing to get my packets through. . . . I had to go to the Recruiting Office, and the recruiter didn’t know what to do, so I had to do it myself.”

—Female Chaplain

Factors that limit female accessions

According to the clergy focus group participants, a variety of biological, sociological, and political circumstances stand in the way of easily accessing female clergy into the military. To start, the total pool of female seminarians is small. Other factors that limit female accessions are described in the following paragraphs.

Average age of female seminarians. Women typically enter the seminary in their thirties. Some may be too old to join the military by the time they finish seminary. Additionally, it was suggested that the physical fitness standards that military personnel must meet can pose a significant obstacle for women who join the military in their thirties:

“The first barrier is actually the age of women going into seminary. A lot of the difficulty comes from the age restriction and the physical fitness restriction.”

—Female Air Force Chaplain

Even if age-eligible, women in their thirties are more likely than younger women to have a family whose needs must be factored into their career planning:

“Women in seminary at age 35 unless single or divorced—it’s really a challenge to pull your family up from its roots to start a brand-new career.”

—Female Chaplain

Ideological misalignment between female-ordaining seminaries and the military. Focus group participants suggested that conservative denominations are more apt than liberal religious groups to permit the military to recruit at their seminaries and to promote the military as a possible

career path for their graduates. These denominations are less apt to ordain women, however. Among the liberal denominations and seminaries that graduate the most women clergy, military recruiters apparently find a cooler reception:

“We recruiters were told by certain seminaries that we were not welcome to recruit. Some seminary students were forbidden to speak to military recruiters.”

—Male Chaplain

“In the mainline Christian denominations and Judaism, over 50 percent are women. Most of our Lutheran seminaries are located in the north, far from military posts, and socially/politically tend to be more liberal. There is already a preconceived idea that this is not familiar and not something people will tend toward. I had zero exposure. There are political and social barriers that impact on recruiting . . . religious groups that are more conservative are more supportive of the military, but some of those don’t ordain females.”

—Female Air Force Chaplain

Scarcity of female role models. Several female clergy focus group participants noted that the example of a female role model was a powerful motivator in their decision to join the military. They suggested that the example of female chaplains should be more prominent in recruiting strategies and materials:

“All my life I wanted to be ordained, but until I saw someone female do it and get ordained and installed in the military, well, it just helps so much. I think just seeing a woman doing her job would be a recruitment tool. The guys get press, but the women don’t.”

—Female Air Force Chaplain

“I think it starts with the recruiting posters. I have not seen a female chaplain on any of the posters. I see the praying male chaplain on the posters, but there are female chaplains out there praying too, and I want to see it. I remember seeing one pamphlet that had her (pointing to another focus group participant) on it, and it was amazing. She looked powerful and wonderful on it, but that was in ‘96 or ‘97. It made such a difference to see a woman on one, but I haven’t seen any since then.”

—Female Air Force Chaplain

“They are getting better about recruiting, but no one came to my seminary. Thankfully, a male chaplain came to me and built me up and told me I could do it. I did not see a female chaplain for a long time, but when I saw her (pointing to another focus group participant) and she was a role model, it really helped.”

—Female Air Force Chaplain

3. Participant recommendations for improving recruitment of female clergy

Clergy focus group participants identified several current and recommended practices for improving female recruitment. Their recommendations include the following:

- As early as high school, increase awareness among women of the opportunity to serve and have fulfilling careers as clergy in the military.

“They [potential candidates] don’t even know there are women service chaplains. You have to start early—at the high-school level—and let them know that women are all over the Corps, all over the military, and you can be a chaplain, too. I grew up in a very conservative religious community—I went into the application process twice to get into the military. Women don’t see the chaplaincy as a career—as a stable, supportive career—but we’re able to minister freely because we have good support under us [financial support].”

—Female Chaplain

- Make regular recruiting trips to seminaries with large female populations.

“You have entire populations from the seminaries—seminaries with large populations of women. We could go there every 3 months. This probably goes back to they’re probably in the Northeast, which is more liberal [possibly less pro-military]. So you have this population of women who are trained and feel called, and they don’t have a job opportunity in the civilian world. Fuller is one that would have a large female population.”

—Female Chaplain

- Encourage female chaplain candidates and interested female seminarians to form informal support groups.

“I started the Chaplains Candidate Support Program at my seminary for all branches of Service—of eight women, five went into the Active Component. It was because we were interacting and networking with each other.”

—Female Chaplain

- Capitalize on current assets by emphasizing recruitment of women from within the ranks.

“I was a recruiter of imams, rabbis, and Catholic priests. The best source for chaplains is from within the ranks. We are sensitive to Soldiers who show an interest, and we begin to track them.”

—Male Chaplain

- Motivate recruiters to recruit more women by increasing the number of points they earn for signing them.

“There’s a point system for what type of recruit you bring in. There’s got to be a way to get five times the number of points for a female chaplain.”

—Male Chaplain

- Continue the Army's Directorate of Ministry Initiatives (DMI) marketing program.

“DMI initiated a comprehensive marketing program that was so effective. This marketing effort was in a lot of periodicals, and some of the recruiting literature has female chaplains in it. My recommendation is to keep doing what we're doing.”

—Male Chaplain

4. Summary

In FY04 and FY05, some Service branches did not consistently attain their chaplain recruiting goals while others exceeded them. Overall, 9 percent of the clergy members that the military accessed in FY04 and FY05 were female. This percentage well exceeded the 2006 representation of female clergy across the DoD, which was 4.9 percent. The 9 percent accession rate was largely achieved without the benefit of gender-specific recruiting goals or incentives (for females or males), which only the Army has. Whether this accession rate is high enough to at least maintain the current level of female representation over time, or high enough to ensure an appropriate level of female representation among the next generation of senior Chaplains Corps leaders, is unclear.

Focus group participants identified several compelling factors that constrain the accession of female clergy. For example, the total pool of female seminarians is small. Women who do attend seminary typically do so in their thirties. By the time they graduate, they may be too old to join the military, unable to meet fitness standards, or encumbered by family obligations. Focus group participants observed that conservative seminaries that permit the military to recruit at their campuses and promote the military as a possible career path and liberal seminaries that welcome and ordain women tend not to intersect. Thus, the factors that influence the propensity of female clergy to join the military are biological, sociological, and political in nature.

Focus group participants offered several recruiting recommendations that focused on cultivating awareness and interest among specific female populations. They urged that steps be taken to increase awareness at the high-school level about the opportunity for females to serve and have fulfilling careers as clergy in the military. They encouraged that recruiting resources, including regular recruiting visits, be strategically focused on seminaries with large female populations. They suggested that the military take advantage of current assets by emphasizing recruitment of women from within enlisted ranks. Noting the powerful effect of a positive role model, participants proposed that female chaplains be incorporated more prominently into recruiting strategies and materials. Finally, one female chaplain recommended the establishment of grassroots chaplain candidate support programs for female candidates and other interested seminary students—something she initiated with great success when she was in seminary.

IV. REPRESENTATION AND ADVANCEMENT OF FEMALE DOCTORS IN THE ARMED SERVICES

This chapter presents findings from the Defense Department Advisory Committee on Women in the Services (DACOWITS) Committee's 2006 focus groups conducted with military physicians, also referred to as Medical Corps officers. This chapter supplements these findings with an array of relevant quantitative data. The chapter is organized in five sections as follows:

- A. Characteristics of the doctor focus group sample
- B. Retention of doctors (including career intentions and the factors that influence them)
- C. Doctors' opportunity to reach flag/general officer ranks
- D. Doctors' opportunity for advancement
- E. Recruitment.

Although the report is concerned with the representation of female doctors in the military, data regarding their male counterparts and female doctors in the private sector are provided where possible for comparative purposes.

A. CHARACTERISTICS OF THE DOCTOR FOCUS GROUP SAMPLE

Knowledge of the characteristics of the focus group participants permits a better understanding of the findings that emerged from their responses. The DACOWITS Committee was scheduled to hold five doctor focus groups, including three groups with doctors and two groups with medical students. Due to some doctors' other commitments, the third doctor focus group did not materialize, resulting in a total of four focus groups.

The vantage points of the practicing doctors and the doctors-to-be proved to be very different. Although the medical students spoke insightfully about their current experiences and expectations for the future, it became apparent that they lacked the requisite military medical career experience to respond directly to the questions posed. Consequently, most of the findings presented in this chapter (Sections A through D) are based solely on the information gathered in the two focus groups that were held with practicing physicians. These sessions included:

- One session attended by male and female doctors (9 participants, of whom 7 were female and 2 were male)
- One session attended by female doctors/medical school faculty (2 participants).

Thus, the two doctor focus groups were attended by a total of 11 individuals. Because of the small number of participants in the doctor sample, the themes that emerged may not reflect the views of the larger population of military doctors.

The findings presented in Section E, which deals with recruitment, use information gathered in all four focus groups in order to take advantage of medical students' recent perspectives on this topic.

Salient characteristics of the military doctor focus group sample (exclusive of medical students) are presented in Exhibit IV-1.

Exhibit IV-1: Characteristics of 2006 Military Doctor Focus Group Sample	
Total number of participants	11
Gender:	
Female	9
Male	2
Service:	
Army	4
Navy	4
Air Force	3
Pay grade:	
O4	3
O5	5
O6	3
Number married:	
Female	9
Male	2
Number with children:	
Female	8
Male	1
Among married, number dual-military:	
Female	5
Male	0

As Exhibit IV-1 shows, 9 of the 11 doctor focus group participants were female. (Because the sample comprised only two males and their privacy must be protected, male responses will not be presented in the following sections nor compared with female responses.) There was almost equal representation across the Services, with four Army doctors, four Navy doctors, and three Air Force doctors. (The Marine Corps and Coast Guard use doctors from other Service branches.) Although participation was requested from doctors in grades O3 through O6, almost

half the participants were O5s, and the remainder was O4s and O6s. Unlike military doctors overall, of whom a smaller percentage of females than males are married (see Exhibit I-5 in Chapter I), 100 percent of the doctor focus group participants were married. Almost all of the women had children (8 of 9), which is also somewhat atypical. Consistent with military doctors overall, a large proportion (5 of 9) of the married female doctors were in dual-military marriages. For a complete summary of the demographic characteristics of the doctor focus group participants, see Appendix G.

B. RETENTION OF DOCTORS

This section addresses the extent to which the military is successfully retaining women doctors and factors that influence their career decisions. Findings are presented in the following sections:

1. Retention and attrition rates for female doctors in the military
2. Career intentions of female doctors in the military
3. Factors that influence the career intentions of female doctors in the military
4. Retention of female doctors in the civilian sector
5. Summary.

Findings in Section 1 are based on data on military doctors provided by the Service branches, data on military officers at large provided by the Services and the Defense Manpower Data Center (DMDC), and a review of the literature on the integration of civilian women in the medical profession. Findings in Sections 2 and 3 draw on participants' comments and mini-survey data obtained during the Committee's 2006 focus groups with military doctors, an analysis of key questions from the December 2005 *Status of Forces (SOF)* survey, and the civilian literature review.

1. Retention and attrition rates for female doctors in the military

Exhibit IV-2 presents FY04 and FY05 female and male doctor retention rates provided by the individual Services.

Exhibit IV-2: Retention of Military Doctors, by Service, Gender, and Pay Grade (FY04 and FY05)¹				
Service	FY04		FY05	
	Female	Male	Female	Male
O3s				
Army	98%	99%	96%	98%
Navy	91%	92%	94%	96%
Air Force*	Not available	Not available	Not available	Not available
O4s				
Army	86%	89%	88%	89%
Navy	86% (321/375)	89% (1044/1174)	82% (285/348)	89% (1034/1160)
Air Force*	Not available	Not available	Not available	Not available
O5s				
Army	97%	94%	87%	92%
Navy	91% (74/81)	88% (513/584)	94% (102/108)	89% (546/612)
Air Force*	Not available	Not available	Not available	Not available
O6s				
Army	87%	87%	89%	88%
Navy	88% (70/80)	85% (447/528)	73% (51/70)	83% (395/479)
Air Force*	Not available	Not available	Not available	Not available

* The Air Force provided a different metric than the Army and Navy.

Although all the Services retained female and male doctors at high rates overall during these 2 years, some gender differences are apparent when the data are examined by pay grade. Among doctors in grades O3 and O4, women's retention rates lagged slightly but consistently behind those of men for both the Army and the Navy in both years. This pattern did not hold at higher pay grades (i.e., O5 and O6), however. The retention rate of Army women doctors at grade O5 was slightly higher than that of men in FY04 and slightly lower in FY05. Navy women doctors in these grades retained at slightly higher rates than their male counterparts, except for O6s in FY05, when the female rate (73%) was considerably lower than the male rate (83%). The metric that the Air Force provided as an indicator of retention was "average time in Service." Air Force female doctors in FY04 had, on average, fewer years in service than males (8.7 years versus 9.4 years, respectively), but in FY05, average time in service was slightly higher for female than male doctors (9.4 years versus 8.9 years, respectively). This suggests that male and female retention rates for doctors in the Air Force are similar.

¹ Data provided by the individual Service branches.

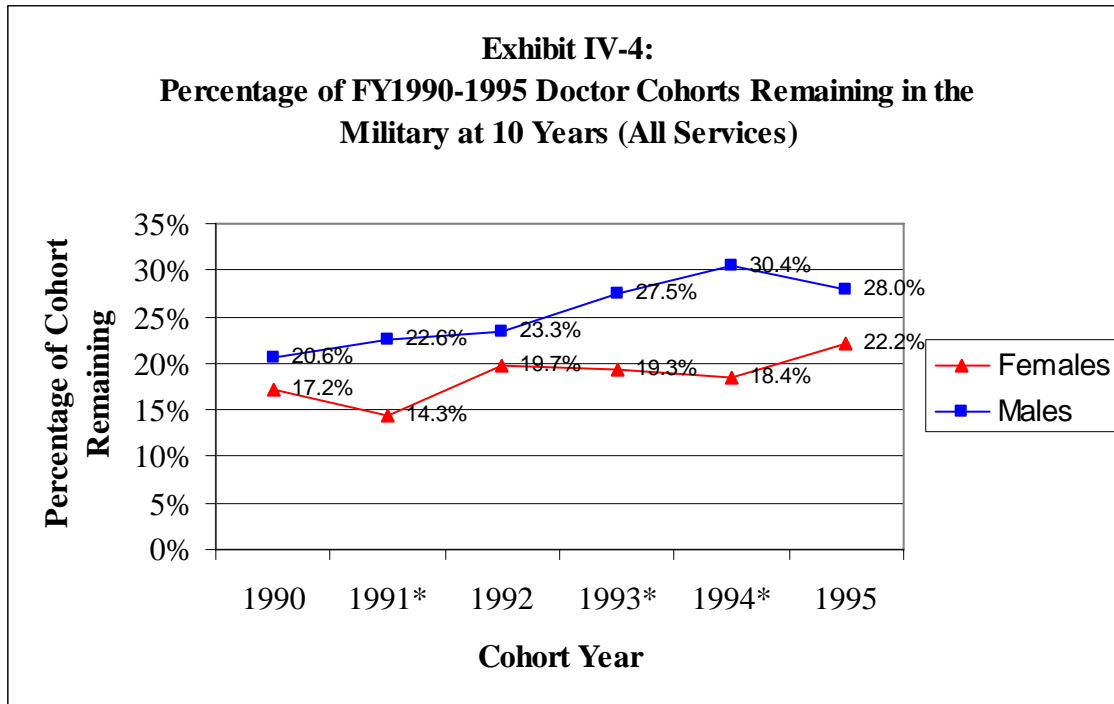
Attrition data offer an alternative approach to examining retention by documenting the characteristics of those who leave the military. Exhibit IV-3 shows the percentage of military doctors who left the military in FY03 through FY05, by gender and Service branch.

Exhibit IV-3: Military Doctor Attrition Rates, by Service and Gender (FY03–FY05)²						
Service	FY03		FY04		FY05	
	Female	Male	Female	Male	Female	Male
Army	9.9% (80/805)	8.5% (288/3384)	8.8% (71/807)	7.9% (266/3382)	9.8% (82/840)	8.9% (304/3408)
Navy	10.5% (91/864)	9.3% (293/3162)	11.4% (98/857)	11.1% (346/3121)	12.2% (105/861)	9.8% (302/3081)
Air Force	12.3% (91/738)	13.7% (357/2597)	11.7% (95/811)	11.1% (300/2699)	10.3% (85/828)	11.9% (321/2705)
DoD	10.9% (262/2407)	10.3% (938/9143)	10.7% (264/2475)	9.9% (912/9202)	10.8% (272/2529)	10.1% (927/9194)

The data presented in Exhibit IV-3 show small but relatively consistent differences in the attrition rates of female and male doctors during the years examined. In the Army and the Navy and across the Department of Defense (DoD) as a whole, slightly greater percentages of women doctors left the military each year compared to their male counterparts. That said, these differences in female and male doctor attrition rates are not statistically significant at the DoD-level in any of the 3 years. They are also not statistically significant at the Service-level, except for the Navy in FY05, when 12.2 percent of female doctors left the Service compared to 9.8 percent of male doctors.

Cohort data offer yet another approach to examining the retention of female doctors. Retention rates of doctors who entered the military (i.e., Army, Navy, or Air Force) in FY90 through FY95 were examined at the 10-year mark. Exhibit IV-4 shows the percent of females and males remaining in the FY90 through FY95 doctor cohorts 10 years after their respective accessions. For example, of the doctors who entered the military in 1990, 17.2 percent of females as compared to 20.6 percent of males remained in the military 10 years later in 2000.

² Data provided by DMDC.



* Denotes a statistically significant gender difference in rates for this year group, based on a Chi-square test ($p < .05$).

Data displayed in Exhibit IV-4 reveal clear gender differences in the retention rates of military physicians for each cohort, with male physicians more likely than their female counterparts to remain in the military at the 10-year mark. These differences in retention rates are statistically significant for the 1991, 1993, and 1994 cohorts; for the other years, the differences are smaller and fail to reach statistical significance due to small sample sizes. Even for the 1990, 1992, and 1995 year groups, however, the gender differences are in the expected direction (i.e., males have the higher retention rate), reinforcing the overall pattern.

Interestingly, for each cohort with a significant gender difference in retention rates (i.e., the 1991, 1993, and 1994 cohorts), wide gender differences within one Service emerged as the key driver of the DoD-wide differences shown in Exhibit IV-4. For example, less than 9 percent of female Air Force physicians from the 1991 cohort stayed in the Service for 10 years, compared with nearly 19 percent of male Air Force physicians—a difference much larger than that observed in the Navy and Army for that year group. For the 1993 cohort, however, it was the gap in Army retention rates (17% retention for female physicians versus 33% for males) that primarily drove the DoD-wide gender difference shown in Exhibit IV-4 for that year group. Finally, in 1994, it was the large retention difference between female and male Navy physicians (23% versus 40%, respectively) that primarily drove the difference in rates shown for that cohort. Thus, within this 6-year span, each Service had at least one cohort of physicians in which the percent of females remaining after 10 years was lower than their male counterparts by 10

percentage points or more. (See Appendix H for graphs depicting the Army, Navy, and Air Force doctor cohort retention rates.)

It is important to note that these data also show a clear upward trend in the share of the male cohort members who chose to remain on active duty 10 years after beginning their term. Additionally, while their rates were consistently lower than males, retention rates for later cohorts of female doctors (i.e., 1992 through 1995) were higher than those of earlier cohorts of female doctors (i.e., 1990 and 1991). Although these are encouraging signs, the data also show that each Service branch has work to do to ensure that female and male military physicians retain at similar rates.

Though the accessions process for military doctors differs in some ways from that of other officers, it is still informative to compare the retention of military doctors to that of military officers overall. Exhibit IV-5 presents FY04 and FY05 retention data for female and male Service members in pay grades O3 through O6.

Exhibit IV-5: Retention Rates of Military Officers at Large, by Service, Gender, and Pay Grade (FY04 and FY05)³				
FY/Service	FY04		FY05	
	Female	Male	Female	Male
O3s				
Army	85.8%	90.3%	85.5%	90.1%
Navy	86.5%	90.9%	85.7%	90.9%
Marine Corps	88.7%	91.3%	89.3%	92.9%
Air Force	89.7%	94.6%	88.1%	93.9%
Coast Guard	90.7%	94.9%	87.7%	94.3%
O4s				
Army	92.6%	94.4%	91.7%	93.8%
Navy	89.7%	92.0%	88.3%	90.8%
Marine Corps	84.3%	93.1%	85.3%	92.7%
Air Force	91.0%	92.8%	90.0%	91.5%
Coast Guard	84.2%	92.0%	97.2%	94.5%
O5s				
Army	89.5%	89.6%	83.8%	87.2%
Navy	90.8%	91.6%	88.5%	90.5%
Marine Corps	80.0%	88.4%	77.8%	86.5%
Air Force	86.4%	88.5%	84.5%	85.9%
Coast Guard	94.7%	87.9%	83.9%	89.5%
O6s				
Army	87.7%	82.7%	81.3%	82.8%
Navy	84.7%	84.7%	84.4%	83.1%
Marine Corps	90.0%	80.2%	85.7%	84.5%
Air Force	83.4%	82.8%	79.3%	80.7%
Coast Guard	94.7%	84.8%	85.7%	83.7%

Exhibit IV-5 shows the disproportionate losses of female officers at large at grade O3 across all the Services, a trend that DACOWITS has noted in previous years' reports. Available data indicate that, during the same timeframe, gender differences between the retention rates of male and female doctors at grade O3, while present, were not as high as that observed among O3s at large. That the pattern does not hold for doctors may be a function of their unique commissioning process. Unlike officers in most other career fields, where time in lower grades precedes to promotion to O3, new military physicians are commissioned as O3s and still have a service obligation.

³ OSD, Office of Personnel and Readiness, Military Personnel Policy. (2005). *Annual report on status of female members of the Armed Forces of the United States FY2002–05*. Washington, DC.

2. Career intentions of female doctors in the military

Information regarding doctors' career intentions provides a glimpse into their current thinking about a military career. Although it is tempting to assume that career intentions are predictive of actual career decisions, one must recognize that people do not always follow through on their stated intentions. Career intent is, however, a good predictor of future retention behavior, which is why it is measured on many DoD and Service surveys. The mini-survey administered to DACOWITS focus group participants also posed this important question. Exhibit IV-6 displays the career intentions of the military doctors who participated in the 2006 groups. (See Appendix G for frequency distributions for all questions on the mini-survey.)

Exhibit IV-6: Career Intentions of 2006 Military Doctor Focus Group Participants, by Gender		
Career Intentions	Female (n=9)	Male (n=2)*
Stay until retirement	3	
Staying in indefinitely, or as long as possible ⁺	1	
Stay beyond present obligation but not necessarily to retirement	1	
Probably leave after present obligation	1	
Retiring as soon as possible ⁺	2	
Undecided	1	
Leave to join Reserve Component	0	

* To maintain privacy, cell percentages are not provided for groups smaller than five.

⁺ These options were only available for selection by those with more than 20 years of service.

Two retirement-eligible female doctors indicated that they plan to retire as soon as possible. Of the seven female doctors remaining, five indicated that they plan to stay at least beyond their present obligation. It should be noted that this group of doctors was fairly senior, and it would be expected that most would choose to remain in the military, considering their proximity to retirement eligibility.

By way of comparison, the December 2005 *SOF* survey asked military officers in all career fields to report the likelihood they would choose to stay on Active duty, assuming they could. Fifty-nine percent of women officers indicated that it was “very likely” or “likely” that they would stay.

3. Factors that influence the career intentions of female doctors in the military

DACOWITS' 2006 focus group discussions and the responses obtained from participants on the mini-survey provide insight into the factors that influence military doctors' career intentions. These factors are discussed in this section.

Reasons for staying

Job satisfaction. Focus group participants who indicated that they would remain in the military after their current obligation was over were asked their reasons. Many focus group participants indicated that they are motivated to stay in the military because they enjoy what they do:

“It’s a lot more fun in the military. You can say what you want about long hours, but there’s no amount of money in the civilian world that could draw me there because the diversity I get in my job is so much above that of in civilian life.”

—Doctor

“Every time it’s time for me to think about getting out, the Navy offers me something cool to do, something someone else in the civilian world would never be able to do.”

—Doctor

A dimension of their work that doctors seem to especially appreciate is the variety in the cases they see, particularly as compared to the work of their civilian counterparts:

“I find it wonderful because we have such a breadth of patients and people who are deployed bring back unusual diseases and exotic cases which we need to treat. None of our civilian counterparts could touch these cases of infectious disease they read about in books, but you got to touch it and deal with it and they can’t.”

—Doctor

Doctors also said they stay in the military because of the satisfaction they derive from working with Service members. Some doctors indicated that they stay because of their commitment to serving this population:

“I feel a very strong devotion to Soldiers from working in the infantry. The camaraderie from the people I have worked with has allowed me to maintain job satisfaction.”

—Doctor

Retirement benefits. Many doctors cited retirement benefits as another reason for staying in the military:

“Retirement benefits for me.”

—Doctor

“Retirement benefits. My husband won’t get good enough benefits without it.”

—Doctor

Quality of patient care. Some participants cited as a reason for staying the ability to care for a patient without worrying about insurance coverage or payment regardless of what treatment the patient needs:

“We can pursue absolutely everything until the end. . . . My civilian counterparts don’t have to go run and do sit ups, but I don’t have to know what the codes are that they memorize about how to get reimbursed for insurance policies. I think the quality of my professional experience has been better by not worrying about malpractice insurance and other things like this. My consent form isn’t so I won’t get sued, it’s so I know all I can about my patients.”

—Doctor

The enthusiasm that military doctors feel for their military jobs and careers was reflected in their attitudes about the military lifestyle. Results of the mini-survey indicated that 8 of 9 female participants in the focus group sample were “very satisfied” or “satisfied” with military life. This level of satisfaction compares favorably with that of female officers at large. For example, on the December 2005 *SOF* survey, 75 percent of female officers (all career fields) reported being “satisfied” or “very satisfied” with military life.

Reason for leaving or for being undecided

For the few focus group participants who were considering leaving military medicine, the primary influencing factors were family-related. Many military doctors mentioned that the number of hours they work and the number of times they have moved or have been deployed is hard on them and their families. Most of the physicians who were undecided about whether or not they will remain in the military explained that when their job results in too much separation from family or significantly compromises their children’s well-being and/or their spouse’s career goals, they will forfeit their career in the interest of their families:

(In response to “what factors are you weighing?”) “Coordinating the family versus a sense of commitment to the military and having a purpose in the military, but the family comes first.”

—Doctor

“I would decline full colonel even though I am already qualified for it. My spouse was full colonel, and we have moved 14 times and my son has had 18 homes. I have had 25 different residences since the military.”

—Doctor

“It depends on my husband’s career choices. He will be here for one more year so I added on one more year. But beyond that, I feel selfish making him continue to follow me since he already has given up a lot to be able to follow me. I have a civilian husband.”

—Doctor

As noted earlier, being in a dual-military marriage was more common among female doctors in the focus group sample than male (5 women versus 0 men). Despite the fairly large number of dual-military females among the doctor focus group participants (5 of 11), the topic of dual military emerged in only one of the two doctor focus groups. A seasoned physician in that group stressed that it comes down to personal choices regarding how to handle such responsibilities and emphasized that it is possible for both spouses in a dual-military marriage to have successful military careers:

“It’s choices we make. We (i.e., my husband and I) pay big money for a live-in babysitter so that my husband and I, we were dual-military, he retired though, so we can leave when we want to. We did this for our careers. We need to be able to leave at a moment’s notice and cannot have told them in the operating room, ‘I’m sorry I have to go pick up my kid.’ We had great training here and great opportunities here even though none of my trainers were female. We have unique opportunities with the kind of work we can do. They have to know when they come in that none of this would have occurred in civilian life.”

—Doctor

Relationship of family status and career intentions

Theoretically, the influence of family factors such as marital status and children on career intentions can be examined quantitatively, using the data obtained from the mini-survey. In this instance, such analysis is not recommended due to the small sample size. The subgroups within the 11-person sample (e.g., men, women) are too small to allow meaningful interpretation. Also, privacy considerations preclude the reporting of responses of subgroups as small as these. DoD-wide doctor attrition data potentially offer a sounder basis for examining the influence of family

factors on career intentions. These data provide some evidence that being married differentially influences the career decisions of female and male doctors, but the effect is marginal. For example, in each year, married females left the military at a higher rate than married males, but the differences in rates were small (1.3 to 2.5 percentage points) and statistically significant only in FY04.

Attitudes regarding switching to the Reserves

Most of the focus group participants indicated that they would not consider switching to the Reserves. One of the doctors explained that she had already put in too much time to transfer to the Reserves. Many of the study participants, like this doctor, had already served more than 12 years in the Active Component and intended to stay until retirement or beyond.

4. Retention of female doctors in the civilian sector

In 2005, there were 830,000 doctors in the United States, 32.3 percent of whom were women.⁴ Similar to the focus group findings, research on the experience of female physicians in the private sector indicates that women are about equally likely as men to leave the medical field. For example, a 1995 study found that there were no significant differences in attrition for female and male doctors between 1980 and 1991.⁵

Although women and men are leaving the civilian medical field at similar rates, they are often leaving for different reasons. Women were more likely to indicate family needs and childcare responsibilities as the reasons for choosing to cut back on hours or leave the medical profession altogether. In a 1995 study, it was found that women were more likely to leave medical school faculties because of childcare responsibilities while men left more often for financial reasons.⁶ Similarly, a 2005 study found that 100 percent of the female doctors, as compared to only 34 percent of the male doctors, listed personal and family demands as their primary reason for reducing work hours.⁷

In addition, civilian women report more often than civilian men that they consider family obligations when choosing a medical specialty.⁸ Many turn to general practice and away from

⁴ U.S. Department of Labor, Bureau of Labor Statistics. (2005). *Household data annual averages*. Retrieved June 28, 2006, from www.bls.gov/cps/cpsaat11.pdf.

⁵ Tesch, B. J., Wood, H. M., Helwig, A. L., & Nattinger, A. B. (1995). Promotion of women physicians in academic medicine: Glass ceiling or sticky floor? *Journal of the American Medical Association*, 273, 1022–1025.

⁶ Ibid.

⁷ Yutzie, J. D., Shellito, J. L., Helmer, S. D., & Chang, F. C. (2005). Gender differences in general surgical careers: Results of a post-residency survey. *The American Journal of Surgery*, 190, 978-983.

⁸ Gjerberg, E. (2003). Women doctors in Norway: The challenging balance between career and family life. *Social Science & Medicine*, 57, 1327–1341.

surgery. Women are turning to general practice because of its hours and opportunities for part-time work—44 percent of female doctors chose general practice in 2005.⁹ In a study conducted in Norway, women and men were as likely to begin their career in surgical fields, but women were more likely to leave before completing their training.¹⁰ The author suggests that women leave surgical training due to the difficulty of combining childcare and work.¹¹

Some women adjust to the demands of civilian surgical or hospital careers by delaying childbirth or by not having children at all. In 2002, Gjerberg found that many women who specialize in surgery postponed childbirth by several years compared with other female physicians and that women in hospital-based specialties more often deferred their first birth and had fewer children on average than women working in primary health care.¹² Another study found that, regardless of specialty, female doctors tend to limit the number of children they have to accommodate the demands of their careers—33 percent of the study participants (98.6% of whom were female) indicated that they had fewer children or none at all because of their medical career.¹³ Female physicians who choose to have children tend to follow different career paths than men.

Similar to some of the DACOWITS focus group participants, female doctors in the civilian sector tend to support flexible career paths that allow women to be both mothers and doctors. An online survey conducted by MomMD found that the top five issues that respondents (98.6% of whom were female) felt needed to be addressed for women in medicine were flexible work schedules, adequate/improved childcare, accommodations for pregnancy, flexible residency, and maternity leave.¹⁴ Many of these same issues were raised by the focus group participants, suggesting that civilian and military women doctors face comparable family issues.

Although a 2005 study found that no significant differences in the career satisfaction of female and male physicians, civilian female physicians often earn lower pay than their male counterparts.¹⁵ Salary discrepancies are found in the civilian sector in both female and male physicians' median annual income and in female physicians' representation among those earning the highest salaries. In 2000, female doctors earned a median annual income of \$87,017, which was 62 percent of male doctors' median annual income.¹⁶ Only 6 percent of female physicians,

⁹ Brettingham, M. (2005). UK doctors move towards general practice and flexible working. *British Medical Journal*, 331, 1163.

¹⁰ Gjerberg, E. (2002). Gender similarities in doctors' preferences – and gender differences in final specialization. *Social Science & Medicine*, 54, 591–605.

¹¹ Ibid.

¹² Gjerberg, E. (2003).

¹³ MomMD. (2004). *MomMD women in medicine survey results*. Retrieved June 28, 2006, from www.mommd.com/surveyresults.shtml.

¹⁴ Ibid.

¹⁵ Yutzie, J. D., Shellito, J. L., Helmer, S. D., & Chang, F. C. (2005).

¹⁶ U.S. Census Bureau. (2000). *Earnings by occupation and education*. Retrieved June 28, 2006, from www.census.gov/hhes/www/income/earnings/call2usboth.html.

versus 35 percent of male physicians, earned an annual income of more than \$350,000.¹⁷ Female doctors in the military face no pay disparities.

In addition to gender disparity in salary, female doctors in the civilian sector report facing obstacles to opportunities for advancement in some areas of medicine. After a mean of 11 years on medical school faculties, 59 percent of women versus 83 percent of men had achieved associate or full professor rank.¹⁸ In other words, female faculty members were not promoted as quickly as their male counterparts.¹⁹ In a later study of women physicians in academic medicine, 40 percent of participants ranked “gender discrimination” as the most important factor hindering their academic medical career.²⁰ Gender discrimination was also reported by 37 percent of female physicians who participated in a 2004 survey of female physicians practicing in various areas of medicine.²¹

5. Summary

Army, Navy, and Air Force retention data and attrition data were examined. They showed that, although military doctors of both sexes retained at relatively high rates in FY04 and FY05, they did not retain equally. Between FY03 and FY05, slightly more female doctors than male doctors left the military each year. Additionally, retention data for cohorts of doctors accessed in 1990 through 1995 showed that proportionately fewer female than male doctors were still in the military 10 years after their accession—that is, between 2000 and 2005. These gender differences were both consistent and, for half the cohort years, large enough to be statistically significant.

Of the 9 female doctor focus group participants, almost all were remaining in the military until retirement eligibility or beyond. Because these officers were fairly senior, this was to be expected. The small number of male doctor focus group participants precluded comparison of career intentions by gender.

The doctor focus group participants cited both job satisfaction and retirement benefits as the main reasons they choose to remain in the military. Specific dimensions of job satisfaction stressed by focus group participants included the variety of the cases they see, the satisfaction they derive from working with Service members, and the ability to focus on quality patient care

¹⁷ Yutzie, J. D., Shellito, J. L., Helmer, S. D., & Chang, F. C. (2005).

¹⁸ Tesch, B. J., Wood, H. M., Helwig, A. L., & Nattinger, A. B. (1995).

¹⁹ Ibid.

²⁰ Carr, P. L., Szalacha, L., Barnett, R., Caswell, C., & Inui, T. (2003). A “ton of feathers:” Gender discrimination in academic medical careers and how to manage it. *Journal of Women’s Health*, 12, 1009–1018.

²¹ MomMD. (2004).

without concerns about insurance coverage or payment. Focus group participants believe the quality of their professional experience far exceeds their civilian counterparts' experience.

Of the small minority who were considering leaving, participants—both women and men—indicated that they are primarily influenced by family factors. Several military doctors mentioned that the number of hours they work and the number of times they have moved or have been deployed is hard on them and their families. DoD-wide attrition data offer some indication that family factors—in this case marital status—influence the career decisions of female and male doctors differently, although the effect is marginal. In FY03, FY04, and FY05, married females left the military at slightly higher rates than married males. Among single doctors, the differences between female and male attrition rates were not only smaller than for married doctors but also inconsistent, with male doctors showing lower attrition in only 2 of the 3 years. It is worth noting that, while the difficulty of combining family and a military career may lead some female doctors to leave the military, available literature suggests that female doctors struggle with some of the same challenges in the private sector.

C. DOCTORS' OPPORTUNITY TO REACH FLAG/GENERAL OFFICER RANKS

The dearth of women among sitting flag/general officers was a contributing factor in the selection of the topic for this report. Over the last 10 years, there have been five female flag/general officers in the Medical Corps, of whom four were Navy. Two female flag/general officers are currently serving, one of these officers is Army and the other is Navy.

This section examines factors related to the promotion of women Medical Corps officers to flag/general officer positions. The findings are organized in the following sections:

1. Promotion rates to flag/general officer for female doctors in the military
2. Female military doctors' perceived opportunity to advance to flag/general officer rank
3. Measures of career success for female military doctors
4. Female military doctors' views on continuing to practice their craft
5. Summary.

Findings in Section 1 are based on data provided by the Services on military doctors and on military officers at large. Findings in subsequent sections come from comments gathered during the Committee's 2006 focus groups with military doctors.

1. Promotion rates to flag/general officer for female doctors in the military

A meaningful discussion of the opportunity of Medical Corps officers to reach flag/general officer ranks must begin with the recognition that the number of Medical Corps flag/general officer billets is relatively small. The current billets are shown in Exhibit IV-7.

Exhibit IV-7: Doctor Flag/GO Billets, by Service²²		
Service	Number Flag/GO Billets	Number Billets Currently Filled by a Woman Doctor
Army	13	1
Navy	14	1
Air Force	14	0
Total DoD	41	2

Currently, there are 41 flag/general officer medical positions across DoD. Several of these positions, however, will be filled by nurses, Medical Service Corps personnel, dentists, or veterinarians (Army only), rather than physicians. Currently, 2 of these 41 flag/general officer billets, or 5 percent, are occupied by female physicians. For purposes of comparison, to achieve a representation of female flag/general officers in the Medical Corps commensurate with their 22.5 percent representation across the Medical Corps overall, 9 of the 41 billets would need to be filled with women.

Exhibits IV-8 through IV-10 show FY04 through FY06 promotion rates to O7 in the Medical Corps for officers overall and for females only. Note that while the intent is to present data for physicians only, these figures may include other health professionals as well.

²² Data provided by the individual Service branches.

Exhibit IV-8: Promotion to O7 of Active Duty Doctors: All Eligible and Eligible Women Only (FY04)²³	
Service	Percent Promoted
Army	
Of all eligible personnel	0.1% (1/933)
Of eligible women	0.5% (1/206)
Navy	
Of all eligible personnel	0.6% (2/337)
Of eligible women	0% (0/40)
Air Force	
Of all eligible personnel	0.4% (2/558) ⁺
Of eligible women	1% (1/89) ⁺

⁺ Eligible personnel known to include doctors as well as other health professionals; the promoted woman was not a doctor.

Exhibit IV-9: Promotion to O7 of Active Duty Doctors: All Eligible and Eligible Women Only (FY05)²⁴	
Service	Percent Promoted
Army	
Of all eligible personnel	0.4% (4/921)
Of eligible women	0% (0/214)
Navy	
Of all eligible personnel	0.3% (1/333)
Of eligible women	2% (1/47)
Air Force	
Of all eligible personnel	0.6% (3/539) ⁺
Of eligible women	1% (1/85) ⁺

⁺ Eligible personnel known to include doctors as well as other health professionals; the promoted woman was not a doctor.

²³ Data provided by the individual Service branches.

²⁴ Ibid.

Exhibit IV-10: Promotion to O7 of Active Duty Doctors: All Eligible and Eligible Women Only (FY06)²⁵	
Service	Percent Promoted
Army	
Of all eligible personnel	0.1% (1/872)
Of eligible women	0% (0/195)
Navy	
Of all eligible personnel	0.6% (2/360)
Of eligible women	0% (0/53)
Air Force	
Of all eligible personnel	0.4% (1/241)
Of eligible women	0% (0/28)

When promotions do occur, the small number of vacant flag/general officer billets results in an extremely low overall promotion rate for all eligible personnel (e.g., less than 1% to 2%). In this environment, the odds are against all candidates, regardless of gender.

2. Female military doctors’ perceived opportunity to advance to flag/general officer rank

When focus group participants were asked whether they see themselves as flag/general officers in the future, many participants said they did not. Most participants neither view becoming a flag/general officer as unachievable nor expressed perceptions of institutional or gender-specific barriers. Rather, they indicated that they do not see themselves in that role because they want to be able to put their families first, which they believe doctors who are promoted to flag/general officer cannot do:

“The biggest thing is the sacrifices you have to make. A woman who is qualified and has no children in our workplace still does not know if she wants to own up to it. There is a lot of responsibility outside of the job. It’s not just the job responsibility because any one of us would say how much responsibility we already have. It’s the personal responsibility too—we have to go to dinner with x, y, or z. It’s the, ‘I take care of the officers’ wives so I have to let this one plan the charity ball this year.’”

—Doctor

“The expense on the family with time away is very difficult.”

—Doctor

²⁵ Data provided by the individual Service branches.

“The choice between family and additional stuff you have to do as a flag/general officer—
women don’t want to do that.”

—Doctor

One focus group participant observed that physicians tend to be specialists, which makes it difficult for them to acquire the diversity of job experience that is required for the flag/general officer position:

“The term *general officer* means you’re no longer a specialized officer, so they look for diversity in skills and, as a result, it’s very difficult for physicians who are in clinical practice to get this diversity.”

—Doctor

For dual-military Medical Corps officers, the desire to be co-located can necessitate that they forego the top assignments that make one competitive for promotion to flag/general officer rank. One participant indicated that the desire to co-locate with one’s spouse is also a reason that some dual-military personnel leave the military:

“In order for a military couple to survive, ambition has to go out the door. Either both need to drop it, or separately one has it and the other has to get out. Together, we both cannot have that ambition because one has to move and the other must give it up to stay together.”

—Doctor

3. Measures of career success for female military doctors

Focus group participants were asked what they consider to be the most important measure of a successful career. The measure of a successful career that was most frequently mentioned by all focus group participants was job satisfaction:

“Are you happy to come to work everyday?”

—Doctor

“People say, ‘when are you getting out?’ and I say, ‘uh...’ I love my job so I don’t really want to leave.”

—Doctor

For some participants, knowing that they are helping Service members is a measure of career success:

“To feel like you’re making a difference. I’ve had guys and girls where they want to get out, especially when they make so much more money in this profession in the civilian world. There’s a war going on; we need you. They have stayed for this reason because they felt like they were part of something better.”

—Doctor

This group of fairly senior doctors did not say that they consider attaining a certain rank a measure of career success, perhaps because they already have reached a rank to which many aspire. For example, when asked “Do you think you need to attain a certain rank in order to have had a successful career?”, some responded, “we’re already successful” and “[yes], the one I’m at.”

4. Female military doctors’ views on continuing to practice their craft

As they advance, professionals tend to turn their attention to such activities as management, policy-making, leadership, and advising, leaving the practice of their craft to more junior personnel. Focus group participants were asked how important it is to them to be able to continue to practice their craft as they advance in their careers. Many focus group participants indicated that they value being able to continue to treat patients throughout their careers. Some participants indicated that they would prefer to take care of patients rather than becoming an administrator or advisor:

“We go to medical school because we want to take care of patients, and at that level [flag/general officer] you don’t get to take care of patients. You do administrative work.”

—Doctor

“A lot of people went into the military to help patients, and some just want to do that.”

—Doctor

“I place a lot of weight on taking care of my patients. I feel the pressure to be the next program director or the next this—something I don’t want to do. I would disband that and focus more on letting them take care of their patients.”

—Doctor

Others indicated that they are not averse to taking on administrative, research, or teaching responsibilities, particularly if they can continue to see patients. A few physicians noted that they

do, in fact, continue to do clinical work—both because they enjoy it and because they recognize that clinical activity is necessary to maintain credibility as they advance:

“I am in an administrative position, and it’s more rewarding now than ever before. It’s a different kind of power, but now when I make up my mind to do something, it affects thousands of people and not just the little 85-year-old woman I just helped downstairs.”

—Doctor

“I think the most effective administrators are people who have credibility in their specialty and you’re not going to have that without practicing. . . . I think the reason I have as much credibility as I have with flag/general officers and everyone is because I have a reputation of being a good surgeon and you don’t want to lose this or give this up too soon.”

—Doctor

5. Summary

The Medical Corps has a small number of flag/general officer billets—13 for the Army, 14 for the Navy, and 14 for the Air Force (some of these billets may be filled by non-physician medical personnel such as nurses, Medical Service Corps, etc.). Currently, 2 of these 41 billets are occupied by women doctors, one Army and one Navy. This 5 percent female representation among Medical Corps flag/general officer billets is the same as the female representation among flag/general officer billets across all career fields. However, some might suggest that, if there are fewer gender-restricted positions within the Medical Corps than in other career fields, this number should be closer to the female representation across the Medical Corps overall, which is 22.5 percent.

Given the limited number of flag/general officer billets in the medical branches, military physicians recognize that promotion to flag/general officer rank is unlikely for all candidates. Additionally, promotion to flag/general officer rank does not appear to be something to which military doctors of either sex typically aspire. Most of the medical officers who participated in the focus groups indicated that the reason they do not aspire to this level is not that they view these positions as entirely unachievable or that they perceive institutional or gender-specific barriers. Instead, many explained, they want to be able to put their families first, which they believe that doctors who are promoted to flag/general officer cannot do. Rather than defining success through promotion to flag/general officer, most focus group participants associated career success with job satisfaction.

Focus group participants were asked how important it is to them to be able to continue to practice their craft as they advance in their careers. It was evident that most place great value on

continuing to treat patients throughout their careers. A fair number indicated that they would prefer to take care of patients rather than becoming an administrator, researcher, or teacher, for example, while others indicated that they do not mind taking on such responsibilities as long as they can continue to see patients.

D. DOCTORS' OPPORTUNITY FOR ADVANCEMENT

This section of the report deals with topics related to the advancement of female doctors through the ranks. This section identifies key factors that are molding the pipeline of doctors from which tomorrow's leaders will be selected. Findings are organized in the following sections:

1. Advancement rates for female doctors in the military
2. Conditions that promote advancement within the Medical Corps
3. Female military doctors' perceived access to the conditions that promote advancement
4. Importance of mentoring for female military doctors
5. Participant recommendations related to the advancement of female doctors in the military
6. Summary.

Findings in Section 1 are based on data on military doctors provided by the Services and data on military officers at large provided by the Services and DoD. Section 2 draws exclusively on comments gathered during the Committee's 2006 focus groups with military doctors. Section 3 presents data from the focus groups as well as the DMDC *SOF* survey. Section 4 draws on the comments and mini-survey data obtained during the focus groups. Findings in Section 5 come from the focus groups as well.

1. Advancement rates for female doctors in the military

Promotion rates for military doctors, by Service and by gender, are presented separately for FY04 and FY05 in Exhibits IV-11 and IV-12.

Exhibit IV-11: Promotion Rates Among Military Doctors, by Service and Gender (FY04)²⁶			
Service	Promotion To:	Female	Male
Army	O4	100% (69/69)	96.1% (223/232)
	O5	54.8% (17/31)	65.3% (130/199)
	O6	72.2% (13/18)	50.3% (72/143)
Navy	O4	94% (51/54)	99% (188/189)
	O5	85% (33/39)	71% (112/158)
	O6	50% (1/2)	51% (27/53)
Air Force	O4	100% (117/117)	99% (292/296)
	O5	100% (33/33)	99% (97/98)
	O6	67% (6/9)	71% (51/72)

Exhibit IV-12: Promotion Rates Among Military Doctors, by Service and Gender (FY05)²⁷			
Service	Promotion To:	Female	Male
Army	O4	100% (64/64)	89.3% (217/243)
	O5	48.4% (15/31)	71.9% (151/210)
	O6	68.8% (11/16)	54.8% (69/126)
Navy	O4	100% (51/51)	98% (130/132)
	O5	71% (25/35)	72% (106/147)
	O6	75% (3/4)	43% (24/56)
Air Force	O4	98% (109/111)	99% (291/293)
	O5	100% (27/27)	98% (108/110)
	O6	50% (6/12)	70% (50/71)

Overall, the FY04 and FY05 promotion rates for military doctors did not differ meaningfully by gender. Across both fiscal years and all pay grades in the Army, Navy, and Air Force, Medical Corps female promotion rates were frequently very close to male rates (in 7/18 cases) or were higher than male rates (in 6/18 cases). Consistent gender patterns during these two years are seen in two instances. In the Army during both years, female doctors were promoted to the grades of O4 and O6 at higher rates than male doctors, but to O5 at lower rates than male doctors. In the Air Force, female promotion rates to O6 were lower than males' both years (67% versus 71% in FY04 and 50% versus 70% in FY05), although it should be noted that these percentages were based on relatively small numbers of eligible and promoted personnel.

²⁶ Data provided by the individual Service branches.

²⁷ Ibid.

Promotion rates for military officers at large are presented in Exhibits IV-13 and IV-14, permitting comparison with military doctors.

Exhibit IV-13: Promotion Rates Among Military Officers at Large, by Service and Gender (FY04)²⁸			
Service	Promotion To:	Female	Male
Army	O4	98.0%	96.8%
	O5	78.5%	76.9%
	O6	50.0%	53.1%
Navy	O4	82.5%	87.8%
	O5	72.0%	76.7%
	O6	48.9%	55.8%
Marine Corps	O4	70%	85.9%
	O5	77.8%	61.4%
	O6	25.0%	50.9%
Air Force	O4	92.4%	93.3%
	O5	77.7%	72.5%
	O6	48.3%	44.4%
Coast Guard	O4	82.0%	85.0%
	O5	65.0%	70.0%
	O6	50.0%	64.0%

²⁸ Data provided by the individual Service branches.

Exhibit IV-14: Promotion Rates Among Military Officers at Large, by Service and Gender (FY05)²⁹			
Service	Promotion To:	Female	Male
Army	O4	98.2%	97.6%
	O5	84.2%	86.8%
	O6	58.8%	59.6%
Navy	O4	81.8%	83.6%
	O5	72.6%	78.0%
	O6	51.9%	56.2%
Marine Corps	O4	82.5%	87%
	O5	62.5%	67.3%
	O6	100%	40.4%
Air Force	O4	93.0%	93.1%
	O5	80.3%	73.2%
	O6	37.5%	47.0%
Coast Guard	O4	76.0%	82.0%
	O5	85.0%	73.0%
	O6	50.0%	55.0%

In the Army and Air Force, no obvious gender differences can be seen in the FY04 and FY05 officer-at-large promotion rates, except in promotions to O6. For promotions to O4 and O5, female rates were equal to or better than male rates. Specifically, female and male officer promotion rates to O4 were comparable in most cases, and female officer promotion rates to O5 were as likely to be higher than males' as lower. For promotions to O6, however, female officer promotion rates were lower than males' in most cases. In the Army and the Navy, female officer promotion rates to O6 were lower than males' in both FY04 and FY05.

Selection for command positions and selection for military schooling are additional measures of advancement in the military. Exhibits IV-15 and IV-16 compare male and female officers at large in terms of selection rates for these competitive opportunities.

²⁹ Data provided by the individual Service branches.

Exhibit IV-15: Selection of Military Officers at Large for O5 and O6 Command Positions, by Service and Gender (FY04 and FY05)³⁰				
Service	FY04		FY05	
	Female	Male	Female	Male
O5 Command Positions				
Army	13.7%	15.6%	16.13%	15.5%
Navy	25.3%	16.6%	30.7%	17.5%
Marine Corps	3.7%	15.8%	12.5%	18.0%
Air Force	12.8%	17.3%	13.3%	18.1%
Coast Guard	8.8%	12.7%	3.2%	12.0%
O6 Command Positions				
Army	23.6%	19.9%	16.4%	20.8%
Navy	36.0%	18.9%	75.7%	24.50%
Marine Corps	25.0%	21.1%	20.0%	23.0%
Air Force	30.7%	31.5%	32.7%	32.9%
Coast Guard	21.1%	28.0%	23.8%	29.4%

Female selection rates for command positions across the Services in FY04 and FY05 varied depending on the level of the position. More often than not, female selection rates for O5 command positions were lower than male selection rates. For O6 command positions, male and female selection rates were comparable. The Navy stood out among the Services by selecting substantially higher percentages of females than males for both O5 and O6 command positions in both fiscal years. (Equivalent figures for military doctors were not provided.)

³⁰ DMDC. (2005). It should be noted that, in some circumstances, selected officers do not assume command.

Exhibit IV-16: Selection of Military Officers at Large for Intermediate and Senior Service School, by Service and Gender (FY04 and FY05)³¹				
Service	FY04		FY05	
	Female	Male	Female	Male
Intermediate Service School				
Army*	25.3%	31.5%	100%	100%
Navy	32.9%	53.4%	60.8%	50.8%
Marine Corps	60.0%	54.7%	60.0%	70.0%
Air Force	35.8%	24.7%	59.9%	55.4%
Coast Guard**	Not available	Not available	Not available	Not available
Senior Service School				
Army	7.0%	8.1%	7.5%	9.0%
Navy	7.0%	8.1%	57.9%	56.8%
Marine Corps	4.3%	10.4%	13.6%	12.2%
Air Force	35.1%	16.7%	15.8%	22.7%
Coast Guard	9.0%	7.2%	10.0%	6.0%

* In FY05, the Army began sending all eligible officers to Intermediate Service School (i.e., Command and General Staff College).

** In FY04, of 68 Coast Guard applicants, 1 female and 6 males were selected for Intermediate Service School. In FY05, of 88 applicants, 0 females and 5 males were selected.

Exhibit IV-16 shows comparable female and male officer-at-large selection rates for Intermediate Service School but slightly less favorable female selection rates for Senior Service School. (Figures were not provided specifically for doctors.)

In combination, the data presented in Exhibits IV-13 through IV-16 suggest that gender plays a role in the advancement of military officers at large in some Services. Specifically, in the years reviewed, female officers in some Services were not promoted to O6, selected for O5 command positions, or selected for Senior Service School at the same rate as their male counterparts. Although the number of female doctors eligible for consideration for promotion to O6 in FY04 and FY05 was small, there is some indication that those in the Air Force encountered similar difficulties in reaching O6. One might expect, if there are fewer gender-restricted positions within the Medical Corps than in other career fields, that female physicians would encounter less difficulty than female officers at large in reaching O6.

2. Conditions that promote advancement within the Medical Corps

Focus group participants were asked a series of questions related to the extent to which female doctors have the same opportunity to advance in the Medical Corps as male doctors. First, focus

³¹ DMDC. (2005).

group participants were asked the conditions necessary for advancement in their field. The prerequisite for advancement in the Medical Corps that was mentioned most consistently by the small number of doctors who addressed this question was the amount of time invested, which includes both years of service and workload or hours kept:

“Time and rank.”

—Doctor

Deployment was also mentioned as a prerequisite for advancement by most of the small number of doctors who responded to this question:

“Time and rank and going overseas.”

—Doctor

“The rules are very straightforward. I have to hand it to Admiral X that the rules are clear. He made it crystal clear that if you spend 15 years in the same place doing nothing for the Navy then you won’t be promoted.”

—Doctor

Some participants mentioned leaving clinical practice and assuming leadership and administrative positions as conditions for advancement:

“Leave clinical practice.”

—Doctor

Not all the participants agreed that physicians must leave clinical practice as they advance, however:

“In the Army its better than that—up to full colonel they still see patients.”

—Doctor

Most doctors take on administrative responsibilities as they advance, and the extent to which they must reduce their clinical hours to fulfill their non-clinical responsibilities varies.

3. Female military doctors’ perceived access to the conditions that promote advancement

After discussing the conditions necessary for advancement in their field and the importance of investing years, putting in long hours, and deploying, focus group participants were asked to

what extent women in the Medical Corps have as much access as men to the “keys to success.” Many reported that female physicians in the military have equal opportunity and that there are no institutional barriers to their advancement:

“It’s even in this field.”

—Doctor

“Access is the same.”

—Doctor

“It’s caused by the burden and not the demand. They are opting not to be promoted. The opportunities are there. I feel like I have every opportunity to be promoted, and I don’t want to be.”

—Doctor

“In the Medical Corps, access is the same. I think a lot of people are self-limiting so they put the barriers up in front of themselves and assume they can’t do it so they don’t. In the Medical Corps it’s the same for men and women.”

—Doctor

While study participants perceived that there is equal access to these keys to success, some also observed that the jobs necessary for advancement demand personal sacrifices that impact men and women differently. As the primary caregiver for their children, as women frequently are, women may be more hard-pressed than men to accept the long hours and absences that career-enhancing assignments entail. In other words, for doctors with children, there is indication that the female doctors’ careers are more apt than male doctors’ careers to be constrained by the needs of their children:

“I have two small children, so that’s impossible. I cannot go overseas for 3 years as a single parent here (geographically). In my experience, it’s still the women who take care of the kids and take the kids to their appointments and pick them up from daycare.”

—Doctor

Female doctors' perceptions of opportunity for advancement can be compared to those of female military officers at large. On the December 2004 and December 2005 *SOF* surveys, military officers at large were asked several questions related to advancement.³² (See Exhibit IV-17.)

Exhibit IV-17: Views of Military Officers at Large on Their Advancement Opportunity, from <i>SOF</i> Survey (December 2004, December 2005)		
Survey Questions/Respondent Categories	Female	Male
How satisfied are you with your opportunities for promotion? (percent satisfied/very satisfied)	70%	72%
How much do you agree that "I will get the assignments I need to be competitive for promotions"? (percent agree/strongly agree)	59%	62%
How much do you agree that "My Service's evaluation/selection system is effective in promoting its best members"? (percent agree/strongly agree)	31%	36%
How much do you agree that "If I stay in the Service, I will be promoted as high as my ability and effort warrant"? (percent agree/strongly agree)	50%	49%

Overall, survey responses of female officers at large reveal misgivings about their advancement opportunity—that is, about their ability to access the choice assignments they need to advance and the overall evaluation systems of their respective Services—that the female doctor focus group participants did not express. The two groups of women were similar, however, in their perceptions of their advancement opportunities relative to men's. That is, the survey responses of female officers at large did not differ appreciably from male officers at large; likewise, female doctor focus group participants did not perceive that their access to the keys to success is different than men's.

Perceived advancement, as compared to female doctors in the private sector

Many focus group participants indicated that the rate of advancement is faster for women in the military than in the private sector. There is acknowledgement, however, that the benchmarks of advancement are different in each sector, and therefore comparable advancement is difficult to assess:

³² *SOF* survey questions on advancement pertained to level of satisfaction with opportunities for promotion and level of agreement that "I will get the assignments I need to be competitive for promotions," "My Service's evaluation/selection system is effective in promoting its best members," and "If I stay in the Service, I will be promoted as high as my ability and effort warrant."

“In terms of promotions, we blow them away. If I went to a woman on the outside, they are so much farther down the ladder in leadership and responsibility.”

—Doctor

“I have [civilian] friends who see patients and that’s about it.”

—Doctor

“I remember being a senior resident, and the civilians could not believe I had a job and I knew where I was going to go already, and it’s just so different.”

—Doctor

“My branch of the military is so much more ahead since two of three of the big residencies for neurosurgeons are headed by women, and these two may be the only in the country where women head these neurosurgeon programs. And a female is head of orthopedics.”

—Doctor

Evidence suggests that military doctors recognize that the military may offer greater opportunity for women than the private sector does, although their comments also reveal that the military subjects families to unique hardships that can influence their decision to stay or leave. (Refer to Section B, Retention of Doctors, for findings related to how having a family affects female doctors’ advancement in the private sector.)

4. Importance of mentoring for female military doctors

DACOWITS was interested in the extent to which female doctors are being mentored and the influence of mentorship on advancement. Although the focus group protocol included no formal question on mentoring, female participants discussed its value:

“I think you have to find a good mentor because without that you won’t want to stay. . . . During child-bearing years, that’s the key time when they need support. It’s the women who are up all night with breastfeeding. . . . They need people to help women during this time period.”

—Doctor

“I don’t do as much clinical stuff anymore because I want to be available to help those at the younger age when they need the help. If you are part of the group making time for the younger people then it’s really great, but if you aren’t, then you’re part of the problem.”

—Doctor

Participants also addressed the need for female physicians to have female role models they can relate to, particularly to support and model how to balance career demands with the needs of their families:

“When you’re young, you need to have role models who are female and who you can relate to. I mean you need male models too, but you need to see how it works for women, and you need to see people who make it work and want to be like them. That is so important.”

—Doctor

“I agree that mentorship is important. A lot of the O6s I saw did not have children or weren’t married, and that makes me unable to see or relate to them so you don’t think it’s possible for you because you are so different from they are. We need to visually see ourselves there, too, to be able to aspire to be there.”

—Doctor

The value ascribed to mentoring by military doctors was mirrored by military officers at large who responded to questions about mentoring on the December 2004 *SOF* survey. The majority of female and male officers consistently rated their mentors as “very” or “extremely” helpful at providing career guidance, acting as a role model, teaching and advising on organizational politics, providing sponsorship and contacts to advance their career, and assisting in future assignments.

5. Participant recommendations related to the advancement of female doctors in the military

Focus group protocol included several questions that tapped participants’ thoughts about how to retain and advance women doctors in the military. Regardless of the specific questions asked, most of their recommendations shared a common theme—family. Many participants seemed to suggest that the answer to retaining and advancing female doctors is to make military life more family-friendly.

Focus group participants’ views on the value of a flexible career path

The few focus group participants who were considering leaving the military were asked whether it would affect their career intentions if the military were able to provide a more flexible career path. Several indicated that they support policies and programs that help women better negotiate motherhood and career, although none specifically said that such initiatives would influence their intentions:

“I think flexibility is important. Some sort of sabbatical option would be helpful since then women with children and men could take sabbatical.”

—Doctor

“I fill out sabbatical leave for women [civilian family members] all the time, but it’s not offered to us in the military. We get 6 weeks. Then we’re back.”

—Doctor

“Many women get out for this lack of part-time options. Women drop to spend time with their kids.”

—Doctor

A few participants indicated that career flexibility, while appealing, is not feasible since it would result in a smaller Medical Corps that is less equipped to support the mission:

“Then it would be hard to maintain the force.”

—Doctor

A few participants mentioned that such career flexibility may be impractical, given the nature of physicians’ work:

“Well, who would you want to operate on you—a part-time cancer surgeon or would you want someone who had done 100 surgeries?”

—Doctor

“A big issue that I hear from young women in residency is that if something could make it slightly less overwhelming, then maybe shortening hours during childbearing years would be helpful. But the problem is competency. Especially for a physician, you can’t just take 2 years off . . . as a physician, you cannot just stop for 2 years or 5 years and come back.”

—Doctor

Focus group participants’ other recommendations

In addition to the question about flexible career paths, focus group participants were asked what could be done differently to improve opportunity for advancement among female doctors and, more generally, what could be done differently to encourage them to stay in the military. On the whole, focus group participants’ suggestions were geared more toward improving quality of life than to advancement.

Better resource childcare. Several suggestions were made related to improving installation childcare resources. Many participants indicated that better meeting the childcare needs of military physicians, particularly dual-military physicians, would help physicians to work the hours expected of them. Participants mentioned that the long waitlists to get into the child development center (CDC), the CDC hours of operation that fall short of a physicians' work day, and the maximum weekly hours create a difficult situation for physicians with young children, particularly for mothers:

"I think that one thing I heard on the radio about one of the top 10 companies to work for would really help—you get a child development center like this with no waiting list. When you get more kids, you add more staff . . . I think that that picking up their kids is such an issue for corpsmen, and nurses too, and such a problem for retention. . . . It would allow people to be told they'll be getting this, not just babysitting, but child development. And they could breastfeed at lunch and not have to pump."

—Doctor

"I think that childcare would make a huge difference. I have neighbors helping me out, but I have a network in my neighborhood and a lot of new people don't have that. . . . If your kids are close by and you can go in and breastfeed, then that's huge for recruitment and retention because it sends a huge 'we care about you' message."

—Doctor

Hire more support staff. One participant suggested that more support staff be hired for military physicians:

"We need more staff. We need more support. I cannot be more than 25 miles from the hospital, and I cannot drink a glass of wine, and I cannot sleep at night without the fear of the pager going off 50 percent of the time. It's enough."

—Doctor

6. Summary

In FY04 and FY05, female officers at large were neither selected for O5 command positions nor promoted to O6 at the same rate as their male counterparts. Medical Corps promotion rates for FY04 and FY05 indicate that only some female doctors encountered similar difficulties in reaching O6. Recognizing that only a small number of female doctors were eligible for consideration for promotion to O6, female Air Force doctors were promoted to O6 at lower rates than their male counterparts, while female Navy doctors were promoted to O6 at equal or higher rates. One might expect, if there are fewer gender-restricted positions within the Medical Corps

than in other career fields, that all female physicians would encounter less difficulty than female officers at large in reaching O6.

Most female physicians reported having the same opportunities for advancement as their male counterparts. However, many focus group participants indicated that women often decline the most career-enhancing assignments in the interest of their family, which inhibits their advancement. Focus group participants emphasized that, as primary caregivers for their children, women may be more hard-pressed than men to accept the long hours and absences that career-enhancing assignments entail.

Although doctor focus group participants expressed that the military offers greater opportunity for women than the private sector, they emphasized that family needs still drive some women from the military into the private sector or hinder their advancement if they choose to stay in. Several participants support policies and programs that would help women better negotiate motherhood and career, such as sabbaticals or part-time work. Some participants noted that a flexible career path is impractical for doctors because they cannot afford to let their skills languish and because Medical Corps mission readiness cannot tolerate a reduction in strength.

Female participants addressed the value of mentorship. Participants noted the need for female physicians to have female role models they can relate to, particularly to provide support and examples for balancing the competing demands of career and family.

The need for better on-base childcare was a common theme among focus group participants. Many of them indicated that better meeting the childcare needs of military physicians would help them to work the hours expected of them. Some physicians acknowledged that such improvements would benefit not just physicians but all military families.

Thus, most female Medical Corps officers indicated that it is family needs rather than externally imposed obstacles or gender bias that prevents more of them from advancing to the highest levels.

E. RECRUITMENT OF DOCTORS

The representation and advancement of female doctors in the military is related to how successfully the military is able to attract them. This section of the report, which is based on information gathered from the two medical student focus groups as well as the two doctor focus groups, addresses the accession of female doctors into the military. The findings are organized in the following sections:

1. Characteristics of the doctor and medical student focus group sample
2. Accession rates for female doctors in the military
3. Recruitment practices
4. Participant recommendations for improving recruitment of female doctors
5. Summary.

Findings in Section 1 come from data on military doctors provided by the Services. Section 2 is based on data on military doctors provided by the Services as well as comments obtained during the Committee's 2006 focus groups with military doctors and medical students. Section 3 is drawn exclusively from focus group comments.

1. Characteristics of the doctor and medical student focus group sample

The two additional medical student focus group sessions included:

- One session attended by female medical students (9 participants)
- One session attended by male medical students (9 participants).

Thus, all combined, the four focus groups were attended by a total of 29 individuals.

Salient characteristics of the combined doctor/medical student focus group sample are presented in Exhibit IV-18.

Exhibit IV-18: Characteristics of 2006 Military Doctor and Medical Student Focus Group Sample	
Total number of participants	29
Gender:	
Female	18
Male	11
Service:	
Army	4
Navy	22
Air Force	3
Pay grade:	
O1	18
O4	3
O5	5
O6	3
Number married:	
Female	15
Male	6
Number with children:	
Female	9
Male	3
Among married, number dual-military:	
Female	8
Male	0

All 18 medical students were Navy officers and were attending medical school at the Uniformed Services University of Health Sciences (USUHS). It should be noted that, although the recruitment information presented in this section strongly reflects the USUHS experience of the medical student focus group participants, USUHS graduates comprise only a minority of Medical Corps accessions.

2. Accession rates for female doctors in the military

The Service branches' recruiting goals for military doctors and corresponding accession rates for FY04 and FY05 are presented in Exhibit IV-19.

Exhibit IV-19: FY04 and FY05 Military Doctor Recruiting Goals and Accession Rates, by Service³³			
Service/FY		Recruiting Goal	Accession Rate
Army	FY04	403	385 (96%)
	FY05	419	416 (99%)
Navy	FY04	265	232 (88%)
	FY05	291	164 (56%)
Air Force	FY04	420	420 (100%)
	FY05	335	332 (99%)

It is apparent from Exhibit IV-19 that, across DoD overall, doctor accessions fell short of recruiting goals during FY04 and FY05. The Army and the Air Force met or almost met their goals both years. The Navy had considerably lower accession rates than the other two Service branches, despite having more modest goals.

Accession rates of female and male doctors for FY04 and FY05 are presented in Exhibit IV-20.

Exhibit IV-20: Accessions of Female Doctors in the Military, by Service^{34*}			
Service/FY		Female Doctors	Male Doctors
Army	FY04	24% (91/385)	76% (294/385)
	FY05	22% (91/416)	78% (325/416)
Air Force	FY04	26% (111/420)	74% (309/420)
	FY05	30% (101/332)	70% (231/332)
Navy	FY04	38% (87/232)	63% (145/232)
	FY05	30% (49/164)	70% (115/164)

* Percentages may not sum to 100 due to rounding.

In FY04 and FY05, an average of 26% to 28% of doctors accessed by the Army, Air Force, and Navy were female. The Navy accessed the highest proportion of female doctors (38% and 30%, respectively, in FY04 and FY05), followed by the Air Force (26% and 30%, respectively). In these two Service branches, female accessions may be sufficiently high to maintain the current 22.5% level of female representation in the medical corps, even with higher attrition among females than males. The same is probably not true for the Army, whose FY04 and FY05 female doctor accessions hovered close to 22.5%.

The Service branches offer major financial incentives to prospective military doctors. Based on the information provided by the Service branches, which covered incentives offered in FY04 and FY05, not all incentives are available every year. The Navy offers full medical school

³³ Data provided by the individual Service branches.

³⁴ Ibid.

scholarships either through attendance of the USUHS or through the Health Professional Scholarship Program (HPSP), which covers the cost of civilian medical school. The Air Force also offers HPSP. In addition, the Air Force offers educational loan relief for accessions in certain specialties through the Health Professions Loan Repayment Program and a Financial Assistance program for medical residents. The Army offers Variable Special Pay, which is paid on a monthly basis to doctors upon their entry to active duty service.

3. Recruitment practices

It bears repeating that 18 of the 29 individuals who participated in the doctor focus groups were students of DoD's USUHS. In addition to current USUHS students, some of the practicing doctors in the focus groups were former USUHS students. The widespread USUHS affiliation among focus group participants was evident in their responses, and very little was said about the recruitment of non-USUHS medical students into the military Medical Corps.

When focus group participants were asked about their recruitment experiences, most spoke of recruitment of medical school applicants by USUHS, which they described as negligible. Most of the medical students said that they were not recruited at all by USUHS. Additionally, many reported that USUHS is poorly marketed and that people often learn about it through happenstance:

“The only reason I heard about it [USUHS] was that I grew up in Maryland and when you take the standardized tests like the MCAT or GRE and click “Maryland,” USUHS comes up as an option to click on to send scores to, and that’s how I found it.”

—Female Navy Medical Student

“It’s a lot like jumping through concentric flaming hoops. I had to arrange everything myself. I had to fill out the forms and find all of the information myself.”

—Male Navy Medical Student

“I don’t think USUHS does nearly enough recruiting. I think some people choose it just by looking at lists of schools and thinking, ‘I’d like to live in this area and it’s free,’ so honestly some people I know just came here with no idea what they got themselves into.”

—Male Navy Medical Student

In defense of USUHS recruiting practices, or lack thereof, one participant pointed out that other medical schools don’t recruit either:

“I think we’re giving USUHS a bad rap as far as recruiting, but medical schools in general don’t recruit. If you want in, you go seek out the school.”

—Male Navy Medical Student

Because recruiting for USUHS promises to populate not just its medical school but also the Medical Corps, one must question the appropriateness of comparing USUHS recruiting to civilian medical recruiting.

Some focus group participants spoke of experiencing some lack of support for their interest in applying to USUHS. There was some indication that the Naval Academy is more supportive of students who want to pursue medicine—in fact, USUHS reportedly recruits at the Naval Academy:

“The only reason I knew about USUHS was from working with other USUHS graduates.

There was no leadership within the chain to tell me about it. No one in the higher-up positions told me about it, even knowing I wanted to go to medical school. It was USUHS graduates who talked to me about it.”

—Female Navy Medical Student

“When I told my ROTC unit that I was applying to medical school, I realized that I had to go outside my unit commanders. My unit commanders told me that I had to be a line officer for 2 years first and then I could apply because they definitely did not support me going to medical school. Only after I applied on my own and got in would they admit that I could go and say they allowed it, but they never supported it.”

—Male Navy Medical Student

“I went to the Naval Academy, and there they weren’t negative towards it. They were a little supportive. Fifteen can go from the Academy, and only 12 did, so it was competitive but not super competitive. . . . In the Naval Academy, they do recruit straight from it.”

—Male Navy Medical Student

For the most part, focus group participants of both sexes agreed that USUHS recruiting practices, such as they are, are gender-neutral:

“Everything was gender-neutral. They are very proud of their amount of diversity; it’s one of their big high points.”

—Male Navy Medical Student

“I don’t think we recruit men and women differently. When I have gone to recruit, it hasn’t been a problem.”

—Female Navy Medical Student (a former recruiter)

“I can’t speak for any recruitment either way before then because there really was not any recruitment which I saw, but the flier and the booklet were gender neutral. As far as real solicitation for recruitment, it was standardized and not geared toward anyone in particular.”

—Male Navy Medical Student

“In medicine, I don’t think there is a gender difference.”

—Doctor

4. Participant recommendations for improving recruitment of female doctors

Focus group participants offered a variety of suggestions related to recruitment. Their suggestions, which addressed recruitment of women and men for USUHS and the Medical Corps, are presented in the following paragraphs.

- Implement an active USUHS recruiting campaign to increase awareness of USUHS among qualified individuals and to better inform those who apply and are admitted.

“I think putting out more information on USUHS would help everyone and not just women. A good chunk of us, like 60 percent or so, knew what they were getting into and are really behind it, but a third of us are not into it. They didn’t know what they were doing. They are just doing it for cost-effectiveness. . . . Maybe that’s good or maybe that’s bad, but at the same time maybe if people were more informed they might get more women, or maybe they would get less women but the ones they’d get might be more sure of what they’re doing and stay in.”

—Male Navy Medical Student

- Send military physicians to high schools, colleges, and medical schools, and send USUHS medical students to their high schools and colleges, to speak about what they do.

“These are already students who were looking at medical school. I don’t know what kind of resources are out there to recruit, but they need to go to pre-med schools and not just medical schools.”

—Doctor

“I’ve done recruiting for the school, and people just don’t know about it. The people who talk to a recruiter who don’t know what it’s about get a better idea of what really to expect if they talk to a student rather than a general recruiter, which is why I talk to them too.”

—Female Navy Medical Student

- Focus more media attention on the humanitarian missions in which the military is involved to increase interest within target populations.

“There needs to be more storytelling. Through the media, you could show humanitarian relief with Hurricane Katrina and helping kids in Iraq with relief.”

—Doctor

“People in civilian medical schools think that you have this huge commitment which you have to pay back, and they don’t remember that you have so many options and experiences here, like humanitarian relief, which you don’t in civilian world.”

—Female Navy Medical Student

- Provide Medical Corps candidates, whether prospective USUHS medical students or graduating physicians, a realistic understanding of what military doctors do by having practicing military physicians serve as recruiters and by providing shadowing opportunities. Highlight the professional benefits available to military physicians, including the opportunity to treat rare conditions and the freedom to focus on patient care without concern for payment or insurance.

“People think that once you get these people, that’s it, but they need more than that. At this conference we have over 100 leads, good leads too, but if the perception is that to be a military physician you have to live in a tent and shoot people then they need to go somewhere and see what military physicians are actually doing. . . . Are these doctors willing to have a college student shadow them for a day or two? Because if they are, that will help more than anything. Then they have a built-in mentor that way, and it helps.”

—Doctor

“We don’t have to wait for insurance; they are all insured. We get to do everything that’s best for the patient, which they [civilian physicians] cannot do.”

—Doctor

- Assign applicants a military point of contact to facilitate the application process.

“I think that points of contact would be helpful. In my undergrad, we worked together as a group, but there’s no one here to support these people. It would really help to have someone to tell us how to go about the application process instead of requiring us to figure it out together as a group.”

—Doctor

- Increase the number of female physician recruiters.

“Get female physicians who are in the Armed Forces to go talk to people and tell them how they handle family and deployments.”

—Male Navy Medical Student

“They should send female physicians to recruit female physicians.”

—Doctor

“Have women who have had children tell us about it. Have women who have gone on deployments and who have done well in the military and have a family talk to people about it and tell them that they can do both.”

—Female Navy Medical Student

5. Summary

On average, DoD doctor accessions fell well short of recruiting goals during FY04 and FY05. In FY04 and FY05, 24 percent and 22 percent of Army Medical Corps accessions were female. The percentages of Air Force female doctor accessions during the same fiscal years were higher at 26 percent and 30 percent, while the percentages of Navy female doctor accessions were noticeably higher still at 38 percent and 30 percent. By way of comparison, female representation among currently serving Medical Corps officers, across all ranks, is 22.5 percent. The Navy and Air Force female doctor accession rates may be high enough to sustain the current representation of females among the next generation of Navy doctors, allowing for some expected attrition. The same is probably not true for the Army, where female doctor accessions were very close to the current female representation in the Medical Corps, leaving no room for attrition. Army, Navy, and Air Force accessions already benefit from financial incentives to prospective Medical Corps officers.

More than half of the individuals who participated in the focus groups were still in medical school at DoD's USUHS. The remaining focus group participants were physicians, some of whom had attended USUHS. Consequently, the USUHS experience dominated most of the recruiting discussions. Most of the medical students reported that recruiting by USUHS is negligible. Focus group participants of both sexes agreed that the USUHS and Medical Corps recruiting that they have observed is gender neutral.

Focus group participants offered several suggestions for improving recruitment. They stressed the importance of using physicians as recruiters. To increase awareness of the military option among prospective doctors, participants suggested implementing an active recruiting campaign by sending military doctors to high schools, colleges, and medical schools to speak about their careers and the USUHS program. Focusing more media attention on the military's humanitarian missions was also recommended. To facilitate the decision and application process for those who have already expressed an interest in a military medical career, participants suggested implementing a shadowing program to provide them with a realistic understanding of what military doctors do and assigning them a military point of contact to help them through the application process. Finally, for targeting female candidates, participants suggested using female physicians to recruit other female physicians.

V. 2006 DACOWITS FINDINGS AND RECOMMENDATIONS

A. REPRESENTATION AND ADVANCEMENT OF FEMALE LAWYERS IN THE ARMED SERVICES

1. Retention of Lawyers

a. Findings

- i. Overall, the Services retain lawyers—both male and female—at high rates. Most lawyers in the focus groups indicated they are highly satisfied with their jobs and enjoy the work they do and the environment in which they work.
- ii. Focus group members stated that transferring to the Reserves is no longer a desirable alternative, due to present operational tempo.
- iii. Married female JAG focus group participants were less likely to intend to remain in the military than either male participants or single female participants.
- iv. Female focus group participants perceived their job satisfaction, pay equity, and opportunities for advancement to be as good as or better than their civilian counterparts'; they identified family factors such as spouse employment and children's well-being as the dominant reasons why female lawyers contemplate leaving the military.

b. Recommendation

Recommend Office of the Secretary of Defense (OSD) conduct a study to assess the feasibility of extending the window for entering the spousal preference hiring program from 30 days to 90 days to potentially decrease the length of time that families are without a second income.

2. Lawyers Opportunity to Reach Flag/General Officer Ranks

a. Findings

- i. Of 14 JAG flag/general officer billets for the Army, Air Force, Navy and Marines, only one is held by a female military lawyer, representing 7% of the total. Focus group participants expressed confidence that, regardless of these numbers, opportunities for advancement are not limited except by personal choice.

ii. Female representation among JAG flag/general officers is slightly higher than among female flag/general officers across all career fields (7% versus 5%), but far lower than the overall representation of women in the military's legal branches (7% versus 25%).

iii. Female JAG officers in focus groups viewed becoming a flag officer as achievable and did not see obstacles such as institutional barriers or gender bias. They expressed a lack of desire to serve as a flag officer, apparently viewing it as a journey that requires personal sacrifices they are unwilling or unable to make.

iv. In focus groups, dual-military JAG officers stated that the desire to be co-located may necessitate foregoing the top assignments that allow a candidate to remain competitive for promotion to flag rank.

3. Lawyers' Opportunity for Advancement

a. Findings

i. Focus group participants stated that some women decline the most career-enhancing assignments in the interest of their family, thereby inhibiting their advancement.

ii. Female Navy focus group members expressed concern about work-life balance, especially with regard to the constraints of sea duty, which is required for advancement and conflicts with the optimal time to establish families.

iii. Some focus group members expressed interest in on-off ramps from active duty for child-rearing and other personal reasons.

iv. Contrary to promotion rate data, which suggest that women's advancement to O6 and O7 is negatively influenced by gender, the female JAG officers who participated in the focus groups expressed positive and appreciative views of their opportunity for advancement within the military.

b. Recommendations

i. Recommend that pilot programs of on-off ramps be implemented in all of the Services to provide flexibility for work-life balance concerns, such as care for newborns, aging parents, and critically ill family members.

ii. Recommend the Navy institutionalize the initiative, discussed by Rear Admiral McDonald in a 4 December 2006 DACOWITS briefing, that provides broader windows in which to achieve career milestones such as sea duty and mandatory schooling.

3. Recruitment of Lawyers

a. Findings

i. Female lawyers comprise 25% of JAG officers. By contrast, women make up 15% of military officers at large and 30% of civilian attorneys.

ii. The Army, Navy and Air Force decentralize the recruiting mission by tasking practicing JAG officers in the field to serve as Field Screening Officers.

iii. Focus group members described the Funded Legal Education Program (FLEP) and summer internship program for law students as productive ways to recruit competent lawyers.

B. REPRESENTATION AND ADVANCEMENT OF FEMALE CLERGY

1. Retention of Clergy

a. Findings

i. Clergy focus group participants, both women and men, were enthusiastic about the caliber of their professional experiences and the quality of life in the military.

ii. Retention data provided by the Armed Forces, although based on small numbers that are potentially misleading, suggest that female clergy are retained at lower rates than male clergy in some Services.

2. Clergy Members' Opportunity to Reach Flag/General Officer Rank

a. Findings

i. There are no female flag/general officers currently serving in the chaplaincy.

ii. Due to the small number of chaplain flag/general officer billets and the rate of position turnover, the odds of promotion to O7 are against all eligible personnel, regardless of gender.

iii. When asked whether they see themselves as flag/general officers in the future, most female clergy focus group members said they did not. They tended to attribute their perception to several factors, including gender related barriers to advancement.

3. Clergy Members' Opportunity for Advancement

a. Findings

i. Female clergy focus group members stated that advancement opportunity is not as good for women as for men. Statistics provided by the Services indicate that promotion beyond O4 is considerably less favorable for female clergy than for their male counterparts.

ii. Despite the challenges recounted by the female chaplains who participated in the focus groups, many indicated that they advance faster in the military than female clergy in the private sector, citing equal pay and superior ministering opportunities.

iii. Focus group members reported that female Protestant clergy encounter some resistance and rejection from people who do not accept women as preachers and teachers due to their own denomination's teaching. This includes members of the congregation, supervisors, peers, and subordinates.

iv. Female clergy are sometimes assigned as the only female chaplain at an installation and, in such circumstances, may lack the peer support and mentoring that could be afforded by another female chaplain.

v. Some clergy focus group members expressed concern that not all chaplains have raters who are experienced or skilled at writing evaluation reports, which can adversely affect chaplains' advancement.

vi. Female clergy focus group members expressed concern that assignments that are traditionally given to females, such as those that address sexual assault issues and/or assignments made to geographically disperse females due to their small numbers, may eliminate them from consideration for career advancing operational assignments.

b. Recommendations

i. Recommend that the Services with Offices of the Chief of Chaplains conduct surveys of male and female chaplains and chaplain assistants to assess the acceptance of female chaplains across the Services.

ii. Recommend that Status of Forces surveys include questions about Service members' experiences with female clergy, as in the examples below:

1. Have you ever had a female chaplain at your military place of worship?
2. If that would be your normal place of worship, would it be counter to your religious beliefs if the female chaplain preached at your service?
3. If that were your normal place of worship, would you elect not to attend chapel services when the female chaplain preached?
4. Would you be comfortable with a female chaplain as a counselor?
5. Do you feel having a female chaplain on post is good for the spiritual life of Service members/important for female Service members / beneficial for military family members?
6. If you were deployed, and the only clergy were a woman, would you feel bereft of spiritual guidance?

iii. Recommend that an annual conference, similar to the one the Air Force holds for female clergy, be held for female Army and Navy clergy. The purpose of the recommended conference would be to provide female chaplains training and to offer them an opportunity to voice concerns and exchange ideas and support for dealing with the unique challenges they face.

iv. Recommend training be provided to enhance evaluation report writing skills for male and female clergy and their supervisors.

v. Recommend the Services determine the extent to which there are gender-based clergy assignments and the impact of those assignments on female chaplains' careers.

4. Recruitment of Clergy

a. Finding

Female chaplains comprise only 4.9% of the military chaplaincy. By contrast, women make up 15% of military officers and 15% of civilian clergy. Despite the fact that women are a very small proportion of chaplains, only the Army has set a specific goal for recruiting female chaplains.

b. Recommendations

i. Recommend the Navy and Air Force set goals for recruiting female clergy to increase their overall representation in the military chaplaincy.

- ii. Recommend tasking additional female clergy to assist in recruiting by highlighting their own roles and contributions to the clergy and military in order to increase the number of female chaplains.

C. REPRESENTATION AND ADVANCEMENT OF FEMALE DOCTORS IN THE ARMED SERVICES

1. Retention of Doctors

a. Findings

- i. The Army, Navy, and Air Force retained male and female doctors at high rates overall.
- ii. Between FY03 and FY05, slightly more female doctors than male doctors left the military each year. Additionally, retention data for cohorts of doctors accessed in 1990 through 1995 show that proportionately fewer female than male doctors were still in the military 10 years after their accession.

b. Recommendation

Recommend the Services survey all field grade doctors who leave the military in order to determine their reasons for leaving and to assist the Medical Corps in retaining highly qualified individuals.

2. Doctors' Opportunity to Reach Flag/General Officer Rank

a. Findings

- i. Of the 41 flag/general medical officer billets, 2 are currently occupied by female physicians.
- ii. In the last ten years, the Navy has promoted 4 female physicians to flag/general officer, with one currently serving.
- iii. Female military doctors are not being promoted to flag/general officer ranks commensurate with the proportion of female doctors in the military, with 5% female flag/general officers versus 22% female representation in the Medical Corps overall.

iv. Most focus group participants neither view becoming a flag/general officer as unachievable nor expressed perceptions of institutional or gender-specific barriers. Rather they indicated they do not see themselves in that role because they want to be able to put their family first.

v. In focus groups, some military doctors reported that to achieve flag/general officer rank, officers must successfully carry out administrative duties and curtail the performance of their medical specialty. Some indicated they would be willing to forego flag/general officer rank if they could practice medicine their entire career.

b. Recommendation

Recommend the Services review the Navy's medical officer career development process, which may provide insight for best practices when addressing promotion rates for female physicians.

3. Doctors' Opportunity for Advancement

a. Findings

i. In focus groups, many military doctors indicated that the rate of advancement is faster for female doctors in the military than in the private sector.

ii. Most female doctors in focus groups indicated that, if anything, it is choices made with family needs in mind, not external obstacles or gender bias, that prevent women from advancing to the highest levels.

b. Recommendation

Recommend that pilot programs of on-off ramps be implemented in all of the Services to provide flexibility for work-life balance concerns, such as care for newborns, aging parents, and critically ill family members.

4. Recruitment of Doctors

a. Findings

i. Female military doctors are represented at lower rates in the military than in civilian life (22.5% versus 32.3%.)

ii. In recent years, the Services have not met their goals for recruiting physicians.

iii. Medical students attending the Uniformed Services University of Health Sciences (USUHS), which offers full medical school scholarships in return for a service obligation, stated that the school is not well known among medical school applicants.

b. Recommendations

i. Recommend increasing the exposure of potential doctors to the military lifestyle. In focus groups with members of the JAG Corps, the summer internship program was highly recommended. This is a best practice that the Medical Corps should review.

ii. Recommend increasing the exposure of future doctors to the practice of military medicine through shadowing programs for first- and second-year medical students and Reserve Officer Training Corps (ROTC) participants.

iii. Recommend that top ROTC science students receive pamphlets with information about USUHS.

iv. Recommend increasing the number of educational delay slots granted to ROTC and Service academy graduates for medical school.

v. Recommend increasing the enrollment at the USUHS medical school.

APPENDIX A:
DACOWITS CHARTER

**APPENDIX A:
DACOWITS CHARTER**

**Defense Department Advisory Committee
On Women in the Services**

- A. Official Designation: The Committee shall be known as the Defense Department Advisory Committee on Women in the Services (hereafter referred to as the Committee).
- B. Objectives and Scope of Activities: The Committee, under the provisions of the Federal Advisory Committee Act of 1972, as amended, shall provide the Secretary of Defense, through the Under Secretary of Defense (Personnel and Readiness) and within the staff cognizance of the Principal Deputy Under Secretary of Defense (Personnel and Readiness), independent advice and recommendations on matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of highly qualified professional women in the Armed Forces. In addition, the Committee shall provide advice and recommendations on family issues related to the recruitment and retention of a highly qualified professional military. The Under Secretary of Defense (Personnel and Readiness) may act upon the Committee's advice and recommendations.
- C. Committee Membership: The Committee shall be composed of not more than fifteen Committee Members, who represent a distribution of demography, professional career fields, community service, and geography, and selected on the basis of their experience in the military, as a member of a military family, or with women's or family-related workforce issues. Committee Members appointed by the Secretary of Defense, who are not full-time Federal officers or employees, shall serve as Special Government Employees under the authority of 5 U.S.C. § 3109. Committee Members shall be appointed on an annual basis by the Secretary of Defense, and shall normally serve no more than three years on the Committee; however, when necessary the Secretary of Defense may authorize a Committee Member to serve longer than three years on the Committee.

The Secretary of Defense, based upon the recommendation of the Under Secretary of Defense (Personnel and Readiness) shall select the Committee's Chairperson. Committee Members shall, with the exception of travel and per diem for official travel, serve without compensation. In addition, the Under Secretary of Defense (Personnel and Readiness) or designee may invite other distinguished Government officers to serve as non-voting observers of the Committee, and appoint consultants, with special expertise, to assist the Committee on an ad hoc basis.

- D. Committee Meetings: The Committee shall meet at the call of the Designated Federal Officer, in consultation with the Chairperson, and the estimated number of Committee meetings is four per year. The Committee shall be authorized to establish subcommittees, as necessary, to fulfill its mission, and these subcommittees shall operate under the provisions of the Federal Advisory Committee Act of 1972, as amended.

- E. Duration of the Committee: The need for this advisory function is on a continuing basis; however, it is subject to renewal every two years.
- F. Agency Support: The Department of Defense, through the Under Secretary of Defense (Personnel and Readiness), shall provide support as deemed necessary for the performance of the Committee's functions, and shall ensure compliance with the requirements of 5 U.S.C. App. 2 Section 6. Additional information and assistance as required may be obtained from the Military Departments and other agencies of the Department of Defense, and from the Department of Homeland Security, in the case of the U.S. Coast Guard, as appropriate.
- G. Termination Date: The Committee shall terminate upon completion of its mission or two years from the date of this Charter is filed, whichever is sooner, unless the Secretary of Defense extends it.
- H. Operating Costs: It is estimated that the operating costs, to include travel costs and contract support, for this Committee is \$500,000.00. The estimated personnel costs to the Department of Defense are 5.0 full-time equivalents (FTEs).
- I. Charter Filed: 17 April 2006

APPENDIX B:
BIOGRAPHIES OF DACOWITS MEMBERS

APPENDIX B: BIOGRAPHIES OF DACOWITS MEMBERS

Denise W. Balzano

Denise Balzano served as Executive Director of the Republican Women's Federal Forum as well as, Assistant to the Vice President and Chief of Staff for Marilyn Quayle. She's a one-time member of the Virginia Board of Trustees for Childhelp, one of the nation's oldest and largest child abuse treatment and prevention programs. Currently, Mrs. Balzano is actively involved with Childhelp, as well as, the co-founder of Balzano Associates, Inc. where she serves as VP for External Affairs.

The Honorable Diana Denman

As a presidential appointee under President Ronald Reagan, she served as the Peace Corps Advisory Co-Chairman and a member of the Institute of Museum Services Board. She currently serves on the Jamestown Foundation Board, WHINSEC Board of Visitors (Western Hemisphere Institute for Security Cooperation), Department of Defense, and DACOWITS (Defense Department Advisory Committee on Women in the Services), Department of Defense. Mrs. Denman's long-time interests in issues of National Defense and National Security have led her as an Election Observer to the nations of Ukraine, Russia and Honduras.

Margaret M. Hoffmann

Margaret Hoffmann is a High School College Advisor (ret.) and a College Admission Director (ret.). She served at Bryn Mawr College, Madeira School, Virginia, Mount Vernon Seminary/Junior College, Washington, D.C., and the Washington International School, Washington, D.C. Currently, Mrs. Hoffmann serves as a Trustee of Capital Partners for Education, Schools' Committee Chair, and of The Arena Stage, Community Engagement Committee.

Dr. Mary Ann Nelson

Mary Nelson has taught mathematics at all levels over the past 35 years, and is currently an Applied Mathematics instructor at the University of Colorado, Boulder. Previous college teaching positions included George Mason University, the University of Maryland Overseas Division and Front Range Community College. Dr. Nelson has a B.S. and M.S. in mathematics from Marquette and George Mason University, respectively, and completed her dissertation in Research and Evaluation Methodology. She was an Army spouse for 26 years including ten years in Germany and two in Moscow, Russia. In Moscow, she managed an AID program through the Commerce Department, which brought scientists and businessmen from all over the former Soviet Union to the United States for internships.

Margaret M. White

Margaret White worked as a special assistant for Senator Spencer Abraham of Michigan. She was a research assistant in the Government Relations Department of The Heritage Foundation, a research and educational institution in Washington, DC, where she concentrated on issues related to government oversight and the 1993 Government Performance and Results Act. She received her Bachelor of Arts Degree, *magna cum laude*, in Politics from the University of Dallas in Irving, Texas and her Juris Doctor Degree, *cum laude*, from George Mason University's School of Law in Arlington, Virginia. Presently, she is a volunteer religious education teacher at her local parish.

APPENDIX C:
DACOWITS 2006 FOCUS GROUP PROTOCOL

**APPENDIX C:
DACOWITS 2006 FOCUS GROUP PROTOCOL**

**Attracting and Retaining Female LCDs
in the Armed Forces**

SESSION INFORMATION

Location:

Date: Time:

Facilitator:

Recorder:

of Participants Present for Entire Session:

of participants excused:

Reason(s) they were excused:

[Scribe: highlight in bold type the appropriate focus group categories.]

Profession: Lawyers Chaplains Doctors

Service: Army Navy Air Force Mixed

THE FOCUS GROUP KICK-OFF: KEY POINTS TO COVER

- **Distribute and gather mini-surveys (occur before introductions) usually as they come in.**
- **Ensure name plates in front of participants**
- **Welcome attendees**
 - Thank you for taking the time to join our discussion today. We appreciate your service.
 - I am ____ (insert name) and I am a member of the DACOWITS Committee, and this is ____ (introduce partner), also a member of DACOWITS.

- **Introduce/define DACOWITS**
 - “Department of Defense Advisory Committee on Women in the Services”
 - DACOWITS is responsible for advising the Department of Defense on issues relating to integration of women in the Armed Forces; it also is tasked to examine family issues related to the recruitment and retention
 - Every year, with input from the Office of the Secretary of Defense, DACOWITS selects specific topics on which to prepare a report for the SecDef
 - Current topic under examination: Representation of women among clergy, lawyers, and Doctors in the Services.
- **Explain DACOWITS data collection process**
 - Committee members visit sites across the military
 - Hold focus groups with Service members and family members to tap their experiences/perspectives.
- **Describe how the focus group session will work**
 - This session is intended for participants who are ____ (e.g., female_____)
 - We have scripted questions
 - The session will last approximately 90 minutes, and we will not take a formal break
 - Each of us has a role to play
 - I serve as an impartial data gatherer and discussion regulator, with help from my co-moderator
 - Our scribe serves as recorder—note she is taking no names.
 - You serve as subject matter experts.
- **Emphasize that participation is voluntary**
 - Your participation in this session is voluntary
 - While we would like to hear from everyone, feel free to answer as many or as few questions as you prefer.
- **Address confidentiality**
 - Information you share is confidential to the maximum extent permitted by law
 - No information will be attributed to you by name
 - You should likewise treat what you hear in this room with confidentiality.
- **Explain ground rules**
 - Speak clearly and one at a time
 - There are no right or wrong answers
 - We want to hear the good and the bad
 - We respect and value differences of opinion
 - Please avoid sidebar conversations.
- **Conduct introductions**
 - Our scribe, KAREN PULLIAM is with Caliber Associates, a research firm hired to record these sessions.
 - Now let’s go around the room, so you can introduce yourselves
 - First name
 - Current job
 - How long you have been in the military. Why you joined.

Career Intentions of Female LCDs and Factors that Influence their Intentions

To help us understand factors that affect the representation of women LCDs in the Armed Forces, we will start by asking you to share with us your own plans. Again, we are not “taking names”—only trying to capture a “first-person” perspective.

1. By a show of hands, we’d like you to tell us if you will be staying in or leaving the military after your current obligation is over or are you undecided. (note: record numbers but also capture more complete intention info on pre-survey)
 - Please raise your hand if you will be staying in the Active Component
 - Please raise your hand if you will be leaving the Active Component
 - Please raise your hand if you are undecided
- 2a. For those of you who intend to remain (or who have already made a career in the military), what are (were) your main reasons?
 - Probes (not to be used unless the participants do not answer the question):
 - Retirement pay/benefits
 - Current pay/benefits
 - Job opportunity/security relative to civilian sector
 - Career opportunity
 - Service to country
 - Job satisfaction
 - OPTEMPO/deployment
 - Family factors
- 2b. For those of you who intend to leave, what are your main reasons?
 - Probes (not to be used unless the participants do not answer the question):
 - Retirement pay/benefits
 - Lack of adequate equipment and/or support
 - Current pay/benefits
 - Job opportunity/security relative to civilian sector
 - Career opportunity
 - Service to country
 - Job satisfaction
 - OPTEMPO/deployment
 - Family factors
- 2c. For those of you who are undecided, what are the factors that you are weighing?
- 2d. Are any of you thinking of transferring to the Reserves?

3. For those of you who are considering leaving the military after your current obligation, would it affect your intentions if the military were able to provide a more flexible career path?
 - Probes (not to be used unless the participants do not answer the question):
 - Transfer to the Reserves or National Guard for a number of years and then a return to the Active Component
 - Unpaid leave of absence from the military for one or two years, extended leave program

[Caliber note for this and all questions: If insufficient detail is provided, then moderator needs to probe: “Could you explain why? (or why not?)”; “What do you mean exactly?”; “Could you give me an example?”]

Factors that Inhibit Greater Representation of Women among Military LCDs

Let’s cast a broader net now, to include not just your own plans and experiences but your perceptions of female LCDs in the Armed Forces overall.

4. What kinds of barriers, if any, limit the number of female LCDs in the Service?
5. So do you see yourself as a flag officer in the future?

Improving the Recruitment of Female LCDs

At this point, we’d like to explore some specific areas affecting the representation of female LCDs in the Service, starting with recruitment and then turning to retention.

6. Can you tell us about recruiting practices, including your personal experiences?
7. Are there gender differences in the way men and women are recruited to be LCDs?
8. What could be done differently to more successfully recruit female LCDs for the Armed Forces?
 - Probe: Would female recruiters be more effective?

Improving the Retention of Female LCDs

Let's move on to the subject of retaining female LCDs. Research suggests that opportunity for advancement may be a factor that affects retention.

9. What are the conditions necessary for advancement in your field?
 - Probes (not to be used unless the participants do not answer the question):
 - The right assignments
 - The right schooling
 - Mentorship
 - Counseling
 - Grooming
10. To what extent do women in your field have as much access as men to these keys to success?
11. How would you compare your advancement in the military to the advancement of your civilian female counterparts?
12. What could be done differently to improve opportunity for advancement among female LCDs in the Service?
13. Do you think you need to attain a certain rank in order to have had a successful career?

It's possible that factors other than advancement opportunity make for a successful career and influence retention

14. What do you consider to be the most important measure of a successful career? [Note to moderator: this may be reaching a certain rank and/or some other achievement(s).]
15. As you advance in your career, how important is it to you to be able to continue to practice your craft—rather than becoming an administrator and/or advisor?
16. How do you rate the quality of the professional experiences you have in the military as compared to the professional experiences your civilian counterparts are having?

Concluding Thoughts

17. Other than what we've already discussed, what could be done differently to encourage women LCDs to stay in the military?

End

This concludes our discussion. Thank you for taking the time to share your experiences and perspectives with us. Your input is invaluable to our efforts to inform the Office of the Secretary of Defense on these matters, so they can be more effectively addressed.

Once again, thank you very much.

APPENDIX D:
DACOWITS 2006 MINI-SURVEY

APPENDIX D:
DACOWITS 2006 MINI-SURVEY
Lawyers, Chaplains, and Doctors in the Armed Forces

1. **What is your branch of Service?**
☐ Army ☐ Air Force ☐ Navy
2. **How long, in total, have you served in the military?**
(Including service in Active Component and Reserves)
_____ Years _____ Months
3. **What is your paygrade?** _____
4. **What is your gender?**
☐ Female ☐ Male
5. **What is your marital status?**
☐ Married to a civilian
☐ Married to a service member
☐ Divorced or legally separated
☐ Widowed
☐ Never married
6. **How many dependent children in the following age groups are living with you?**
_____ Birth to 2 years _____ 11-13 years
_____ 3 - 5 years _____ 14 - 17 years
_____ 6 - 10 years _____ 18 or over
7. **In the past 36 months, have you been deployed?**
☐ Yes ☐ No
8. **In the past 36 months, about how much time in total have you spent deployed?**
☐ Does not apply; I have not been deployed
☐ Less than 1 month
☐ 1 – 3 months
☐ 4 – 6 months
☐ 7 – 9 months
☐ 10 months to less than 1 year
☐ 1 year to 18 months
☐ More than 18 months, but less than 2 years
☐ 2 years or more
9. **Do you expect to deploy in the next two years?**
☐ Yes ☐ No
10. **Who is your current mentor (or who was your most recent mentor)?**
☐ My rater or senior rater
☐ A person who is/was higher than me in rank, but not my rater or senior rater
☐ A person who is/was at my same rank
☐ A person who is/was lower than me in rank
☐ A person who is not or was not in the military at the time the mentoring was provided
☐ I have never had a mentor

11. **Please rate the importance of the following factors in your decision to stay in or leave the Active Component:**

FACTORS	HOW IMPORTANT IN YOUR DECISION TO STAY OR LEAVE?				
	Very	Moderately	Slightly	Not at all	Don't know/ Does not apply
Current pay/ benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retirement pay/ benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OPTEMPO/ Deployment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Separation from family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Requirements of spouse's career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequent PCS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of predictability for self/family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impact of military lifestyle on children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. **Which of the following best describes your military career intentions? MARK ONE.**

For those with less than 20 years service:

- ☐ Staying until I am eligible for retirement
☐ Staying beyond my present obligation, but not necessarily until retirement
☐ Probably leaving after my current obligation
☐ Definitely leaving after my current obligation
☐ Leaving the active component to join the Guard or Reserve (any service)
☐ Undecided/Not sure

For those with 20 or more years of service:

- ☐ Staying indefinitely, or as long as possible
☐ Retiring as soon as possible
☐ Undecided/Not sure

13. **What is your profession?**
☐ I am a member of the clergy
☐ I am an attorney
☐ I am a physician; my specialty _____
☐ Other (please specify): _____

14. **Overall, how would you rate your satisfaction with military life?**
☐ Very satisfied
☐ Satisfied
☐ Neither satisfied nor dissatisfied
☐ Dissatisfied
☐ Very dissatisfied

APPENDIX E:
CHARACTERISTICS OF LAWYER FOCUS GROUP SAMPLE AND OTHER
LAWYER MINI-SURVEY RESULTS

**APPENDIX E:
CHARACTERISTICS OF LAWYER FOCUS GROUP SAMPLE AND OTHER LAWYER
MINI-SURVEY RESULTS****

Characteristics of Lawyer Focus Group Sample*		
Variable	Number	Percent of Total
Gender:		
Female	35	57%
Male	26	43%
Total participants	61	100%
Service:		
Army	35	57%
Navy	5	8%
Marine Corps	3	5%
Air Force	17	28%
Coast Guard	1	2%
Total participants	61	100%
Pay Grade:		
O3	6	10%
O4	42	69%
O5	8	13%
O6	4	7%
WO3 ⁺	1	2%
Total participants	61	101%
Marital Status:		
Single	8	13%
Married to a Service member	24	39%
Married to a civilian	24	39%
Divorced or Legally Separated	5	8%
Total participants	61	99%
Number of Dependent Children living with Service Member:		
0	25	41%
1	9	15%
2	21	34%
3	5	8%
4	1	2%
Total participants	61	100%
Years of Service:		
From 0 to 4 years	4	7%
From over 4 years to 8 years	12	20%
From over 8 years to 12 years	18	30%
From over 12 years to 16 years	10	16%
From over 16 years to 20 years	10	16%
Over 20 years	7	12%
Total participants	61	101%

** Not all 61 lawyer focus group participants answered each mini-survey question, resulting in fewer than 61 total participants for some items.

* Percentages may not sum to 100 due to rounding.

+ The sample included five spouses who participated in dual-military focus groups, of whom four were military lawyers and one was a warrant officer/legal administrator.

Lawyer Focus Group Participants' Deployment Experience*			
Variable		Number	Percent of Total
Deployment Experience (Past 36 Months)	Yes	37	61%
	No	24	39%
	Total	61	100%
Time Spent Deployed (Past 36 Months)	Have not been deployed	24	39%
	Less than 1 month	0	0%
	1-3 Months	3	5%
	4-6 Months	14	23%
	7-9 Months	8	13%
	10 months to less than 1 year	4	7%
	1 year to 18 months	7	12%
	More than 18 months, but less than 2 years	1	2%
	2 years or more	0	0%
	Total	61	101%
Expect to deploy in the next two years	Yes	34	58%
	No	25	42%
	Total	59	100%

* Percentages may not sum to 100 due to rounding.

Lawyer Focus Group Participants' Career Intentions*			
Variable		Number	Percent of Total
Service Members with less than 20 years service (n=55)	Staying until retirement	33	60%
	Staying beyond present obligation but not necessarily until retirement	5	9%
	Probably leaving after present obligation	1	2%
	Definitely leaving after present obligation	2	4%
	Leaving to join the Reserve component	2	4%
	Undecided	12	22%
	Total	55	101%
Service members with 20 years or more of service (n=6)	Stay indefinitely, or as long as possible	3	50%
	Retiring as soon as possible	0	0%
	Undecided	3	50%
	Total	6	100%

* Percentages may not sum to 100 due to rounding.

Lawyer Focus Group Participants' Overall Satisfaction with Military Life		
Variable	Number	Percent of Total
Very Satisfied	31	51%
Satisfied	24	39%
Neither Satisfied nor Dissatisfied	6	10%
Dissatisfied	0	0%
Very Dissatisfied	0	0%
Total	61	100%

Lawyer Focus Group Participants' Current Mentor*		
Variable	Number	Percent of Total
My rater or senior rater	19	40%
A person who is/was higher than me in rank, but not my rater or senior rater	23	49%
A person who is/was at my same rank	2	4%
A person who is/was lower than me in rank	0	0%
A person who is not or was not in the military at the time the mentoring was provided	1	2%
I have never had a mentor	2	4%
Total	47	99%

* Percentages may not sum to 100 due to rounding. The total number of participants is considerably smaller than 61 because this question was not yet included on the mini-survey administered to the first lawyer focus group.

The Importance of the Following Factors in Lawyer Focus Group Participants' Decision to Stay in or Leave the Active Component*			
Factors	Importance	Number	Percent of Total
Current Pay/Benefits	Very Important	16	26%
	Moderately Important	34	56%
	Slightly Important	7	12%
	Not at all Important	4	7%
	Don't Know/Does not Apply	0	0%
	Total	61	101%
Retirement Pay/Benefits	Very Important	27	44%
	Moderately Important	27	44%
	Slightly Important	5	8%
	Not at all Important	2	3%
	Don't Know/Does not Apply	0	0%
	Total	61	99%
Job Security	Very Important	19	31%
	Moderately Important	24	39%
	Slightly Important	9	15%
	Not at all Important	9	15%
	Don't Know/Does not Apply	0	0%
	Total	61	100%
Career Advancement	Very Important	21	35%
	Moderately Important	29	48%
	Slightly Important	8	13%
	Not at all Important	2	3%
	Don't Know/Does not Apply	0	0%
	Total	60	99%
Job Satisfaction	Very Important	44	72%
	Moderately Important	15	25%
	Slightly Important	2	3%
	Not at all Important	0	0%
	Don't Know/Does not Apply	0	0%
	Total	61	100%
OPTEMPO/Deployment	Very Important	14	23%
	Moderately Important	25	41%
	Slightly Important	17	28%
	Not at all Important	4	7%
	Don't Know/Does not Apply	1	2%
	Total	61	101%
Separation from Family	Very Important	24	39%
	Moderately Important	22	36%
	Slightly Important	10	16%
	Not at all Important	5	8%
	Don't Know/Does not Apply	0	0%
	Total	61	99%

* Percentages may not sum to 100 due to rounding.

The Importance of the Following Factors in Lawyer Focus Group Participants' Decision to Stay in or Leave the Active Component* (cont.)			
Factors	Importance	Number	Percent of Total
Requirements of Spouse's Career	Very Important	22	36%
	Moderately Important	7	12%
	Slightly Important	10	16%
	Not at all Important	10	16%
	Don't Know/Does not Apply	12	20%
	Total	61	100%
Frequent PCS	Very Important	11	18%
	Moderately Important	25	41%
	Slightly Important	16	26%
	Not at all Important	8	13%
	Don't Know/Does not Apply	1	2%
	Total	61	100%
Lack of Predictability for self/family	Very Important	16	26%
	Moderately Important	17	28%
	Slightly Important	20	33%
	Not at all Important	7	12%
	Don't Know/Does not Apply	1	2%
	Total	61	101%
Impact of Military Lifestyle on Children	Very Important	24	39%
	Moderately Important	9	15%
	Slightly Important	5	8%
	Not at all Important	6	10%
	Don't Know/Does not Apply	17	28%
	Total	61	100%

* Percentages may not sum to 100 due to rounding.

APPENDIX F:
CHARACTERISTICS OF CLERGY FOCUS GROUP SAMPLE AND OTHER
CLERGY MINI-SURVEY RESULTS

**APPENDIX F:
CHARACTERISTICS OF CLERGY FOCUS GROUP SAMPLE AND OTHER CLERGY
MINI-SURVEY RESULTS****

Characteristics of Clergy Focus Group Sample*		
Variable	Number	Percent of Total
Gender:		
Female	9	56%
Male	7	44%
Total participants	16	100%
Service:		
Army	3	19%
Navy	3	19%
Air Force	10	63%
Total participants	16	101%
Pay Grade:		
O3	8	50%
O4	6	38%
O5	2	13%
Total participants	16	101%
Marital Status:		
Single	6	38%
Married to a Service member	0	0%
Married to a civilian	9	56%
Divorced or Legally Separated	1	6%
Total participants	16	100%
Number of Dependent Children living with Service Member:		
0	9	56%
1	1	6%
2	3	19%
3	3	19%
Total participants	16	100%
Years of Service:		
From 0 to 4 years	1	6%
From over 4 years to 8 years	2	13%
From over 8 years to 12 years	3	19%
From over 12 years to 16 years	4	25%
From over 16 years to 20 years	2	13%
Over 20 years	4	25%
Total participants	16	101%

** Not all 16 clergy focus group participants answered each mini-survey question, resulting in fewer than 16 total participants for some items.

* Percentages may not sum to 100 due to rounding.

Clergy Focus Group Participants' Deployment Experience			
Variable		Number	Percent of Total
Deployment Experience (Past 36 Months)	Yes	5	31%
	No	11	69%
	Total	16	100%
Time Spent Deployed (Past 36 Months)	Have not been deployed	11	69%
	Less than 1 month	0	0%
	1-3 Months	0	0%
	4-6 Months	4	25%
	7-9 Months	0	0%
	10 months to less than 1 year	0	0%
	1 year to 18 months	1	6%
	More than 18 months, but less than 2 years	0	0%
	2 years or more	0	0%
	Total	16	100%
Expect to deploy in the next two years	Yes	13	81%
	No	3	19%
	Total	16	100%

Clergy Focus Group Participants' Career Intentions			
Variable		Number	Percent of Total
Service Members with less than 20 years service (n=14)	Staying until retirement	12	86%
	Staying beyond present obligation but not necessarily until retirement	0	0%
	Probably leaving after present obligation	0	0%
	Definitely leaving after present obligation	0	0%
	Leaving to join the Reserve component	0	0%
	Undecided	2	14%
	Total	14	100%
Service members with 20 years or more of service (n=2)	Stay indefinitely, or as long as possible	2	100%
	Retiring as soon as possible	0	0%
	Undecided	0	0%
	Total	2	100%

Clergy Focus Group Participants' Overall Satisfaction with Military Life		
Variable	Number	Percent of Total
Very Satisfied	11	69%
Satisfied	5	31%
Neither Satisfied nor Dissatisfied	0	0%
Dissatisfied	0	0%
Very Dissatisfied	0	0%
Total	16	100%

Clergy Focus Group Participants' Current Mentor*		
Variable	Number	Percent of Total
My rater or senior rater	2	22%
A person who is/was higher than me in rank, but not my rater or senior rater	6	67%
A person who is/was at my same rank	0	0%
A person who is/was lower than me in rank	0	0%
A person who is not or was not in the military at the time the mentoring was provided	1	11%
I have never had a mentor	0	0%
Total	9	100%

* The total number of participants is considerably smaller than 16 because this question was not yet included on the mini-survey administered to the first clergy focus group.

The Importance of the Following Factors in Clergy Focus Group Participants' Decision to Stay in or Leave the Active Component*			
Factors	Importance	Number	Percent of Total
Current Pay/Benefits	Very Important	5	31%
	Moderately Important	6	38%
	Slightly Important	5	31%
	Not at all Important	0	0%
	Don't Know/Does not Apply	0	0%
	Total	16	100%
Retirement Pay/Benefits	Very Important	8	50%
	Moderately Important	5	31%
	Slightly Important	3	19%
	Not at all Important	0	0%
	Don't Know/Does not Apply	0	0%
	Total	16	100%
Job Security	Very Important	1	6%
	Moderately Important	9	56%
	Slightly Important	2	13%
	Not at all Important	4	25%
	Don't Know/Does not Apply	0	0%
	Total	16	100%
Career Advancement	Very Important	2	13%
	Moderately Important	9	56%
	Slightly Important	3	19%
	Not at all Important	2	13%
	Don't Know/Does not Apply	0	0%
	Total	16	101%
Job Satisfaction	Very Important	13	81%
	Moderately Important	2	13%
	Slightly Important	1	6%
	Not at all Important	0	0%
	Don't Know/Does not Apply	0	0%
	Total	16	100%
OPTEMPO/Deployment	Very Important	2	13%
	Moderately Important	10	67%
	Slightly Important	2	13%
	Not at all Important	1	7%
	Don't Know/Does not Apply	0	0%
	Total	15	100%
Separation from Family	Very Important	2	13%
	Moderately Important	11	69%
	Slightly Important	2	13%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	6%
	Total	16	101%

* Percentages may not sum to 100 due to rounding.

The Importance of the Following Factors in Clergy Focus Group Participants' Decision to Stay in or Leave the Active Component* (cont.)			
Factors	Importance	Number	Percent of Total
Requirements of Spouse's Career	Very Important	2	13%
	Moderately Important	4	25%
	Slightly Important	2	13%
	Not at all Important	1	6%
	Don't Know/Does not Apply	7	44%
	Total	16	101%
Frequent PCS	Very Important	0	0%
	Moderately Important	6	38%
	Slightly Important	7	44%
	Not at all Important	3	19%
	Don't Know/Does not Apply	0	0%
	Total	16	101%
Lack of Predictability for self/family	Very Important	0	0%
	Moderately Important	6	38%
	Slightly Important	8	50%
	Not at all Important	1	6%
	Don't Know/Does not Apply	1	6%
	Total	16	100%
Impact of Military Lifestyle on Children	Very Important	2	13%
	Moderately Important	2	13%
	Slightly Important	5	31%
	Not at all Important	0	0%
	Don't Know/Does not Apply	7	44%
	Total	16	101%

* Percentages may not sum to 100 due to rounding.

APPENDIX G:
CHARACTERISTICS OF DOCTOR FOCUS GROUP SAMPLE AND OTHER
DOCTOR MINI-SURVEY RESULTS

**APPENDIX G:
CHARACTERISTICS OF DOCTOR FOCUS GROUP SAMPLE AND OTHER DOCTOR
MINI-SURVEY RESULTS****

Characteristics of Doctor Focus Group Sample*		
Variable	Number	Percent of Total
Gender:		
Female	9	82%
Male	2	18%
Total participants	11	100%
Service:		
Army	4	36%
Navy	4	36%
Air Force	3	27%
Total participants	11	99%
Pay Grade:		
O4	3	27%
O5	5	45%
O6	3	27%
Total participants	11	99%
Marital Status:		
Single	0	0%
Married to a Service member	5	45%
Married to a civilian	6	55%
Divorced or Legally Separated	0	0%
Total participants	11	100%
Number of Dependent Children living with Service Member:		
0	2	18%
1	3	27%
2	3	27%
3	3	27%
Total participants	11	99%
Years of Service:		
From 0 to 4 years	0	0%
From over 4 years to 8 years	1	9%
From over 8 years to 12 years	2	18%
From over 12 years to 16 years	2	18%
From over 16 years to 20 years	2	18%
Over 20 years	4	36%
Total participants	11	99%

** Not all 11 doctor focus group participants answered each mini-survey question, resulting in fewer than 11 total participants for some items. Responses to one survey item, “current mentor,” are not provided because this question was not yet included on the mini-survey administered to the first of the two doctor focus groups and presenting the responses of the two participants in the second doctor focus group would compromise their privacy.

* Percentages may not sum to 100 due to rounding.

Doctor Focus Group Participants' Deployment Experience*			
Variable		Number	Percent of Total
Deployment Experience (Past 36 Months)	Yes	7	64%
	No	4	36%
	Total	11	100%
Time Spent Deployed (Past 36 Months)	Have not been deployed	4	36%
	Less than 1 month	0	0%
	1-3 Months	3	27%
	4-6 Months	2	18%
	7-9 Months	0	0%
	10 months to less than 1 year	0	0%
	1 year to 18 months	1	9%
	More than 18 months, but less than 2 years	0	0%
	2 years or more	1	9%
	Total	11	99%
Expect to deploy in the next two years	Yes	4	36%
	No	7	64%
	Total	11	100%

* Percentages may not sum to 100 due to rounding.

Doctor Focus Group Participants' Career Intentions*			
Variable		Number	Percent of Total
Service Members with less than 20 years service (n=7)	Staying until retirement	4	57%
	Staying beyond present obligation but not necessarily until retirement	1	14%
	Probably leaving after present obligation	1	14%
	Definitely leaving after present obligation	0	0%
	Leaving to join the Reserve component	0	0%
	Undecided	1	14%
	Total	7	99%
Service Members with 20 years or more of service (n=4)	Stay indefinitely, or as long as possible	1	25%
	Retiring as soon as possible	3	75%
	Undecided	0	0%
	Total	4	100%

* Percentages may not sum to 100 due to rounding.

Doctor Focus Group Participants' Overall Satisfaction with Military Life		
Variable	Number	Percent of Total
Very Satisfied	6	55%
Satisfied	4	36%
Neither Satisfied nor Dissatisfied	1	9%
Dissatisfied	0	0%
Very Dissatisfied	0	0%
Total	11	100%

The Importance of the Following Factors in Doctor Focus Group Participants' Decision to Stay in or Leave the Active Component*			
Factors	Importance	Number	Percent of Total
Current Pay/Benefits	Very Important	3	27%
	Moderately Important	6	55%
	Slightly Important	1	9%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	100%
Retirement Pay/Benefits	Very Important	7	64%
	Moderately Important	2	18%
	Slightly Important	1	9%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	100%
Job Security	Very Important	2	18%
	Moderately Important	5	45%
	Slightly Important	3	27%
	Not at all Important	1	9%
	Don't Know/Does not Apply	0	0%
	Total	11	99%
Career Advancement	Very Important	3	27%
	Moderately Important	3	27%
	Slightly Important	4	36%
	Not at all Important	1	9%
	Don't Know/Does not Apply	0	0%
	Total	11	99%
Job Satisfaction	Very Important	8	73%
	Moderately Important	3	27%
	Slightly Important	0	0%
	Not at all Important	0	0%
	Don't Know/Does not Apply	0	0%
	Total	11	100%
OPTEMPO/Deployment	Very Important	4	36%
	Moderately Important	6	55%
	Slightly Important	0	0%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	100%
Separation from Family	Very Important	8	73%
	Moderately Important	2	18%
	Slightly Important	0	0%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	100%

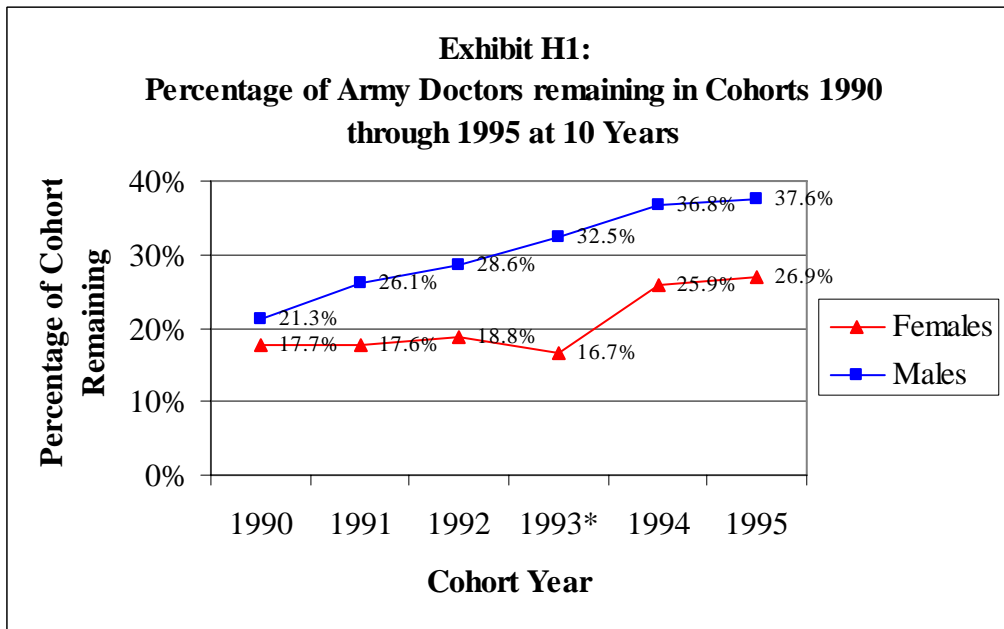
* Percentages may not sum to 100 due to rounding.

The Importance of the Following Factors in Doctor Focus Group Participants' Decision to Stay in or Leave the Active Component* (cont.)			
Importance of:		Number	Percent of Total
Requirements of Spouse's Career	Very Important	3	27%
	Moderately Important	3	27%
	Slightly Important	4	36%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	99%
Frequent PCS	Very Important	4	36%
	Moderately Important	2	18%
	Slightly Important	4	36%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	99%
Lack of Predictability for self/family	Very Important	4	36%
	Moderately Important	5	45%
	Slightly Important	1	9%
	Not at all Important	1	9%
	Don't Know/Does not Apply	0	0%
	Total	11	99%
Impact of Military Lifestyle on Children	Very Important	5	45%
	Moderately Important	2	18%
	Slightly Important	3	27%
	Not at all Important	0	0%
	Don't Know/Does not Apply	1	9%
	Total	11	99%

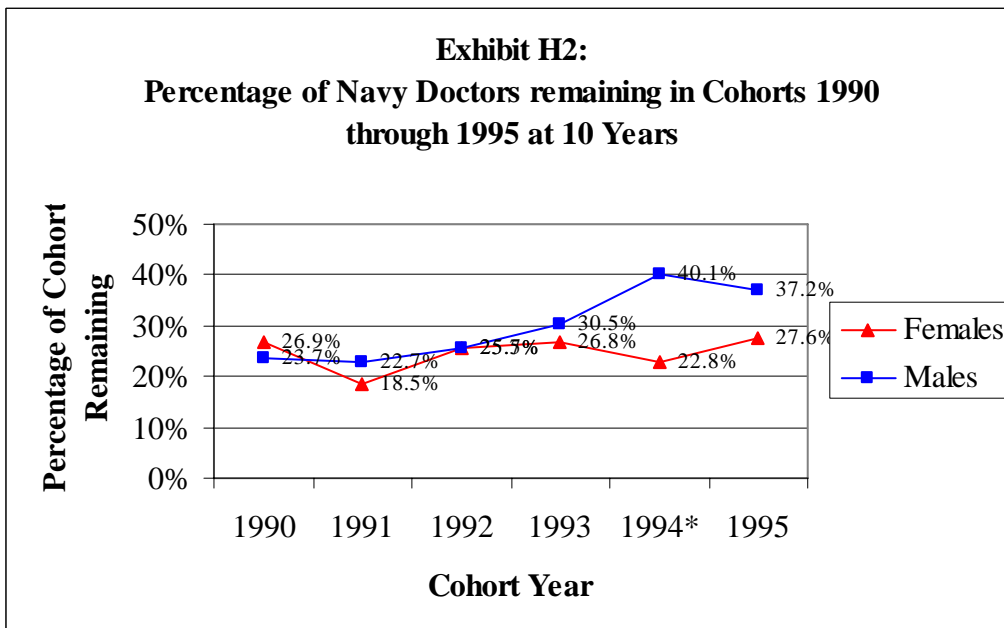
* Percentages may not sum to 100 due to rounding.

APPENDIX H:
ARMY, NAVY, AND AIR FORCE DOCTOR COHORT RETENTION RATES

APPENDIX H: ARMY, NAVY, AND AIR FORCE DOCTOR COHORT RETENTION RATES

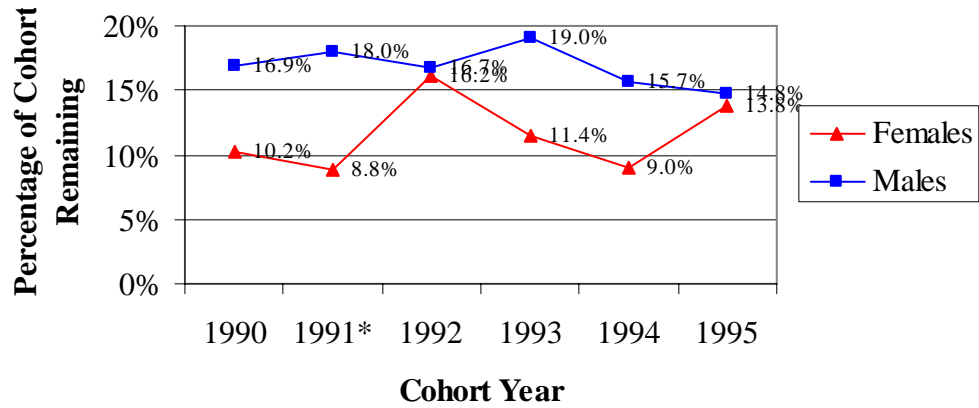


* Denotes a statistically significant gender difference in rates for this year group, based on a Chi square test ($p < .05$).



* Denotes a statistically significant gender difference in rates for this year group, based on a Chi square test ($p < .05$).

Exhibit H3:
Percentage of Air Force Doctors remaining in Cohorts 1990
through 1995 at 10 Years



* Denotes a statistically significant gender difference in rates for this year group, based on a Chi square test ($p < .05$).

APPENDIX I:
BRIEFINGS PRESENTED TO DACOWITS

**APPENDIX I:
BRIEFINGS PRESENTED TO DACOWITS**

- Recruiting Women for the Military - An overview of DOD recruiting with special emphasis on women. Presented by Dr Curt Gilroy Office of the Deputy Under Secretary of Defense for Military Personnel Policy (MPP)
- DOD Social Compact with Military Families – Presented by Mrs. Aggie Byers, Office of the Deputy Under Secretary of Defense Military Community and Family Policy (MCFP)
- Weight Control Program – Presented by Mr. William Gleason Office of the Deputy Under Secretary of Defense Military Community and Family Policy (MCFP)
- ICF/Caliber conducted an initial briefing on the 2006 Report Topic Lawyers, Clergy, and Doctors.
- RADM Bruce MacDonald Judge Advocate General's Corps, United States, An Overview of The Navy Judge Advocate General Corps